

Assignment 2 – Individual Submission

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1.ABSTRACT

2.CHALLENGES

3.CASE ANALYSIS OF FOMBRUN MODEL

4.PROS AND CONS

5. RECOMMENDATIONS

6. REFERENCES

ABSTRACT

With the difficulty of getting an employment after graduated from Al-Azhar University, Mohammad Azhar, the eldest among nine siblings invested \$40,000 loans from his parent to buy his first fish farm to start up his fish farming business. With his long interest in agriculture, he had built up Nur Az-Zahra Aquaculture in 2016 which is located in Sungai Bunga. At first, Nur Az-Zahra Aquaculture was managed and worked on by Mohammad Azhar alone. However, he employed two other people later to work on his other farm in Pelumpong. Nur Az-Zahra Aquaculture mainly act as suppliers and selling fish to restaurants by request.

With his passion on the agriculture, Mohammad Azhar began to be familiarized and developed his skills in this kind of sector by seeking agricultural knowledges from experienced seasoned fish farmers.

Originally, they were offered an additional 1.2 acres of fish cages to expand fish stocks. However, They decided on taking only 0.2 acres of the offered fish cages.

Baby fish or fry are brought from the other countries or locally are being placed and raised in these cages until they are right size to be sold to the restaurants. The fish are being fed vigorously to ensure the condition of health of the fishes.

Apart from that, the water and soil are regularly tested by Mohammad Azhar to ensure the quality of the water are good enough for the fishes to grow. The fish which are ready to be harvested will be divided according to their size and quality by himself and his employees.

The fish that Nur Az-Zahra provided are mostly sea bass (selungsong), golden snapper (bera-berahan), white trevally (ikan putih) and red tilapia.

Moreover, Azhar had set his target to harvest about 400-500 kilos per month and in terms of pricing, he stick to the market price and sell per kilo. Moreover, Red tilapia has the highest demand among the types of fishes that Nur Az-Zahra Aquaculture offers. However, it is not that easy to obtain the red tilapia unlike the other fishes, the fish fry easily to get. Therefore, wild fishing might be needed.

Mohammad Azhar encourages young people to overcome their fear of trying new things. He also recommends that for those who wanted to follow their footstep to be a fish farmer to rent space from him before started their own businesses since the capital for fish farming is very expensive. He also does not mind if he had to provide training to those want to be a fish farmer.

CHALLENGES

They are several challenges that Nur Az-Zahra Aquaculture faced as mentioned by Azhar in his business. Firstly, the difficulty of getting fish fry as they are not always available locally. Therefore they have to import from outside the countries such as Indonesia. During the importation, they are several requirements to be made such as they have a minimum order to be made in order to import fish fry.

Apart from that, buying fish fry from outside the countries also causes problem to the company which there is no guarantee on the quality of the fish fry as the overall quality of the fish fry are very important because at the end of the day, it will affect the outcome during the harvesting.

Moreover, it is difficult for the company to import the fish fry because they are not sure whether the fish fry will adapt healthy to the local waters, unlike local fry. Therefore, importing fish fry is very risky as these are a gamble on their money which they do not have much begin with.

Other than that, Nur Az-Zahra Aquaculture find difficulty on maintaining the water as they cannot regulate how salty is the water is going to be for instance. Foe example, one time in pelumpung, the water was not salty enough until a lot of fish died and some were not healthy enough to sell. It affected their harvesting and accidentally decreasing their outcome of the fish and performances.

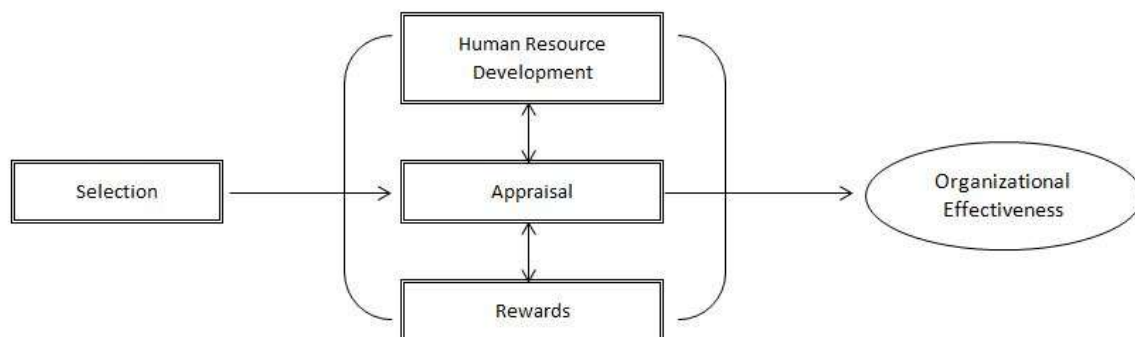
Additionally, as mentioned by Mohammad Azhar, the weather is another problem for the company. However, there is not much that they can do to overcome the problem as it is to do with the nature hence it is out of their control.

Lastly, Azhar mentioned that they lack of employees to work on the harvesting, feeding and especially delivery. At the moment, as the demand is weekly, it is time-consuming for Azhar and his employees are doing all the work from feeding and growing the fish, harvesting the fish and distributing to the buyers.

CASE ANALYSIS

What is fombrun model?

It is the first model in human resource. The Michigan model by Fombrun (1984) explains strategic HRM that focused on management, professional groups, and the new labor force. The main motive of the model was to align the formal structure of the organization, their new strategies, and policies with the human resource system. This models elements include selection, appraisal, development and rewards. This is the first and very simple model that serves as a heuristic framework for explaining the nature and significance of the key HR activities. But it is incomplete as it focuses only on four functions and ignores all environmental and contingency factors that impact HR functions.



The Fombrun Model of HRM (1984)

SELECTION

Selection is the process of choosing a qualified person for specific role who can successfully deliver valuable contributions to the organization. The term selection can be applied to many aspects of the process, such as recruitment, hiring, and acculturation. It is a process of offering jobs to desired candidates.

Selection means choosing a few from those who apply. It is picking up of applicants or candidates with requisite qualifications and qualities to fill jobs in the organization.

There are steps in selection process. Usually, the first steps in selection begins with the preliminary interview then the candidates are asked to fill in the application form. The progress through the selection of selection test, background checking. The successful candidates will be employed if the results are satisfactory. Typically, there are several steps for the company to follow but it is not necessary that all organizations to go through all these steps.

The steps are:

1. Initial Screening.
2. Completion of the Application Form.
3. Employment Tests.
4. Job Interview.
5. Conditional Job Offer.
6. Background Investigation.
7. Medical Examination.
8. Permanent Job Offer.

APPRAISAL

What is appraisal? In terms of human resource, appraisal is a regular review the employees' job performance and overall contribution to the company. Performance appraisal or performance review is a systematic process in which employee performance at work is evaluated in relation to the projects on which employee has worked and his contribution to the organization. Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semi-annual, or quarterly.

There are two methods in appraisal which is modern method and traditional method. Performance appraisal has their own advantages. Firstly, it is to properly identify the performance of employees in a systematic manner and their areas of talent and their areas of lacking. Moreover, performance appraisal helps the management to place the right employees for the best job depending on their skills. It is also helps the employees to identify which areas that they need to improve. The managers can also use this information to provide constructive criticism of the way employees perform their work. Furthermore, appraisal is also useful for determining of effectiveness and results of training results.

Everything that have benefit will also have the disadvantage. Same like performance appraisal. First, Some objective factors are very vague and difficult to gauge like attitude and initiative. There is no scientific method to measure these factor. Secondly, sometimes managers are not quite enough to asses the employees and their abilities correctly. This mistakes can be very harmful to the growth of the company.

HUMAN RESOURCES DEVELOPMENT

The next element will be discussed on is human resource development which include training. As cited in (ieudonote, n.d) HRD is the integrated use of training and career development efforts to improve the performance of the individual or group as well as overall organizational effectiveness . A formal definition of training & development is it is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

REWARDS

Rewards in human resource management refers to the concerned with the implementation and formulation of policies and strategies that aspire to reward employees equitably, fairly and regularly in accordance with their performance and value to the company (EasySource,2020). There can be various types of rewards an organization can give its employees like money, grade, performance based incentive or performance pay, increment, gift cards, recognition or awards, profit sharing, holiday packages, medical coverage, promotion, bonuses etc. they are given mainly to appreciate the employees performance and to motivate them. This is because when the employees get motivated in working, they will give and contribute more and lead to higher productivity of the organizations

Elements of the fombrun model	Relate to Az-Zahra AquaCulture
Selection	The organization will be gone through the selection process such as interview the applicant whether they have a passion in agriculture or are they willing to learn in this sector and give a probation time for working in this aquaculture.
Appraisal	Every year, or twice in a year, the employers should give feedback regarding their employees' performance. From there, the employees can improve their performance and know where they are lacking at.
Development	Az-Zahra Aquaculture provide a training for those who want to although it requires lots of patience on the side of the learner. The training is to provide the participants an opportunity to improve their knowledge and techniques in the field of sustainable development of aquaculture and also to make the employees have passionate in agriculture.
Rewards	They also provide spaces for start up the business since the starting capital for business is too expensive. As mentioned during interview, the employees will be given salaries and wages.

To relate with Az-Zahra Aquaculture to the fombrun model. In the case of Az-Zahra Aquaculture faced the problems, with lack of employees the organizations have the objectives of hire more people to meet the demand of the business. In the table above is the analysis of the cases relate to the fombrun model.

PROS AND CONS

This model are very useful as it is the first model of HRM. This models shows the interrelationship between four activities. However, this models are too simple and did not considered environmental factor and contingency factor. Also it considered four functions of human resource management.

Recommendation

In order to make this strategy works, the company should make further ideas for hiring process. For example, Nur Az-Zahra Aquaculture can expose the organization by encouraging people to visit to the fish farm and make it one of the tourism so that people know the organization values and benefit. The correct way to hire employee's strategy will make Nur az-Zahra aquaculture enhance their organization.

References

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