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## Human Resource Management (HRM) Practices: A Case Study on Arcadia Group, UK

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**Abstract-** This study is related to the human resource management practices of Arcadia group United Kingdom (UK). This is descriptive in nature that covers the area of the human resource practices part of the organization. Human resource manager plays a crucial role in the screening of human resource management and finds a strategically fit resource for the organization. The Arcadia Group's line management focuses on the integration inconsistent with the personnel management system of global orientation human resource management and adjustment of keeping a pace of abilities. Recruitment system, planning growth of human resource implementation policy, legislation issues, and motivation criteria make the organization exceptionally different than the other organization strategically. The judgment of the recruitment system of Arcadia Group has been integrated with a set of actions to assist the logical steps of employing in an efficient adjustment nature. Proper communication and reward management system of this company is basically a channel of human resource management practices that adopt the database and customer relationship management system. It has been observed that the organization doing differently in strategically than the previous judgment in technical term of business development that means right people in right place through impacting the mechanism.

**Keywords:** HRM, efficiency, effectiveness, contemporary needs, IHRM, polycentric, geocentric.

**GJMBR-G Classification:** JEL Code: O15



*Strictly as per the compliance and regulations of:*



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## I. INTRODUCTION

The business is capital intensive, where the important component of capital is to assess to ensure the growth of the strong network but also the core competencies, skills of management, capability, and capacities of administration are the thick drivers to expand the accomplishment of association benefits and the maintainability of business (Teece, 2009; Kedia, & Mukherji; Teece, 1998). To gain organizations goals, People with formally assigned roles who work together. Human resource is the main fact for all the organization (Johnson et al., 1984). It is the manager's duty to achieve the goals of the organizations with the help of assigned people. But to manage those people is always tough because employees come from the different environment so they have the different mindset. Human resource management is the process of acquiring training appraising and compensating employees, and of attending to their labor revelation and

fairness concerns. One of the essential parts of HR advancement is the help of business houses at national and universal levels. The expanding globalization and the powers driving it are presenting genuine difficulties to associations all through the world, especially to the underdeveloped nations. Only those organizations, which comprehend the new atmosphere and increasing complex competition and have the ability to provide appropriate responses to the challenges will survive and grow. Human resource management is the comprehensive terms that help to find the gap through demand and supply analysis of them to keep the track of providing right people on the right place. Human resource inspects the term to which the firms can rapidly and efficiently adjust according to the environment changes. Although the role of human resource management in innovations has generated much academic output (Teece & Pisano, 1994). This report is about to make many perspective issues from the different pipelines of human resource management at the context of Arcadia Group, UK. Arcadia Group is the clothing company of United Kingdom. They are working on the promoting the clothing business as making the outlets 2500 in UK. it is the core and most flexible issue how they handle the business as per the expectation of the customer of that concern.

## II. METHODOLOGY

This study is based on the secondary data and the study is typically descriptive in nature. The whole study has been executed on the basis of the context of human resource management of Arcadia Group, UK. The casual analysis touches the sides of human resource practices in many terms. The secondary data has been collected from the different magazine, published articles, annual report, websites, blogs etc.

**Objectives:**

- To analyze and justify the different contexts of human resource practices of Arcadia Group.
- To find the influential factors of human resource management practices circumstances of Arcadia group from different contextual viewpoints.

## III. LITERATURE REVIEW

In the digital age and knowledge, the economy has shaped heavy changes in the corporate world

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(Arthur, 1996). Organizations are now facing tough rivalries in the dynamic, ambiguous, transmuting and complex environment, achieve competitive advantage and even forth survival, firms heavily depend on their ability to adapt and respond to the environment, flexibility and introduction capability of new idea and products (Zhou, & Wu, 2010). A company that follows creative and innovative strategies should have employees who carry kind of entrepreneurial and innovative behaviors important thunder stand properly what act makes individuals at the workplace to behave innovatively and how they can shape that type of behaviors (Huy, 2002; Mintrom, 2000). Human resource management is believed to be strongly embedded in business strategies to effectively support (Gratton & Truss, 2003). Another emerging that starts producing research interest in Human resource management is human resource management, because it enables the changing, uncertain and diverse requirement in both internal and external environments (Wright & Snell, 1998; Huselid, et. Al., 1997). Human resource management is considered to be a very important aspect of the attributes of employees (skills, abilities, attributes, and behaviors) according to changing environmental conditions (Wright, et al., 1994; Lado & Wilson, 1994). Basically, Human resource management employees are encouraged to utilize and assimilate new and knowledge from the environment and are given adjustments in the structures, employment modes and plans of incentives and training (Armstrong & Taylor, 2014; Lengnick-Hall & Lengnick-Hall, C, 2002). Although role of human resource management innovations has generated much academic output and some also have test edit empirically but yet those studies have not clear what kind of HR practices makes organization innovative (Wright et al., 2001; Adams & Phelps, 2006). The study basic purpose of the study is the different context of human resource practices of Arcadia Group innovative work behaviors and firm innovativeness to gather. In addition to empirical analyses is the effectiveness of the organization's HR behaviors.

#### IV. CONTEXTUAL ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES OF ARCADIA GROUP

Arcadia Group Ltd. is a British multinational company. The headquarter of this company in London, United Kingdom. It owns the street retailing cloth in many locations of UK. It has more than 2,500 outlets up the UK and many departments and more than hundred franchise in some of others countries. The type of this organization private and retail in nature. This is the founder in 2002. Sir Philip Green is the Chairman of the organization and Ian Grabiner is the CEO. Paul Budge is the Finance Director. It is the company that owned by

Taveta Investment. There are 22,000 numbers of employees work as for the needed base of the organization. The current operation summary is Burton, Dorothy Perkins, Evans, Miss Selfridge, Outfit-out-of-town stores carrying various brands, not a clothing brand in its own right, Tammy-sold within BHS and Outfit, no standalone stores, Topman, Topshop, Wallis etc. It was founded by 18-year-old Lithuanian immigrant Montague Burton in Chesterfield in 1903 as The Cross-Tailoring Company. The initial operation type was men's clothing manufacturer, tailoring, and retailing operation established the creation for the current Burton Menswear chain. The current headquarter moved on this place 1910 then change the name to Burton by the time the First World War broke out in 1914. The company listed on the London stock exchange on 1929 that had the 300 stores, mills and factories. This organization now working on the business on the perspective term of contemporary business in holistic business concept. From the top level to lower level of business operation this organization working reputed mania at the global context.

Human resource management is the process to fit the right people in the right position. There are no comprise about their perspective clue what the organization wants to in future. So keep in this as the strategically game plan they need to search the right people to do the right things as the fundamental purpose besides this it tries to reach the organization in right goal achievement to employee the skills and well-adapted workforce, proving the training required for them also looking the touch of motivating issues. It is really a question for the organization how they satisfy the employees by better evaluation it makes the desire to find the factors of statistics and ensuring the quality life of the employees, basically the prime objective is to hire right people to gain the organizational objective timely and strategically. Arcadia Group in United Kingdom is doing their retailing clothes business as to how much skillful people there need in accord to the demand.

Function means is the core-centric action of anything that shows the major executive areas of working. Human resource management is the process that assesses the people as per the consistent with the organization's demand to reach the organization at the right position. The works of human resource management start from the planning to hire of right people through the formulate study of demand and supply gap. After that by matching with the organization goals maximization there requires to assess the staffing plan there includes job analysis, job describing and job specification. Their basic component is to set up the criteria of skill judgments. After employing the people, the organization takes the actions through the performance evaluation to measure the right training

requires for. After that how the organization keeps the right people in right place is all about the motivation and encouraging issues of employee development. So, to say employees are the key people so organization plausible tries to find the right the exact thing to meet for them. Ensuring the commitment that turns into the good relation take the organization into the final steep to reach of the organization. At last the organization evaluates the overall situation on the deepening on evaluating of human resource management report. Arcadia Group does the function by the formative way of human resource activates about their conclusive issues of management.

#### a) *Human Resource Management of Arcadia*

In the Arcadia group Ltd.'s HRM is owned by Line managers as a means of fostering integration. These systems are also called Personnel Management. Now, these personnel management changes in the context of HRM Personnel Management. HRM personal management is a principally administrative record-keeping function that intends to establish and maintain even-handed terms and conditions of employment, while human resource management puts together the traditional personnel management functions to shared goals and strategies and performs additional people-centered executive developmental actions. In the Arcadia group's capacity of personnel, management includes functional actions such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labor law compliance, training administration, and related tasks. Human resources management incorporates every one of these exercises in addition to authoritative formative exercises, for example, heading, motivation, mounting hierarchical culture, correspondence of shared qualities and comparable. Human resource managements keep unapproachable from focal hierarchical exercises, works autonomously, and adopts a receptive strategy to changes in corporate objectives or methodology. Human resource management keeps integrated with Arcadia group's strategy. This takes a proactive approach to align the workforce. This task is the help to achieve goals.

#### b) *Functional context, Recruitment and Planning Growth*

The companies HR Department have some functions. There has a major aim of inspiring and encouraging the employees to prove their determination and add value to the company. There are five main functions of HRM; Human Resource Management recruitment, motivation, planning growth, implementing HR policies and establishing fair work culture.

The Arcadia Group is Selecting the perfect people from a large pool of applicants is an incredible responsibility. This fascinates an intense feeling of

perceptiveness while filtering through stores up of uses that come the organization's way. After the short listing process is over, the HR Department called for interviews. These companies HR managers have to assess the candidate on different levels, right from their educational qualifications and capacity, to their character qualities. They take various techniques for evaluation to zero in on the right people for the job. HR department checks a candidate's background for the recruit the company. A company's most major asset is Human resource. For better employee performance and to ensure that each employee tries hard to utilize their optimum capacity HR team execute training programs. This should be possible by empowering communication among the representatives that outcomes in a solid sharing of thoughts and build up a decent workplace. Additionally, representatives must be urged to be more proactive with regards to formulating approaches to build the yield.

#### c) *Global effect and context of Human Resource Management*

Now, Global is changes and technological advanced. It is affected the process leads to innovation, changes in the nature of work, new occupational categories and change of the form of organization. Human resources development takes the position of significance. According to the World Bank, there are three main components of economic growth, they are as follows: Human Capital, Physical Capital, and Natural Capital. All the organization uses most of the human resource. Most of 64% of human capital is used in any organization. And 16% is physical capital and rest than 20 % is natural capital. Arcadia group is the fashion-oriented company so they use most of the 80% of human capital or resource. So, Arcadia group must consider the designing and implementation of effective HR policies as an essential investment in the HR community and not an expenditure. HR development and improvements in order to achieve sustained economic growth and profit of the company. Human resources are of great importance for the Arcadia group. The increasing globalization and the forces driving it are posing serious challenges to organizations throughout the world. One of the very important aspects of human resources development is the support of business houses at national and international levels. Only these organizations, which understand the new environment and growing complex competition and have the ability to provide appropriate responses to the challenges will survive.

#### d) *Human Resource Implementation policy and Implications*

They have to implement various employee welfare schemes for their different levels of the employee. Policies are employee welfare funds,

maternity/paternity leave, health service, transportation facility, emergency leave, flexible working time, work-from-home options, insurance schemes, recreational activities, etc. Human resource department control promotions, transfers or expulsion of services. The overall performance of the individual is the basis of promotion of Arcadia group. The human resource department also cares about the good working environment with suitable compensation.

e) *Work culture, Employment legislation and motivation issues*

The HR Department needs to ensure that separation of any sort does not exist in the association. The representatives and individuals from the administration ought to be made mindful of the possible enemy of segregation strategies. They need to make sure that each individual working for the association is treated on a reasonable and equivalent approach. Employment legislation addresses the legal rights of staff and employers. Employment legislation is vital as a result of it elucidates the rights of each the leader and also the staff. It provides them, with the correct channels, to follow just in case their rights are disgraced. It'll conjointly facilitate to encourage equality within the geographical point and discourage the pattern. For improving performance motivation is compulsory. Basically, motivation comes from monetary form. For appropriate rewarding system HR Department evaluates employee's performance. Equities, bonuses, increments, awards, complimentary vacations and flexible working hours are the rewards. Through motivational programs arcadia groups HR, teams try to build a strong bonding between the organization and the employees.

f) *Cost issues of Human Resource Management and implementation procedure*

Most companies of the major sectors of expense are the cost of human resource management. On Arcadia group basically, HRM expenses are employee's salaries, cost of requirement prosses, cost of training, cost bonus, cost of health care and other services. Besides this company auditor, remuneration, director's remuneration, pension cost. In the Arcadia group every year paid a huge amount to the staff. As we know that basic motivation is monetary form. If the staff does not get salaries there, bonuses than they will be demotivated. For that reason, the Arcadia group provide remuneration and bonus on the basis of the performance of the staff. In the Arcadia, the group has two types of staff. Some staff works part-time, and some workers are full time. Recent year staff cost is £389,980,000 which include wages and salaries of £354,674,000 and social security cost of £24,315,000 and another pension cost of £10,991,000. The maximum of staff cost is going through the wages and salaries.

This is all most 90 % of total salaries. Arcadia Group business increasing day by day so their human resource also increases so their total cost on staff also increases. Arcadia Group takes advanced technology so they need fewer portions of people. After using updated technology, they require the single person in place of 2-4 people. So, they are able to reduce salary and cost. Though their business size is increasing but their staff amount is reducing because of using advanced technology. In 2015 their total number of employees was 28,115 in the retail position but in the very next year, their total number of the employee in the retail position is 26,582. It reduces all most 7%. And the same time in the hade office increases very little number employee for using modern technology. But overall staff cost reduces by a great margin. Director remuneration is another sector of cost on human resource for Arcadia group. Because the Arcadia groups business is increasing day by day the director's responsibility is increased. They have to increase the remuneration of the director by two to 5% every year. In the recent year, director remuneration cost is £4,222,000. Every year at least one-third of directors have to retire. They get retirement benefit, and appointment of new directors have some cost. To motivate properly arcadia group gives some bonus. The bonus is given according to performance. If the bonus is not given according to on the basis of their performance than an employee whose performance is better will become demotivated. There are two types of bonus given by the Arcadia group are the festival bonus and performance bonus. Festival bonus is given in the Christmas, and performance bonus is given in two times in the June and December. The company gives 30 % of performance bonus on staff performance and all employee gain 30% of the festival bonus. Basically, staff get the salary and wages for the time they work but they have been paid for the time they didn't work. They get sick leave, maternity leave. At the time of leave, they get the remuneration on time. The employee also gets retirement benefit in form of pension. In every year the Arcadia group provide £10,990,000 for the pension. They also provide some bonds of equivalent currency. Every year the company is expenses 2% of the income for the pension. Arcadia group also paid to the auditor remuneration. Every year £115 is paid to the auditor. And the company also paid his pension, tax service, etc. the auditor's total remuneration is £3,000,000 every year.

g) *Recruitment and Selection process*

Recruitment is the process of the integrated set of actions to that assist then organization fills the requires people on the other hand selection defines the justifying throughout logical steps of employing. From both since there, it is regarded the strength and weakness issues of the organization but the question is how organization meet the situation on timely. A better

analysis of the human resource department helps to find the strong zone and the weakness zone of the recruitment process. Arcadia Group is typically an organization of UK retailer of clothing 2500 outlets of business in many locations. It is seen that the internal and external recruitment issues in any organization. This organization follows the consistency basis of recruitment. This company follows the internal recruitment their expertise is the high issues to tackle the situation as per the marketing channel on the other when channels issues of retailing less important their external drives turn good.

This company follows that strategy.

*Some strengths of the Internal Recruitment:*

- Helps to maintain the channel of follows.
- Expertise retention helps to solve the critical problems.
- Helps to use the talent management taking the talent pools of skills.

*Some Weakness: of the Internal Recruitment:*

- New talent pools hamper the creation of new challenges.
- Interrupt the strong channel follows.
- Retaliating is all about the integration and adaption it makes less affectivity.

*Some strong points of external looking of this organization:*

- When they feel necessary to launch a new market.
- When they relax to adapt to the new environment in retailing.
- When they develop the new market in the new environment.

*Some weak points of external looking of this organization:*

- It turns the relationship gap.
- It makes interruption follow change with the customer.

#### *h) Evaluation of effectiveness of an organization's HR practices*

To raise the profitability of the organization the Human resource management of Arcadia Group adopts the typical functions of human resource management so-called the strategies of improving a system of the business. It is prevailing that their approaches of Arcadia groups follow some of regulatory way. Arcadia Group is the cloth retailing that dealing the businesses by taking 22,000 employees. So, keep in touch the blows of business terms through the departmentalization of business in many locations. It maintains the software base evaluation system employee management. By this way the organization taking the swift and hasty benefits of business management. Making the integration of business setting packing the better reward system. Efficiency shows the right way of doing something

placed on the right track. On the other hand, effectiveness shows the goals-oriented result of the organization done in the right thing. Arcadia Group dealing the efficiency issues by considering the skills abilities issues sometimes touched KSA'S terms of the business. They set the departmental goals by employing the skillful people with matching the objectivity of the organization that voles from the mission and vision in corporate business level. There is a dealing about the 22,000 people in many markets the Arcadia Group care the innovative consistency mania as per the maturity of the market. The Arcadia Group all the time is looking for innovative retain the market in the overall sense of business. They hired the innovative seeking people depending on situational issues. In the management level, they hired the market congenial people to the strategical point view of retailing business in the marker. The head of the company Sir Philip Green (Chairman) tries to set up the skillful manager to meet the strategical business units to ensure the place of a lucrative sense of business. The whole channel of the HRM practices of Arcadia Group follows a channel of business their employee is the main business part by adopting the database and customer relationship management this organization makes a bound of business execution that really the condimental term of the business uniting all department. Employee expectation in measurement sense gets inattention to meet through this channel management. By the effective caring of the human resource practices, it is estimated that between 150 and 300 stores could be shut and replaced with new locations or integrated/combined stores (Arcadia mulls, 2017) by expanding the new innovation of retailing business. Employee relations (such as adversarial, traditional, partnership and power sharing (i.e. labor unions) with respect to influencing HRM decision-making such as discipline, grievances, and redundancy. It's the obligatory term of the of the business is to keep the better relationship with the employee's relationship because employees are the key term of the organization in any sense of the business. Participatory type of management helps to do the factual issues in the effectiveness of the organization. Sharing and caring term of the business play the flexible role of the human resource practices of the business management process. It is the role of management to give the strategy to maintain the good relationship with the employee. Traditional partnership and power-sharing are the core term that explains the decision-making process in the pragmatic sense. It is seen that Arcadia Group follows the participatory way of business management through the business planning in a particular case of retailing business. By observing the actualities of the business there found the importance of keeping employee relationship are the following:

- o It helps to make the business execution easier, it is the business that in department wise running because the whole operation of the business is running by integrating the many units so strategically they look at keen.
- o To avoid the conflict issues in the cognitive sense there follows the whistleblowing practices of conflict management, is followed to take the confliction issues of the employee. It helps to take the problem as the issues of management as the part of decision making. The manager is the positions that responsibility to care the subordinate's issues from many angels of. So, to make the clear transparent accountability of the business that makes the congenial supervision of the management.
- o In business the intra and inter sense of business confliction arising from the organization culture management that is caste and ritual facts to handle so as per the consistency supervision and protection of human rights their strategically business unit boost the point to resolve, Arcadia business policy doing their job on that floor of the business.
- o Database management system of the Arcadia group takes the flavor of advantages of maintain the turnover and turn in cases that make the employees requirements of the organization and redundancy level. The quantitative investigating helps to ensure the good relationship and keep the pace of business just in time, just on time factors of the organization. After that the unrest situation keep under control of the manager, it only possible by the proper caring of relationship furthermore vertical and horizontal integration of the business communication keep fit the arising queries and getting solution in real term of the business. Though Collective bargaining agent sometime play the pivotal role to execute the grievances issues of the employees on the other hand trade union are the big and foremost driver that makes negation to employees and employer relationship.at that context they perform the regulatory duties so called the legalization of the role that comes from the rules and procedure of that country. Arcadia Group 's employees are kept in touch the negotiation issues in accord with the trade union though there has little comprehension of activities in that scenario of the agreement.

## V. FINDINGS AND CONCLUSION

Human resource management is very important for every company. But to manage the human resource is always complex. Because Staff team members are

coming from the different environment and culture. To satisfy and maintain all of the workers at a time is always tough. In Arcadia, group workers are more educated and skilled. So, it's easy to maintain them. New generation worker is totally different from the old generation works this is the era where old generation worker is been retired and the new staff is from the new generation. So, to attract new generation staff of Arcadia group has to offer differently than the previous offer. To control new generation workers is also totally different from control old generation. So, Arcadia group has to adobe with the change of generation. Now technology is advanced and it's updated all the time. So, Arcadia group has to take updated technology to stay in the competitive market. So, they have to train human resource in such a way so that their work can easily adobe with advanced technology. For Arcadia group using modern technology is always important because it is a fashion-oriented organization. Using modern technology not only reduce their cost but also increase the efficiency and effectiveness of the organization. Human resource management is the terms of hiring the right people in right place after that caring the people in the right way as per the consistency of organizational goals. The skills and abilities of the employees are the intellectual resources of the organization. The purpose of the present study is to empirically examine the impact of compensation management, employee development and organizational citizenship behavior on organizational performance of Arcadia Group Ltd in the UK. Top level management should realize the importance of keeping employee relationship and the importance of harmonies relationship for the effectiveness of the organization. Times have now changed, it is hoped that a sizable budget share will go to the development of the HR community. If the HR department is developed, the company must be developed(Schmieding, 1992; Kotter, 2012; Dyer & Holder,1987).

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