

Identified Determinants of the Conceptual HRM Framework

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Abstract— Employees have certain roles to play in an organization as well as they have certain rights from the organization. To blend these two is indeed a significant challenge for any organization and its leaders. In this paper, the determinants of that significant framework has been discussed which are found through some in-depth interviews with some of the practitioners of the real world.

Keywords—*employee rights, employee management, factors, determinants*

1. INTRODUCTION

Employees are human beings and human beings have certain rights. These rights are declared and acknowledged in UDHR and ILO protocols. Organizations while hiring employees must pay attention to both employees' rights and job roles. In this research, several interviews have been conducted to get clear understanding of the HRM themes and dealt employee rights issues. Indeed, this research is based on qualitative case studies.

2. OBJECTIVE

The prime objective of this research is to create the link between HRM and Employee Rights Protocols and develop one merged platform.

3. RESEARCH METHODOLOGY

A. Qualitative Research Method

The research is based on Qualitative Research. Qualitative Research deals with sensitive and direct data and information. Preparing to collect qualitative data can have complex and difficult. The researcher has to have the traits that include ability to ask good questions, listen, be adaptive and flexible, have firm grasp of the issues being studied and know how to avoid bias. And then the researcher needs to select the eligible companies for research according to study area. In the pilot phase the researcher has used the multiple case designs.

B. Multiple Case Studies

Multiple case designs contain few single case designs of course but in a variant way. The evidence from multiple cases is often considered more compelling, and the overall study is therefore regarded as being more robust (Herriott & Firestone, 1983). Multiple case designs has to follow a ‘replication’ design which is methodologically different than ‘sampling logic’.

During this research several semi-structured interviews are conducted. According to Sekaran (2003), preliminary work is essential to provide the researcher with ‘in-depth information’ about the topic of the study, which could be done through unstructured interviews with open ended or semi-structured questionnaires and review of relevant literature. The interviews were conducted in few high-end companies of the technology Industry of Bangladesh. The total respondents would be 20 in number. Voice records are collected.

4. ANALYSIS

After data collection phase, data have been organized in a software named NVIVO. There are few procedures and strategies to analyze data. Creswell (2007) said that, in Qualitative study, the collected data must be transferred into text data or transcripts (voice data) first, then narrowing all data down to themes through the process of coding and condensing the codes and finally representing the data in figures, tables and a discussion.

Eventually, the perspectives that ultimately effects the entire platform are generated. The basic six perspectives or patterns which are finally identified for the platform are:



Figure 1: Example of a figure caption.

A. Organizational Culture (OC)

Deal (1999) defines organizational culture as values, beliefs, and behaviors that differentiate one organization from another. These three themes have been emerged from several categorized codes and open codes collected during the interviews.

B. Management & Leadership (ML)

This determinant is a sub category of 'Organization Behaviour' where the roles, responsibilities and influences of the managers are discussed. This determinant plays an important role in the HRM framework that in a way determines the activities of the employees of an organization. Distinct leadership and management styles influences the employees' behaviour differently and distinctly. Moreover, the rights of the employees can be assured when those are recognized by the leaders and managers in a amicable manner.

C. Recruitment and Selection

The third determinant is 'Recruitment and Selection' that greatly puts impact on the 'Organizational Behaviour' and on Conceptual HRM Framework. Gensing-Pophal, L (2002), supported the fact by stating that recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization. HRM includes rigorous recruitment and selection procedures, performance, contingent incentive, compensation systems and management development and training activities linked to the needs of the business (Becher and Becher, 1997).

D. Total Compensation Package (RTCP)

The fourth determinant is Total Compensation Package. HRM includes rigorous recruitment and selection procedures, performance, contingent incentive, compensation systems and management development and training activities linked to the needs of the business (Becher and Becher, 1997).

E. Career Management (CM)

The fifth determinant is 'Career Management'. From the interviewees' perspectives this determinant holds a huge impact on the lifestyle and behaviour of the employees as well as it works as a 'motivator' for the employees. The aim of career management is to meet the objectives of its talent management policies, which are to ensure that there is a talent flow that creates and maintains the required talent pool. Baruch and Peiperl (2000) identify 17 career management practices, and their survey of 194 UK companies established a rank order for their use.

F. HRM Policy (HRMP)

Human resource Management (HRM) involves all management decision and practices that directly affects or influence the people, or human resources or the employees of the organization. At altered times, distinguished scholars Davenport and Prusak (2000) and Nonaka (1991) have talked about HRM frameworks or models where the evaluation and incorporation of experiences and information can take place and also the researchers' ideas can be implemented. There are different HRM models and frameworks developed by different scholars those can be customized according to Organization's need and can be implemented in the HRM practice area.

G. Grievance Handling Procedures (GHP)

Due to grievances among the employees industrial downfalls may occur in a continuous manner. Grievances need to be managed. This determinant has got a huge importance and influence in developing the HRM conceptual framework.

5. FUTURE DIRECTIONS

These themes are explicitly and implicitly linked with the ILO & UDHR protocols in such a way

6. CONCLUDING REMARKS

This paper indeed identifies the six discrete determinants that puts highest impact in developing the HRM Conceptual framework for the employees where the protocols are also merged.

Table 1: Matrix of the conceptual HRM framework

Determinants	Employee Rights Protocols	
	<i>UDHR Protocols</i>	<i>ILO Protocols</i>
OC	Art 1, Art 4, Art 5, Art 18, Art 19	
ML	Art 7, Art 10	
RS	Art 23 (1,2,3)	C168, C179, C175
TCP	Art 23 (1,2,3), Art 24	C052, C106, C171, C103, C148, C120, C152, C161, C170, C167, C187, C174, C121, C156, P155
CM	Art 6, Art 25	C0533, C067
HRMP	Art 23 (1,2,3,4)	C154, C173
GHP	Art 19, Art 20 (1,2)	C158

In the above table, it is shown which protocols are related or linked with which determinants of the Conceptual HRM framework in a brief manner.

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