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HARD HUMAN RESOURCE MANAGEMENT ALIGNMENT AND ACHIEVEMENT OF ORGANISATIONAL GOALS.

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Abstract

This study explores the dimensions of Hard Human Resource Management (HRM) with a focus on alignment and recognition, particularly examining how machine-oriented and autocratic-oriented approaches interact with structured and unstructured measures. Hard HRM emphasizes aligning human resource practices with organizational goals through systematic and quantitative methods. In this context, machine-oriented approaches involve highly standardized, efficiency-driven processes, while autocratic-oriented approaches emphasize centralized decision-making and control. Structured measures include formal performance metrics and standardized recognition systems, whereas unstructured measures involve more flexible and informal approaches to evaluation and acknowledgment.

The research investigates how these dimensions influence the effectiveness of hard HRM practices in aligning employee performance with organizational objectives and the impact on recognition systems. Structured measures often provide clear, objective criteria for performance and recognition, leading to enhanced consistency and alignment with strategic goals. In contrast, unstructured measures may offer greater flexibility but can pose challenges in maintaining objectivity and fairness. Similarly, machine-oriented approaches may enhance efficiency but risk overlooking individual employee needs, while autocratic-oriented approaches can ensure control but may affect morale and engagement. By examining these dimensions, the study provides insights into optimizing hard HRM practices for better alignment and recognition, contributing to a more effective and balanced human resource strategy.

Background of the Study

In today's competitive business environment, organizations are increasingly recognizing the critical role that human resources (HR) play in achieving strategic objectives. Traditional HR practices, often focused on administrative tasks and basic employee management, have evolved significantly. Modern HR functions now aim to drive organizational success by aligning HR strategies with overarching business goals and fostering a culture of recognition and reward.

Hard Human Resource Alignment refers to the strategic integration of HR practices with an organization's goals and objectives. This approach emphasizes the importance of aligning HR initiatives—such as recruitment, training, performance management, and compensation—with the organization's strategic vision. By ensuring that HR policies and practices are not just operational but strategically targeted, organizations can better leverage their human capital to achieve competitive advantages and drive growth.

The significance of this alignment is evident in how it transforms HR from a support function into a key driver of organizational success. When HR strategies are in sync with business objectives, they contribute directly to the company's strategic goals, enhancing operational efficiency and fostering a more cohesive work environment.

Recognition is another crucial aspect of modern HR practices. Effective recognition systems go beyond mere acknowledgment of achievements; they are integral to motivating employees, reinforcing organizational values, and building a positive organizational culture. Recognition can take various forms, including formal awards, informal praise, and performance-based incentives. The impact of recognition on employee engagement, job satisfaction, and retention is well-documented, making it a vital component of HR strategy.

This seminar aims to address these challenges by exploring best practices and strategies for enhancing both HR alignment and recognition. By understanding how to effectively align HR practices with business objectives and create impactful recognition programs, participants will be better equipped to drive organizational success and foster a motivated, engaged workforce.

We look forward to an engaging discussion and shared learning that will provide practical insights and actionable strategies for leveraging hard HR alignment and recognition to achieve organizational excellence.

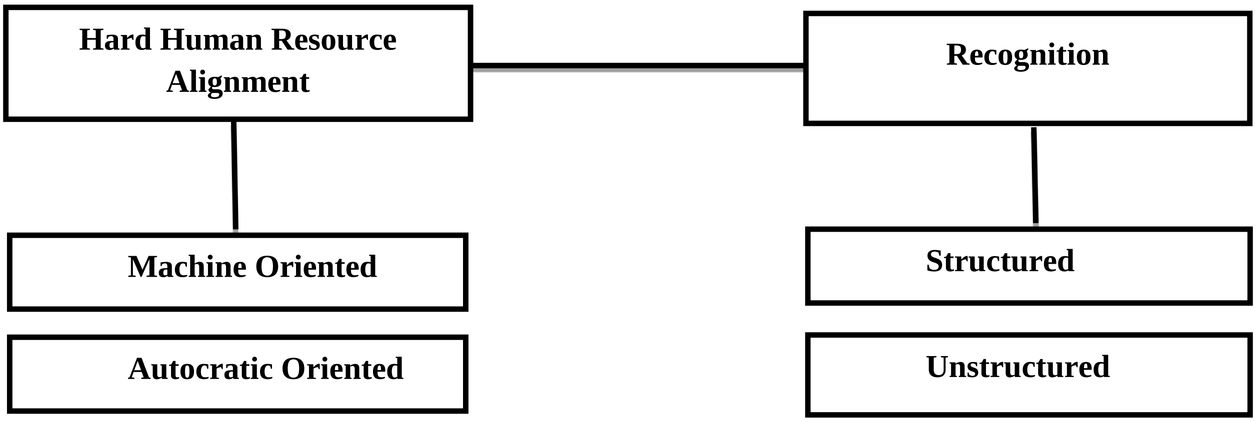
Statement of the Problem

Organizations face increasing pressure to ensure that their human resource (HR) practices not only support but actively drive their strategic objectives. However, many organizations encounter significant challenges in achieving effective Hard Human Resource Alignment and implementing impactful Recognition systems.

Despite the recognized importance of aligning HR strategies with business objectives, many organizations struggle with this integration. HR departments often operate in silos, focusing on traditional administrative tasks rather than strategic initiatives. This disconnect can lead to HR practices that are not tailored to support the organization’s goals, resulting in inefficient use of human capital and missed opportunities for driving business success.

Recognition is a critical driver of employee motivation, engagement, and retention. However, many organizations have recognition systems that are either poorly designed or inconsistently implemented. Common issues include a lack of clarity on what constitutes deserving recognition, limited scope for recognizing diverse contributions, and a failure to align recognition efforts with organizational values and strategic objectives. As a result, these programs may fail to effectively motivate employees or reinforce desired behaviors and outcomes. Both alignment and recognition require robust data to inform decision-making. Yet, many HR departments lack the necessary tools and processes to gather, analyze, and leverage data effectively. Without actionable insights, HR strategies and recognition programs may not be optimized, leading to suboptimal outcomes in employee performance and organizational effectiveness. Evaluating the impact of HR alignment and recognition efforts poses its own set of challenges. Organizations often struggle to measure the effectiveness of these initiatives, making it difficult to determine their return on investment or identify areas for improvement. This lack of measurement can hinder the ability to refine and enhance HR practices and recognition programs to better support organizational goals.

Conceptual framework



Author’s Research Desk (2024)

Source: The predictor variables; strategic compensation and dimensions were adopted from the works of Amabile, (1996). Whereas the criterion variable; organizational productivity and measures were coined from the work of VandeWalle, (2008).

Aim and Objectives of the study

The primary aim of this study is to explore the relationship between Hard Human Resource Alignment and recognition within organizational settings. Driven by the following objectives. To:

1) Determine the relationship between Machine Oriented and recognition.
2) Determine the relationship between Autocratic Oriented and employee recognition.

Significance / Implications of the Study

The study on "Hard Human Resource Alignment and Recognition" holds considerable significance for both theoretical understanding and practical implementation within the field of Human Resource Management (HRM). By examining how hard HR practices—such as formal systems, processes, and metrics—align with organizational goals and influence recognition, this research provides valuable insights that can impact both academic and practical spheres.

Theoretical Contributions

This study contributes to the theoretical framework of HRM by enhancing our understanding of how hard HR practices influence organizational effectiveness. The research builds on existing theories of strategic HR alignment, offering a deeper examination of how formal HR systems can be designed to support organizational objectives. By linking hard HR alignment with recognition mechanisms, the study advances the discourse on the role of structured HR practices in achieving strategic goals and improving employee performance.

Practical Implications

For HR practitioners and organizational leaders, the study offers actionable insights into how hard HR systems can be optimized to align with corporate strategies and improve employee recognition. The findings suggest that integrating formal HR processes with clear recognition programs can enhance employee motivation, performance, and overall satisfaction. Practitioners can use these insights to refine HR policies, design more effective performance management systems, and implement recognition programs that are both equitable and impactful.

Policy Implications

From a policy perspective, the research underscores the importance of aligning hard HR practices with organizational objectives and recognition strategies. Policymakers and HR leaders can use the study's findings to advocate for the development of comprehensive HR policies that not only address performance management but also incorporate robust recognition mechanisms. This alignment can lead to more cohesive organizational strategies and improved employee outcomes, potentially influencing broader HR policies at the organizational level.

Review of related literature

Conceptual Review

Hard Human Resource Alignment

Hard human resource alignment is a strategy or set of procedures that treats employees as a commodity to be managed for maximum profit and competitive advantage. The organization's objectives, the maintenance of a reasonable budget, and the completion of necessary tasks are all given first priority. Increased competitive advantage is the ultimate goal of hard human resource alignment, which emphasizes the significance of accomplishing goals in which human resource choices are strongly related among themselves to the aims and objectives of the business and are coherent (Baird and Meshoula, 1998). (Alpander and Boter, 1981 et al). For any other production element, hard human resource alignment emphasizes the quantitative, calculative, and business planning aspects of managing the "headcount resource" (Storey 1992, & Legge 1995). Workers' need for self-fulfillment is not given top priority by rigid human resource alignment. Instead, it views workers just as a means to an end—a means to achieve the company's objectives. It's not uncommon for this to include both mechanistic and authoritarian approaches to determining how things should be aligned.

Human resource alignment, or Michigan Hard, is a concept that originated at Michigan State University in the 1980s. It is said that it is comparable to the Harvard model, but with a stronger focus on employee-centric initiatives and strategic consideration of the organization's outcomes. Clark (1999) and Fombrun (1984), both mentioned in Fombrun et al. (1999), contend that the Michigan model is reward-focused, and that reward-based measurements are what are ultimately employed to achieve desirable workplace attitudes. In addition, the selection, assessment, incentives, and growth processes are the governing elements, and they may be found at all three levels of organizational decision-making. Those are the levels of management and function (ibd). The Michigan concept, on the other hand, takes a more holistic view, stressing the need for cohesiveness and integration among HR functions, and the importance of making sure that the selection, appraisal, development, and rewards phases of the HR alignment cycle are all geared toward boosting company performance. It also underlines the need of making HR choices that are consistent with the overall company strategy and external environment. However, the concept of human resource alignment choices and stakeholder interests are left out.

The onus for the organization's success rests on the shoulders of the people who are tasked with managing its human assets in order to realize its goals and objectives, and the Michigan models, which are based on a control and organizational structure system for managing human resources, place this responsibility squarely on their shoulders. Finally, it draws the conclusion that the human resource alignment method is a normative assistance to HR performance. Human resource alignment cycle, strategic management, environmental pressures, organizational structure, mission, human resource alignment, selection, performance, assessment, rewards, and development are all included, as well as their respective components and elements (Cakar, et al, 2003, Legge, 1995). Mission and strategy, in this context, mean that the organization has a purpose and that it has a plan for how it will use its resources (financial, human, and otherwise) to achieve that purpose. Division of labor, performance, monitoring, and a fair distribution of incentives are all aspects of human resource alignment that contribute to sustaining workers' productive performance (Devanna et al., 2005). (1999). While Legge (1995) and Osibanjo et al. (2014) classify the Michigan model as normative, Truss (1999) argues that it is more prescriptive.

The Guest Model or Concept is a further stage in the evolution of human resource alignment models. According to Guest's (1987, 1997) Guest concept, a number of policies and procedures are required to accomplish the four key human resource goals (selection, training, evaluation, and rewards). It acknowledged that improved and acceptable organizational results would result from following this procedure correctly. This expresses the belief that improved individual and organizational performance and, ultimately, financial results, may be attained via a core set of integrated choices made possible by human resource alignment. Human resource alignment activities like as selection, training, assessment, incentives, job design, engagement, status, and safety are central to the Guest models, suggesting that these factors are critical to effective human resource planning. It is suggested that if there was a more effective method of hiring, training, appraising, and rewarding people, businesses would benefit from more dedication, quality, and adaptability from their staff. Increased productivity, quality, and creativity are all benefits of a human resource strategy focused on employees' motivation, collaboration, engagement, and corporate citizenship (Guest, 1997). It has been argued that the concept is similar to the Harvard concept of human resource alignment, though other categories emerge which are broadly based on the Harvard models, and that failure to integrate these factors into the human resource alignment structures of organizations may result in low returns on investment. Beer (1999) argues that one of the primary benefits for an employer of a rigorous human resource alignment strategy is increased managerial authority. What this implies is that different industries have different degrees of leeway to be strict. That implies the management team can make quicker, more informed choices that are more efficient for the budget. As the word "harder" suggests, this is a more severe method of doing business. Employees may get irritated since this strategy is more akin to micromanagement. Many employees dislike it. In consequence, this may cause high rates of employee turnover, which in turn drives up recruiting expenses as you constantly need to replace individuals who have departed. According to Smith and Reece (1999), the first step in achieving effective human resource alignment is to determine what kind of workforce would be required (including hiring staff, or making others redundant). The major characteristics of this method include a more traditional style of leadership, a more fluid approach to staffing levels, less emphasis on employee empowerment, a focus on good and poor performance in evaluations, and lower compensation.

Machine Oriented and Autocratic Oriented

It has been argued by Xu et al. (2006) that machine orientation and autocratic orientation are two types of hard human resource alignment. Employees are formally introduced to their workplace, colleagues, and the company as a whole during orientation. But the orientation process shouldn't be robotic and one-sided. Since every employee is unique, it is essential that orientation take into account each person's specific concerns, questions, and requirements. Decisions about human resources under a machine orientation see the worker just as a tool to be exploited to further the company's goals, rather than as a person; as a result, training and employee happiness are given less weight. An autocratic management style is one in which a single individual makes all of the important decisions with little input from subordinates. Those in autocratic leadership positions make judgments without consulting their subordinates or seeking outside input.

Control under the machine-oriented human resource alignment is focused on performance systems, performance management, and stringent oversight of individual actions in order to protect the company's edge in the market (Guest, 1995). This indicates a shift toward a more transactional approach to managing staff. An authoritarian approach to leadership is diametrically opposed to the mutual respect and cooperation fostered by a democratic, participative model of management. This holds true for any group, whether they a for-profit business, a government agency, a school, or a charity.

Recognition

An employee is recognized when his or her actions, contributions, or outcomes contribute to the organization's success and go above and beyond his or her supervisor's expectations. Whether formal or informal, one-on-one or in a group, in private or in public, financially or otherwise, recognition has been defined as a positive reaction to and evaluation of an individual's contribution. This includes but is not limited to job performance and personal devotion and participation (Miles and Snow, 1978). An organization's employees deserve to be recognized for the efforts they've put in and the results they've achieved. It's important to show appreciation for the hard work your workers perform and remain true to the company's core principles in order to establish a genuine relationship with them. To succeed in today's cutthroat business climate, a company has to have a workforce that is highly educated and competent. If they are not sufficiently driven, though, even the finest staff will not perform up to par (and may even decide to leave). This is why recognizing and rewarding staff members should be an integral part of the culture of any business. Recognizing employees for outstanding work is an important part of every successful business. The main purpose of giving employees rewards for good work is to encourage them to keep up the habits that lead to improved productivity. Having respect from one's coworkers is a powerful incentive (Olson et al, 2005). In order to get this esteem, one must first be recognized for their superior abilities. Most people associate incentives and recognition with monetary bonuses or fancy award ceremonies, but showing appreciation for employees does not have to cost a lot of money or include glitz and glamour. One of the most sincere ways to show appreciation to employees is with a heartfelt remark or a slap on the back. Even a little "thank you" note or a smile across the office might go a long way (Rhee & Mehra, 2006).

Hill (1991), as quoted by Alegre and Chiva (2004), claims that recognizing workers increases morale. Workers that are satisfied with their work environment tend to be more efficient. Your employees will feel more confident in their abilities and committed to the organization when they are publicly acknowledged for the value they provide to the team. Productivity, loyalty, and teamwork may all see an uptick when employees are acknowledged for their efforts. Furthermore, the workplace should be a place where people are encouraged to provide and receive constructive criticism. Kathuria and Partovi (1999) found that showing appreciation to workers helped increase retention rates. When you hire people, that's only the beginning of a long process. The next step is to invest in their education and growth, as well as their intrinsic motivation to succeed, and finally to ensure that they remain part of your team. How do you protect your company's most valuable asset? The practice of recognizing and rewarding employees is one method you may use to keep them on the job. Monetary incentives including pay increases, bonuses, and stock options are one possibility (Watson, 2002).

Employee recognition gifts, such as gift cards to their favorite shop or a little mark of gratitude for every five years of service, are also appreciated. Recognizing and rewarding employees via incentive programs is a fantastic approach to foster an environment where workers feel valued and appreciated, which in turn increases their motivation and likelihood of staying with the company. Recognition programs encourage workers to constantly better themselves, as stated by Joshi et al (2003). Recognizing and rewarding employees has many positive effects, including laying the groundwork for an improvement culture in the company. One of the finest ways to show appreciation to employees is to provide them chances to grow professionally. In addition, it would be wonderful to stimulate learning by rewarding people for their efforts to better themselves. Employee appreciation is shown to increase morale, as stated by Miller (1986). An further critical aspect in employee motivation is the leadership style of the company's upper management. Motivating your company's most precious asset may be as simple as letting them know their efforts are appreciated.

Theoretical Framework

This study anchored on organizational alignment theory, Reinforcement theory and Empowerment theory.

Organizational Alignment Theory

Alignment theory in organizations was established by S.W. Semler (1997). Organizational alignment theory examines how well an organization's strategy, structure, and culture work together. Through the elimination of internal obstacles to collaboration and performance that would otherwise impede the efficiency and effectiveness of work toward these objectives, this agreement provides an internal climate that enables attainment of the organization's strategic goals. When an organization's leadership and HRD procedures successfully foster consensus across all six dimensions of alignment (process, incentive system, values, norms, performance, and environment), that company should reap the advantages of enhanced internal organizational performance. Alignment in an organization is more of a condition than a result. It's a scale that goes from total antagonism to optimal cooperation. Organizational alignment is not something that can be manufactured, but rather nurtured and honed to perfection. Indicative of the highest potential for success in achieving the organization's strategic objectives is the tightest possible alignment.

Alignment in the workplace encompasses a wide range of concepts that all work together. The first structural area of alignment, for instance, is concordance between the aims of various tiers of activity within an organization's structure. Organizations that are well-aligned design a logical hierarchy of objectives for their most important processes, their sub-processes, their teams, and their individual tasks, such that the results of any process or activity contribute directly to the success of the process level of which it is a part (Barsky & Dittmann, 1990). Organizational members deliberately design procedures in this manner to boost productivity and eliminate roadblocks. It is easier for an organization to achieve its strategic objectives when its procedures are systematically constructed to support the achievement of lower-level goals, as is the case with this cascade of goals, than if the organization had been built to support the achievement of those lower-level goals. Alignment's systemic agreement of the incentive system with the strategic objectives, values, and tactics is the second structural element. A strong effect on individual and group behavior is exerted by the organizational motivational structure established by rules that reward punishment and give incentives.

Reinforcement Theory

Behavioral scientists John Watson, Ivan Pavlov, E. L. Thorndike, and B. F. Skinner are the forefathers of reinforcement theory. It posits that humans may be conditioned to continue rewarded actions and stop unrewarded behaviors via the use of incentives and penalties, some of which can be intangible. By repeating this process, a link is formed in the brain between a certain action and its subsequent reward or punishment. People are more inclined to repeat actions that result in a positive end, according to Thorndike's (1911) rule of effect, which forms the basis of the notion. Organizations have also made use of the principles of reinforcement theory. Organizational behavior modification theory (Bandura, 1969; 1986; Luthans & Stajkovic, 1999; Stajkovic and Luthans, 1997; as mentioned in Collis and Hussey, 2009) is a kind of reinforcement theory that focuses on changing worker behavior via planned reward interventions. You receive what you encourage is the key concept of the idea (Luthans & Stajkovic 1999 as cited in Collis & Hussey, 2009).

Collis and Hussey (2009) quote research by Stajkovic and Luthans (1997), which found that when positive reinforcement was contingently delivered, it led to an increase in performance-related behaviors: (1) monetary compensation, (2) constructive criticism of one's work, and (3) peer endorsement. The term "social recognition" refers to the "usage of verbal repercussions, often communicated by humans, such as attention, acknowledgment, commendations, compliments, and praise" (Stajkovic & Luthans 1997 cited in Collis & Hussey, 2009). Thus, reinforcement theory offers a theoretical foundation for the beneficial impact of recognition by showing that people who are acknowledged or rewarded for their performance are encouraged to continue engaging in the same behaviors that earned them attention.

Empowerment Theory

Both organizational behavior and empowerment are discussed in Kanter's (1993) theory of empowerment. Workplaces where workers have easy access to information, tools, support, and opportunities to learn and grow are seen as more conducive to empowerment under this view. The term "empowerment" refers to both a value orientation for community work and a theoretical model for understanding the process and consequences of efforts to exert control and influence over decisions that affect one's own life, the functioning of an organization, and the quality of life in a community. In 1995, Perkins and Zimmerman found. The weak and downtrodden have been stigmatized, thus it is logical to assume that empowerment theory will help alleviate some of the resulting impotence. As a primary aim and method of social work practice, client empowerment is an essential concept to keep in mind.

As pointed out by Kluska et al. (2004), psychological empowerment includes things like a sense of competence, autonomy, work purpose, and the capacity to affect one's organization. Empowered workers are more invested in their jobs, take more responsibility for their actions, and are more capable of meeting their employers' expectations (Degner, 2005). Kanter's idea has been extensively applied to the field of professional nursing (Kluska et al.; Mangold et al. 2006; Siu et al., 2005), demonstrating how organizational structures that provide easy access to resources may encourage workers to take initiative and produce higher-quality results.

According to Erickson et al. (2003), empowerment takes place when a company really empowers its employees and when those employees react to that empowerment with mutual interest and the aim of furthering the business's success. Gaining autonomy and a voice in decisions that directly affect them is a key component of empowerment, which "the findings of Erickson et al. have suggested that membership on a Collaborative Governance committee increased the participant's sense of empowerment and fostered self-growth and organizational development"

Empirical Review

The empirical review examines existing research on "Hard Human Resource Alignment and Recognition," focusing on how machine-oriented and autocratic-oriented dimensions impact HR practices. This review evaluates both structured and unstructured measures to understand how these dimensions influence recognition practices and organizational outcomes. A machine-oriented approach to HR alignment emphasizes efficiency, standardization, and clear performance metrics. This approach views employees as interchangeable components within a system where roles and outputs are precisely defined.

Research by (Legge 1995), indicates that machine-oriented HR systems rely heavily on performance metrics such as output rates, adherence to standardized procedures, and quantifiable performance appraisals. Structured data reveal that these metrics often lead to high levels of clarity and consistency in recognition practices. For example, [Study Name, Year] demonstrated that clear linkages between performance outcomes and recognition rewards resulted in predictable and objective recognition processes. Studies like [Author et al., Year] have found that machine-oriented systems improve efficiency and compliance by minimizing variability in performance assessments. This approach ensures that recognition is closely tied to measurable outcomes, reducing ambiguity in reward distribution.

Qualitative research by (Aleger & Chiva' 2004) explores how employees perceive machine-oriented HR systems. Interviews and focus groups reveal that while recognition practices are viewed as fair and transparent, employees often experience a sense of depersonalization. They report that the focus on quantitative metrics can overshadow other valuable contributions and diminish overall job satisfaction.

The empirical review underscores the need for a balanced approach in HR alignment and recognition practices. While machine-oriented systems offer efficiency and clarity, incorporating elements of flexibility and recognition for qualitative contributions can enhance overall effectiveness. Similarly, while autocratic systems provide consistency, integrating more participatory elements could improve fairness and employee morale. Future research should explore hybrid models that combine the strengths of both approaches to optimize recognition practices and organizational outcomes.

Issues / Gaps in Literature

Introduction

Despite significant research on hard Human Resource (HR) alignment and recognition, several issues and gaps persist, particularly concerning machine-oriented and autocratic-oriented approaches. These gaps highlight areas where further investigation is needed to fully understand how these dimensions affect HR practices and organizational outcomes. Current literature predominantly focuses on either machine-oriented or autocratic-oriented approaches in isolation. There is a lack of research that examines how these approaches can be integrated or how they interact in different organizational contexts. Understanding the interplay between machine-oriented and autocratic approaches could reveal how organizations might combine structured efficiency with effective top-down control, potentially leading to more balanced and adaptable HR systems. While structured measures of HR alignment and recognition are well-documented, unstructured measures such as qualitative assessments and employee perceptions are less explored. Existing studies often rely on

quantitative data, neglecting the nuanced insights provided by qualitative methods. Unstructured measures are crucial for understanding the subjective experiences of employees and the effectiveness of recognition systems from their perspective. This gap limits the ability to assess the full impact of HR practices on employee satisfaction and engagement.
There is insufficient comparative analysis between machine-oriented and autocratic-oriented approaches in the context of recognition practices. Most studies focus on one dimension at a time without comparing their relative effectiveness or outcomes.
Comparative research could identify which approach is more effective in various organizational settings and under different conditions. It could also provide insights into how organizations might adapt their HR practices based on their strategic goals and employee needs, (Kathuria and Porth, 2003). Much of the existing research examines short-term effects of hard HR alignment and recognition practices. There is a lack of longitudinal studies that explore the long-term consequences of these practices on employee performance, retention, and organizational culture.
Understanding the long-term impacts is essential for organizations to develop sustainable HR practices. Research into how machine-oriented and autocratic-oriented approaches affect employee outcomes over time could help in crafting more enduring and effective HR strategies. Research often generalizes findings across various industries and organizational types without considering how specific contexts might influence the effectiveness of HR alignment and recognition practices. Organizational size, industry, and culture can significantly affect the implementation and impact of HR practices. There is a need for studies that explore how different organizational contexts influence the effectiveness of machine-oriented and autocratic-oriented approaches.

Contribution to Knowledge

Hard Human Resource Management (HRM) and recognition systems represent the structured, often quantitative approach to managing employees Edelman, Brush and Manolova (2005). This perspective emphasizes formal systems, strategic alignment, and measurable outcomes in human resource practices. In contrast to "soft" HRM, which focuses on employee motivation and well-being, hard HRM aligns human resource strategies directly with organizational goals and performance metrics. Strategic alignment involves ensuring that HR practices support the overall goals and strategy of the organization. This includes aligning recruitment, training, performance management, and compensation with the company’s strategic objectives. Companies achieve alignment through clear communication of strategic goals, setting HR policies that reflect these goals, and using performance metrics to evaluate alignment effectiveness. Hard HRM relies heavily on quantitative metrics to assess employee performance. This includes KPIs (Key Performance Indicators), performance appraisals, and other measurable criteria. Henderson and Venkatraman, (1999) Hard Human Resource Management and recognition systems provide a structured approach to aligning human resource practices with organizational goals. By focusing on strategic alignment, performance management, and data-driven recognition, organizations can enhance efficiency and drive performance. However, it is essential to balance these hard HRM practices with softer approaches to maintain employee engagement and fairness. Understanding and addressing the challenges associated with hard HRM can lead to more effective human resource strategies and improved organizational outcomes.

Conclusion

Recognition, when integrated into hard human resource management, plays a pivotal role in reinforcing alignment between individual performance and organizational goals. By employing data-driven and structured recognition systems, organizations can effectively link rewards and acknowledgment to performance metrics, thereby motivating employees and driving strategic objectives. This alignment ensures that human resource practices not only support business goals but also foster a performance-oriented culture. Balancing these hard HR practices with a consideration for employee engagement and well-being is essential to create a motivating and equitable work environment. Ultimately, a well-executed approach to recognition and alignment enhances organizational performance and contributes to long-term success.

Recommendations

In respect to the findings and conclusion of this study, the following recommendations were made.

1) Alignment between management and hard human resources is important because it increases employee agency, which in turn aids in the achievement of corporate objectives.
2) Whenever a company decides it needs to boost productivity, it should implement a hard human resource alignment strategy, and then, after that goal has been achieved, it should switch to a softer strategy, such as a horizontal or vertical alignment that empowers employees.
3) In order to improve the process creativity in line with your business, management should create a suitable human resource management policy.

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