Human Resource Functions: Examining Insights from ABC Research Organization

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Abstract Human resource management (HRM) functions are critical to ensuring an organization's success and sustainability. These functions encompass various activities designed to manage an organization's employees. This paper examined human resource management functions; recruitment, training, as well as compensation to handle an organization's most valuable asset in the face of firmness ecological challenges. Drawing on the Resources-Based and Human Capital theories, a case study design was employed in this research and the data were gathered by semi-structured interviews with three participants. Thematic analysis revealed a recruitment focus on targeted sourcing and networking, training priority placed upon mentorship and tailored programmes, as well as compensation alignment with commitment, length of service, and market analysis for an ABC organisation. It was recommended that the HRM should foster further improvement through evaluations and audits continually, enhanced bias training in audit processes and increase transparency of compensation as well as setting Key Performance Indicators (KPIs) for HR assessment.

Keywords:- Compensation, Human Resource Management, Recruitment and Selection, Training and Development.

I. INTRODUCTION

Organisational life and resilience are dependent on strong relationships between its components. This is especially true for human resources, which are regarded not as a cost but as a strategic investment. According to Gunu et al. (2013), human capital includes knowledge, skills, creativity, and well-being, in addition to physical and financial assets. Individual capabilities have been shown to have a major impact on social and organisational growth, frequently more than other resources. Organisations recognise the critical role of human resource management (HRM) services in driving organisational performance and retaining a competitive advantage (Dessler, 2013; Silalahi, 2022). This realisation has driven increased attention from scholars and planners towards the domain of human resource management, especially in poor nations. According to the Society for Human Resource Management (2012), human resource management functions are critical to the overall success and sustainability of organisations across industries. Human resources duties in organisations

comprise a wide range of actions and responsibilities aimed at managing the organization's most important asset: its people. These functions include recruiting and selection, training and development, and compensation.

Recruitment and selection are critical HRM responsibilities that entail identifying, attracting, and choosing qualified applicants for organisational positions. In a dynamic and talent-driven market, organisations must find and retain top people while maintaining a diverse and inclusive workforce. Effective recruiting and selection tactics not only help organisations find the right people, but they also contribute to the development of a high-performing and diverse workforce that is aligned with the organisation's goals. Training and development are key components of human resource management that strive to improve employee skills, knowledge, and competences in order to satisfy current and future employment requirements. In a continuously changing company environment, ongoing learning and development is crucial for preserving employee engagement, productivity, and competitiveness. Muñoz Castellanos et al. (2011) found that good training and development programmes not only provide employees with the necessary skills for their tasks, but also build a culture of learning and innovation within the organisation. Compensation strategies include the development and implementation of compensation systems that attract, motivate, and retain people (Saridawati, 2019). In today's competitive job market, organisations must provide competitive remuneration packages while maintaining justice and equity in incentive distribution. Effective compensation plans not only acknowledge and reward individual contributions, but they also promote performance, engagement, and organisational success.

The analysis of recruiting and selection processes offers useful insights into the significance of strategic approaches, technological improvements, and diversity concerns in achieving organisational success. However, the evaluation does not include detailed analysis of the approach used to attract and select people for important roles, as well as how HRMs ensure a diverse group of applicants while also satisfying the unique skill, knowledge, and attitude requirements for each role. Furthermore, there is a deficiency in discussing how organisations can efficiently utilise emerging trends such as employer branding and remote hiring practices to improve their recruitment and selection results. Additionally, it would be advantageous to

include an analysis of how organisational culture and values influence recruitment strategies, specifically in attracting individuals who share the principles and beliefs of the research consultancy organisation. Also, the available literature on compensation assessment within research consultancy organisations such as ABC appears to be scarce. Furthermore, most contemporary research focuses on academic institutions, public sector building, and secondary school teaching. A limited inquiry has been conducted in consulting firms located in the study's setting. Therefore, it is vital to perform empirical research in order to acquire insight into the complexities of compensation inside research consultancy firms.

➢ *Purpose of the Study*

This paper examines the nature of human resources functions within organisations, including recruitment and selection, training and development, and compensation, and proposes strategies to optimise HRM functions.

➢ *Research Questions*
- What are the key characteristics defining recruitment and selection practices within ABC organisation?
- How do training and development efforts manifest within ABC organisation?
- What are the fundamental attributes shaping compensation practices within ABC organisation?

II. LITERATURE REVIEW

A. Theoretical Framework

The research is based on two theories: Resource-Based Theory (RBT) and Human Capital Theory, which provide a framework for understanding and analysing organisational processes.

➢ *Resource-Based Theory (RBT)*

Penrose's Resource-Based Theory (RBT) (2009) emphasises the importance of internal resources as the key drivers of long-term competitive advantage, as opposed to strategies that prioritise external forces. This method highlights the need of recognising resources that are valuable, rare, and difficult to replicate (Kozlenkova et al., 2014). The argument contends that the implementation of effective HRM practices plays an important part in the development of human capital, while also aligning with Resource-Based Theory (RBT) concepts. More specifically, it means that recruitment and selection procedures should prioritise the acquisition and retention of highly competent employees with exceptional traits. Training and development initiatives are viewed as investments in employees' skills and knowledge, which enhance the organization's competencies and stimulate creativity. Furthermore, how remuneration is organised and handled is critical in motivating employees to perform well and retaining qualified personnel inside the company, enhancing the workforce's value.

➢ *Human Capital Theory*

Human capital theory holds that humans have a certain degree of knowledge, skills, and abilities that can be considered valuable assets, analogous to physical or financial capital (Schultz, 1961). The Human Capital Theory, first stated by Schultz (1961) and later built upon by Becker (1994) holds that, dedicating resources to education, training, and other means of growing human capital leads in increased productivity and economic growth. Within the framework of this study, Human Capital Theory posits that organisations can improve their performance and competitive advantage by allocating resources towards enhancing the skills, knowledge, and capacities of their employees through procedures such as recruiting, selection, training, development, and compensation. The statement highlights the importance of ongoing expenditures in employee training and development for increased productivity and creativity. It recommends establishing structured training courses. Furthermore, Human Capital Theory highlights the importance of salary in attracting, retaining, and motivating employees, advocating for competitive and equitable compensation systems. In conclusion, the use of Human Capital Theory in this study reveals that investments in HRM practices help to enhance human capital in businesses, resulting in increased productivity, innovation, and overall organisational success. This study emphasises the importance of HRM practices in leveraging human capital to gain long-term competitive advantage, in accordance with the principles of Resource-Based Theory (RBT) and Human Capital Theory.

B. Conceptual Reviews

➢ *Recruitment and Selection*

Strategic recruiting and selection are crucial elements of an organization's resourcing strategy, with the goal of finding and acquiring the required talent for the organization's short to medium-term success (Cascio, 2020). The main goal of recruitment is to create a group of highly qualified candidates, making it easier to choose the most suitable individuals for organisational positions by attracting a wide range of applications. On the other hand, the selection process is designed to discover the best appropriate candidate for different jobs inside the organisation (Gamage, 2014). Gamage asserted that there is a strong and meaningful correlation between the processes of recruiting, selection, and the overall success of an organisation.

Recruitment processes consider a variety of elements such as recruitment sources, strategies, and efficacy. Employees are typically recruited through recommendations from current employees, internet job boards, social media platforms, and professional networks. According to Chen et al. (2022), employee referrals and social networks are very effective tactics for recruiting new employees, resulting in improved job performance and more organisational engagement. Furthermore, technology advancements have transformed the way businesses conduct recruitment processes. They are now more likely to use artificial intelligence (AI), data analytics, and applicant tracking systems (ATS) to streamline the process of sourcing,

screening, and choosing candidates (Kamran et al., 2015; Yaseen, 2015). Nonetheless, concerns have been raised about the likelihood of algorithmic bias and discrimination in AI-powered recruitment systems. Recruitment and selection processes have challenges, notwithstanding their benefits.

István (2010) discussed numerous recruitment and hiring strategies, some of which may not be universally accepted or supported. Organisations can address these issues by evaluating selection procedures for their validity, fairness, scope of use, and cost. Organisations often use a variety of recruitment tactics, including employee referrals, campus recruitment, advertising, recruitment agencies, job portals, company websites, and social media platforms. The choice of recruitment channels is contingent upon various criteria, including the job position, employer reputation, available resources, budget, and historical recruitment data. Studies have found evidence of unconscious biases in selection processes, where decisions are influenced by factors such as gender, colour, and age (Mahbub, 2020; Slavic et al., 2017). Structured interviews, diversity training, and blind screening methods are examples of bias-reduction strategies. According to Hardini et al. (2019), meta-analytic research has shown that cognitive ability testing, structured interviews, and work samples are extremely accurate predictors of employment success. Nonetheless, the selection of appropriate evaluation instruments is influenced by factors such as job complexity, organisational culture, and regulatory limits.

Current advancements in recruiting and selection include the use of company branding, talent analytics, and remote hiring strategies. According to studies, businesses with strong employer brands can attract high-quality applicants while simultaneously experiencing lower employee turnover rates (Setyowati, 2016). Furthermore, talent analytics enables companies to use data-driven insights to maximise recruiting strategies, enhance applicant experience, and improve hiring outcomes (Cascio, 2020). Remote recruiting offers flexibility and the ability to access a broader pool of exceptional individuals. However, it creates issues in evaluating individuals, integrating them into the firm, and developing successful teamwork.

➢ *Training and Development*

Training and development courses are critical components of organisational systems that aim to boost individual productivity and foster continuous skill development (Salas et al., 2012). Training is a planned procedure that equips individuals with the necessary information and skills to carry out their obligations effectively (Armstrong, 2016; Yimam, 2022). However, development encompasses a broader variety of activities, including formal schooling, work experiences, and examinations, all of which try to prepare persons for future responsibilities. Training and development activities provide strategic benefits such as aligning people with organisational strategy, improving the ability to deal with external concerns such as the Covid-19 pandemic, and increasing employee satisfaction and service delivery levels (Al-Refaei, 2021;

Degraft-Otto, 2012). The value of lifelong learning is emphasised, with a focus on constantly increasing skills and adapting to changes within a business. Muñoz Castellanos and Salinero Martín (2011) argued that training and development programmes foster creativity by exposing employees to diverse perspectives and fostering the generation of novel ideas. Investing in training and development has clear advantages, such as boosting work performance, enhancing managerial skills, and improving the competitiveness of the organisation (Abdul Ghafoor Khan et al., 2011; Alharthy & Marni, 2020). In dynamic marketplaces, organisations aiming to improve performance, stimulate innovation, and stay competitive must prioritise training and development efforts. Milkovich et al. (2019) and Noe (2023) suggested that ongoing learning is crucial for employees to sustain their skills and adapt to changing work situations.

The review rightly emphasises the strategic role of training and development programmes in increasing organisational performance and fostering innovation. It emphasises the importance of lifelong learning and persistent skill improvement, which aligns with my belief in the transformative power of ongoing education and skill development. The emphasis on boosting creativity by exposing individuals to a variety of perspectives and encouraging the production of novel ideas aligns with my belief in the necessity of cultivating a culture of inquiry and experimentation within businesses. Moreover, the review's claim about the concrete advantages of investing in training and development, such as enhanced job performance and organisational competitiveness, strengthens my belief that these initiatives are essential for maintaining long-term success in the current dynamic business environment.

➢ *Compensation*

According to Saputra (2021), compensation encompasses a variety of perks that employees receive in exchange for their efforts. This includes not just financial components such as compensation, income, and incentives, but also non-financial factors such as the quality of working conditions and job-related characteristics. Usman et al. (2019) gave a more extensive description of the complexities of compensation, distinguishing between financial and non-financial compensation. Financial compensation consists of both explicit forms, such as salaries and incentives, and implicit forms, such as educational and medical benefits. Non-financial compensation, on the other hand, is classified into two types: those related to the work environment, such as facilities and working conditions, and those directly related to the work itself, such as challenging tasks and opportunities for advancement. According to Mondy (2008), the primary goal of remuneration is to attract, retain, and motivate employees. Armstrong (2016) and Agyei et al. (2017) emphasised the goal of compensation and highlighted its strategic importance, recognising it as a critical component of HR policies aimed at encouraging organisational growth. Compensation has a variety of components, including direct, indirect, and non-financial ones (Mabaso & Dlamini, 2017; Saridawati, 2019). Direct

compensation refers to physical rewards given to employees, such as salaries and incentives. On the other hand, indirect remuneration includes benefits provided by the organisation, such as health insurance and retirement schemes. Non-monetary incentives, such as recognition programmes and flexible work hours, provide another dimension to the overall compensation package.

The link between compensation and motivation is a frequently discussed issue in the literature. According to Antoni et al. (2021), motivation arises from individual wants, and employees feel inspired and fulfilled when they receive the reward they seek. Zaki and Marzolina (2016) stressed the need of harmonising compensation with employee expectations, which supports this sentiment. Furthermore, rewards in compensation systems play an important role in motivating individuals to work harder and perform better. Sudiardhita et al. (2018) observed many positive consequences related to compensation in terms of its influence on organisations. These advantages include better output and results, increased employee satisfaction, and aid in attaining organisational goals and resolving personnel-related issues. Furthermore, developing compensation systems that link rewards to performance can instil a feeling of responsibility in employees and motivate them to strive for excellence. Compensation is a critical tool for organisations to efficiently attract, retain, and inspire outstanding employees (Yamoah, 2014). The complexity of this phenomena, which involves both financial and non-financial dimensions, emphasises its strategic importance in fostering corporate success while also boosting employee satisfaction and performance.

III. METHODOLOGY

The study utilised the case study design to thoroughly investigate the human resource management functions inside the ABC organisation. A case study enables a thorough analysis of certain occurrences within their actual setting (Fobi, 2023; Cropley, 2019). This design facilitated the investigation of the organization's recruitment and selection, training and development, and remuneration systems, yielding valuable insights into these procedures. Although recognising the possible biases and limitations associated with the case study design attempts were taken to address these issues by thoroughly validating the findings (Creswell & Plano-Clark, 2017; Taherdoost, 2016). Semi-structured interviews were carried out with the HR manager, as well as two workers who are responsible for human resource development of the organization. Purposive sampling technique was used to sample these three participants.

The data for this study was obtained via semi-structured interview guide. The data obtained were subjected to thematic analysis. The study discovered and categorised themes and trends associated with recruiting and selection, training and development, and remuneration methods. The analysis entailed categorising the data into meaningful groups and deriving conclusions from the emerging patterns (Cohen et al., 2018; Kusi, 2012). During the presentation,

the participants' responses are interwoven with important quotations to elaborate on their personal perspectives of their behaviour. It is important to mention that only essential replies are included in the analysis, and all names (HRM as *Human Resource Manager*; RCM as *Recruitment Committee Member*) used in the study are pseudonyms of the participants, not their actual names. The participants' views on the three research questions were categorised into three main themes; Recruitment and Selection, Training and Development, and Compensation.

IV. RESULTS AND DISCUSSION

A. Recruitment and Selection

The participants were asked to *describe the approach the organization adopt in attracting and selecting candidates for positions within the organization.* He had these to say:

➤ Attracting and Selecting Employees

…, Erm recruitment. Well, in every organization, you need people, you need human resources to work out, to achieve the company's goals. Now for our company or firm, we hire people based on our principles, our culture and also the opportunities these people offer to our company. We use spaces such as social media, job boards, and networking events, and among other things, to show off our company or our brand to the world…We actively engage in network in the industry to find the right people. And then also going to workshops and then also using important links like LinkedIn where we can find the right people to fill those roles. [HRM]

These responses stress how important it is to have a thorough hiring process that promotes the company's brand and values, to actively seek out and network with a wide range of qualified individuals, and to use a strict selection process with a number of different evaluation methods to find the best person for key positions.

➤ Reinforcing the point made earlier, the HRM intimated that:

… We try to hire people from all type of backgrounds. Once the person meets our specific job requirement, it is very important that the person is given an opportunity to apply and take part in the recruitment process. We reach out to unprecedented groups through outreach programmes. We work with diverse focus groups and we also review our hiring processes to get rid of any biases…[HRM]

➤ Tailored Outreach and Engagement

A recruitment committee member (RCM) also recounted how they use tailored outreach and engagement to ensure a diverse pool of applicants while also meeting the specific skill, knowledge and attitude requirements for each role. He said:

We also believe that the outreach involvement should be tailored to reach each role, to draw candidates with the exact skills, knowledge and attitudes needed for that role. While we also promote diversity and what? inclusion, which is very important to our company. To do this, we also write

targeted job postings, like I said initially. We also use a variety of recruitment platforms and we also attend industry events as well. You know, over there you get to meet a lot of people who may share with you some very great applicants who could not get opportunities in some companies as well too…[RCM 1]

➢ *Continuous improvement and Bias Mitigation*

Adding to the views already highlighted, another recruitment committee member also said the employ continuous improvement and bias mitigation strategies to ensure a diverse pool of applicants while also meeting the specific skill, knowledge and attitude requirements for *each role. She had this say:*

We are also committed to hiring methods better all the time to get rid of biases as I mentioned as well, encourage diversity and regularly too, we look at how we hire people, we train, and how our training team avoids unconscious biases and use technology to hide candidate information during the first stages of screening. If you leave your recruitment or hiring process in one person's hand, you may end up with the wrong people. So, it is important that as we are going through this process, we make sure that we negate all biases. [RCM 2]

These responses show that the company is dedicated to hiring people from all backgrounds, and they are adapting their methods to find different kinds of people and deal with biases. The organisation makes sure that the hiring process is fair and diverse by using a number of methods and ongoing improvement projects, such as unconscious bias training and integrating technology.

The responses indicated that the recruitment and selection practices in the ABC organisation are characterised by a comprehensive strategy that focuses on organisational values and culture. This includes targeted sourcing and networking to expand the pool of potential candidates, a thorough selection process that involves multiple evaluations, and efforts to ensure diversity through inclusive recruitment practices, tailored outreach, continuous improvement, and strategies to mitigate bias. This aligns with the claim made by Cascio (2020), which confirms the importance of cultural fit in the hiring process, emphasising its influence on job satisfaction and commitment. In line with this findings, Al-kassem (2017) emphasised the importance of targeted sourcing and networking, especially when it comes to reaching out to inactive job seekers. The finding also corroborates with the assertion of Mahbub (2020) which highlighted the need of comprehensive assessments in selection procedures to minimise biases and guarantee precise employment choices. Mahbub further emphasised the crucial significance of diversity in fostering innovation and problem-solving, underscoring the necessity for inclusive recruitment methods and initiatives to mitigate bias.

B. *Training and Development*
The description of a successful employee development programme y implemented by the HRM in the past is themed structured mentorship for professional Growth.

➢ *Structured Mentorship for Professional Growth*

Structured Mentorship for Professional Growth came up as an employee development programme implemented by the HRM in the past. This is evident in the excerpt below:

…You know that mostly in this country you get freshers who do not come with so much work experience. Now as part of our training and development programme, we have seminars for our new employees and then we also pair our employees with experienced workers who lead them through training. Our mentees also get the chance to learn from experienced professionals and gain insights. They also go through professional networks that we create through one-on-one talks, doing workshops and other working events. [HRM]

Putting in place a mentorship plan is emphasised as an effective way to help employees grow in this answer. Pairing experienced employees with mentees enables the company creates a structured way for skill development and knowledge sharing, which eventually helped employees grow professionally and be successful.

The HRM had this to say on how they assess the training needs of employees and measure the effectiveness of the programme:

➢ *Needs-Based Training and Performance Evaluation.*
This oftentimes does not come easy. Sometimes you will not get the right feedback…We use surveys, one-on-one meetings and performance reviews to find skill gaps and places where our people can improve. The feedback we normally get from managers and team leaders helps us design our training courses and also better them as well. We sometimes use pre- and post-training tests and feedback surveys and performance reviews to find out how useful our trainees are... We also see to it that our persons here and the team are doing just exactly as we wish, sometimes using performance indicators and feedback loops... [HRM]

Integration of feedback and continuous improvement is also one of the means employed by HRM to assess the training needs of employees and measure the effectiveness of the programme. A recruitment committee member (RCM) narrated:

…We ask participants themselves for feedback on a regular basis so that we can improve and tweak our training programmes. We are also able to make sure that training programmes are in line with organizational goals…We also evaluate them frequently by taking feedback from them. [RCM 2]

These themes show how the organisation focuses on training and evaluating performance based on needs, which makes sure that growth programmes are tailored to each person and that results are better. It also stresses continuous progress and incorporating feedback to stay relevant and encourage growth.

Generally, the outcomes of the training and development initiatives in ABC organisation demonstrate a deliberate and well-planned approach to fostering employee development and advancement in their careers. The structured mentorship courses offer employees significant direction and support from experienced experts, enabling the transfer of knowledge and development of skills. This aligns with Aguinis et al. (2020), which emphasised the efficacy of mentorship in augmenting employee learning and development. Moreover, the personalisation of training programmes guarantees that learning experiences are specifically designed to meet individual needs and job demands, hence improving their relevance and efficacy. These findings align with research, which highlights the significance of customised training methods in optimising learning results and employee involvement. ABC organization's dedication to promoting a culture of continuous learning and skill enhancement is demonstrated by the provision of continual learning opportunities. These findings align with Milkovich et al. (2019) and Noe (2023) which suggest that ongoing learning is crucial for employees to sustain their skills and adapt to changing work situations. Implementing structured mentorship, tailored training, and continuous learning opportunities will enable ABC organisation to showcase a proactive stance towards employee development. This approach not only improves individual skills but also enhances the organization's agility and competitiveness in the long term.

C. Compensation

Human Resource Manger's responsibility to determine appropriate compensation packages for various roles within organizations plays a critical role in motivating employees in realizing organization goals. *The HRM had this to say on how to determine appropriate compensation packages for various roles within the organization:*

➢ *Compensation Structure and Market Analysis*
We look at market trends, industry standards, and then the specific need of a company's job, you know, the job you are doing, in the company should also speak. So regularly we look at the market to keep up with current salary trends and standards in the business as well. We also look at how hard and important the role of this person is. Just like I said, we look at your job in the company and then, yeah, what it offers.

These answers show how important it is to look at the market and compensation attention to factors that are specific to each job when deciding on compensation packages. The company makes sure its compensation packages are competitive and recognise the value workers bring to the company by keeping up with market trends and analysing the specific needs of each job.

➢ *Factors in Compensating Employee Effort*
The HRM also shares factors the organization considers in compensating employees' effort. He said:

…We look at your dedication. I mean, I don't think someone will still be at office at 7pm trying to make sure that you meet the target of your job the next day and then you are at home and you expect that there should be certain bonuses you will receive ahead of the person… your creativity and then your ability to help the company reach its goals. We also figure out your performance and skills and expertise, how long you have been of service to us and certainly the market desire for setting roles…[HRM]

This response stresses how complicated it is to fairly reward employees for their work and the many things that go into figuring out what is fair compensation. So, the company makes sure that workers are paid fairly based on the value they bring to the company and to keep them performing well by looking at things like performance, skills, length of service, and how well they fit with the company's goals.

➢ *Competitive and Equitable Compensation Practices*
Furthermore, the HRM shared his views on how they ensure that compensation is competitive within the industry while also being fair and equitable internally. These views are expressed below:

…I mentioned the wage standards a couple of times. Now, benchmark for packages against industry standards are regularly a review of salary structures…We place a strong emphasis on internal equity, and then we also ensure that compensation is fair and consistent across similar roles within the organization. In the end, it doesn't breed jealousy and hatred... we also conduct regular salary audits, which are very important to maintain equity in the company. And we also promote transparency in conversation practices to provide avenues for employees to tailor their concerns as feedback to us… [HRM]

These response show that the company wants to be competitive while also being fair and equal in how it compensates its employees. Comparing compensation to industry standards, promoting internal equity, and encouraging openness and communication as in the case of this organization enables the HRM to make sure that its compensation methods attract and keep the best employees while also building a culture of trust and fairness within the company.

Research showed that the ABC organization's compensation methods include looking at the market, considering factors specific to roles, and a dedication to fair and competitive compensation. This consistent with the findings of Setianingsih and Kader (2018), and Fransiska and Tupti (2020) about how important market analysis is for setting competitive compensation rates in today's competitive job market to draw and keep top talent. By doing market research and comparing studies on a regular basis, ABC organisation makes sure that its compensation

packages stay competitive and appealing. The result corroborates what Arifin et al. (2019) found about how important role-specific factors are in setting compensation, like how hard the job is, what duties are involved, and what skills are needed. ABC organisation can effectively motivate and reward workers based on their contributions by making sure that compensation packages are tailored to the specific needs of each role. The outcome supports the assertion of Hussain (2016) which shows how important fair compensation practices are for encouraging fairness and keeping employees motivated. Giving clear and fair compensation systems that are based on performance and contributions will enable ABC organisation to create a positive work environment and increases employee engagement and retention.

V. FINDINGS

- The recruitment and selection practices of ABC organisation prioritise a comprehensive strategy that focuses on organisational values and culture. They use targeted sourcing and networking to expand the talent pool and employ a thorough selection process that involves multiple evaluations. Additionally, they ensure diversity through inclusive recruitment practices, customised outreach, continuous improvement efforts, and strategies to mitigate bias.
- The training and development efforts in ABC organisation include of structured mentorship programmes, tailored training initiatives, and continuous learning opportunities to facilitate continued skill development and career progression.
- The compensation practices at ABC organisation are influenced by market analysis and role-specific criteria. They take into account multiple factors when determining employee compensation, and aim to provide competitive yet fair compensation to ensure that people are appropriately rewarded and motivated.

VI. CONCLUSION

The study emphasises the importance of implementing comprehensive and inclusive processes in recruiting, selection, and remuneration for organisations like ABC. To effectively attract and choose people who share their goals, businesses should adopt a recruiting strategy that emphasises organisational values and culture, employs targeted sourcing and networking strategies, and executes a thorough selection process. Furthermore, it is critical to encourage diversity through inclusive recruitment practices, targeted outreach, continuous improvement programmes, and prejudice mitigation strategies. These indicators are critical for building a thriving and equitable workforce. It is critical to offer employees with fair and competitive compensation that takes into consideration market trends, specific job requirements, and individual accomplishments. This is critical for enhancing employee satisfaction and organisational performance.

RECOMMENDATIONS

The researchers present the following recommendations to the HRM based on the findings, aiming to enhance, enhance, and/or revamp the organization's human resource management function:

- Improve recruitment efforts by creating a comprehensive employer branding strategy across many platforms. Highlight the organization's values, culture, and opportunities for advancement to attract qualified candidates.
- Implement initiatives to attract applications from underrepresented groups, including engaging with diversity organisations and reviewing procedures to eliminate bias and increase the pool of qualified individuals.
- Enhance training programmes through mentorship, targeted training, and continuous learning to support skill development and career advancement for employees at all levels.
- Foster a culture of continuous improvement by regularly examining methods, conducting audits, providing unconscious bias training, and utilising technology to better recruitment and selection operations.
- Increase transparency and clarity in remuneration processes by providing specifics on structures, evaluation criteria, and career trajectories. In addition, create channels for employees to submit feedback on these practices.
- Involve stakeholders from relevant departments in the recruitment and selection process to ensure candidates align with corporate objectives.
- Establish key performance indicators (KPIs) to assess the effectiveness of HR initiatives. These KPIs should contain measures such as time to fill positions, acceptance rate of job offers, employee turnover rate, and employee satisfaction scores.

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