

Human Resource Management Module (BB-2208): Individual Case Study Report

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Abstract:

Usaha Asilati Sendirian Berhad is a private limited company In Brunei which specializes in shrimp farming. It is currently being handled by Ampuan Ammilee Farahiyah who inherited the business from her father, who is also the founder of the business, the late Ampuan Haji Mohamad bin Ampuan Haji Yusof. Ampuan Ammilee's family is from business moguls as both her late grandfather, Ampuan Haji Yusof bin Ampuan Haji Adul, and her father has owned several companies before. Therefore, she has always been exposed to this profession since her childhood. In addition, she also has been actively participating and helping her father around the farm, for instance she was responsible for the finances of the company. So, after Ampuan Ammilee's father passed away, Asilati Farm was effectively bequeathed and managed by her. The business first joined the aquaculture industry in 1994 and then officially operated in March the following year. The company's objectives is to supply quality organic rostris blue shrimps that are completely free from pesticides and antibiotics as well as from disease. They aspire to be both the leading shrimp farm in the country and a globally-recognised enterprise. The company's vision is to expand their services into more large-scale which includes adding more ponds, the construction of a state of the art hatchery, facilities for shrimp-farming and other business-related to aquaculture. In 2011, Syarikat Usaha Asilati Sdn Bhd was recognized as a successful and exemplary company in the aquaculture industry for the entire Brunei-Muara district. The company was awarded with 'Anugerah Penternak dan Nelayan Berjaya' medal. This award has encouraged Ampuan Ammilee to further develop her knowledge and expertise in this field in

order to expand her business. Furthermore, her fondness for shrimp farming is what makes her motivated in doing her job. Ampuan Ammilee's objectives to develop the farm into Brunei's leading supplier for blue shrimps and pursue to be internationally recognised also keeps her passion and tolerance in managing the shrimp farming to become the major contender in Brunei's aquaculture industry. Moreover, Ampuan Ammilee also intends to help in sustaining domestic and global food security by providing the rapid demand for shrimp which is one of the most favourable and competitive food commodities.

Problem encountered:

Throughout the journey, Ampuan Ammilee has also faced some challenges. In 2010, Syarikat Usaha Asilati Sdn Bhd experienced greatest obstacles where the White Spot Virus struck. This caused the company to be almost financially unstable as the virus destroys the shrimps that were being harvested. The shrimps took years to be harvested and it represents years worth of income. Therefore, they have to rebuild the farm completely again after the incident. Ampuan Ammilee has taken various measures to prepare the company if the breakout happens again in the future. Other than that, the company also faced economical issues where there is lack of provision in financial and lack of proper infrastructure as well as insufficiency for generators. The generators are needed especially for emergencies such as electrical shortage because the shrimp ponds need to be continuously running for the oxygen or else it will disintegrate instantly.

The Guest Model:

Human resource management (HRM) strategy refers to a business's plan to manage and assist their company as well as determining whether the process of HR strategy is well conducted in order for the business to achieve their goals and objectives. There are four major models in HRM which are: (i) The Fombrun, (ii) The Havard, (iii) The Guest and lastly (iv) The Warwick. The major models that will be focused on is the Guest Model only. It aims to provide an

analytical framework to study HRM and serve as a heuristic-device to assist in discovering and understanding the significance of key HR practices. In 1997, David Guest developed the Guest Model in a way that it is different from traditional personnel management. It emphasizes on which the HR manager has specific strategies along with certain practices that will result in certain outcomes. The Guest model highlights the 6 components of logical sequences which include the HR strategy, HR practices, HR outcomes, behavioural outcomes, performance results and financial consequences. The financial consequences depend on the result of the performances which in turn relates to the behaviour of the employee. If the employees execute well-mannered and professional behaviour according to the employer and customers, it is most likely to produce positive outcomes in terms of the performance of the employees. Behavioural outcomes are the derive from employee commitment, motivation and the quality of the work done. Accordingly, this outcome is the impact from HR practices such as selective hiring, training in relevant skills and fair and performance-based compensation which in turn related with the HR strategy. The HR strategy is usually aligned with the organizational strategy to achieve their goals. Guest Model also aims to develop a work management force that not only focuses on financial or performance outcomes but also the individual. Thierry (2018) asserts that Guest had differentiated both of the soft HRM and hard HRM then combining these two approaches into an ideal model. There are four objectives in the Guest model which are strategic integrations, flexibility, commitment and quality. The first objective which is strategic integrations refers to the basic human resource in which to achieve the company's objectives. Secondly, flexibility which covers how the organization is able to manage and adapt to change in business trends and the work environment as well as how the company creates innovation. Next is the commitment which refers to behavioural commitment to the organization and the work. Lastly is the quality which refers to the idea based on the assumption of the quality on how employees manage on the works would reflect on the quality of the products produced. These objectives needed in order to acquire high job performance, good problem solving among employees, flexibility and lower turnover. For instance, the good HR practices would help to increase the quality of the performance outcomes in terms of commitment, motivation and co-operation by selective hiring, training, appraisal and rewards. Thus, producing positive productive outcomes with low turnover, absenteeism and fewer conflicts (Gizachew, 2009).

Application of the Guest Model management in Syarikat Usaha Asilati Sdn Bhd:

Following this theory, the Guest Model can be related and implemented for the HRM in Syarikat Usaha Asilati Sdn Bhd to solve the challenges the company faced as well as achieving their desired goals. As it has been presumed, the HR strategy needs to be aligned with the organizational strategy to achieve the company's effective goals. HR practices refers to managers identifying the need of training that is suit best for their employees to enhance the performance and improve the skills required in the workplace. Therefore, in the case of Syarikat Usaha Asilati Sdn Bhd, Ampuan Ammilee has suggested that there should be more hands-on involvement for the employees in shrimp farming. This can be said that Syarikat Usaha Asilati has offered job training as part of the HR practices. For example, in terms of guiding the employees about the importance of the procedure in shrimp farming that the employee should know. Another HR practice that can be taken in Syarikat Usaha Asilati is by establishing security protocols on the shrimp farm along with the Fisheries Department such as staff training, regular hygiene checks and chlorine baths as well as educating the employees on shrimp diseases. This measure is taken in order to prepare the company if the outbreak would happen again in the future.

Accordingly, these HR practices would lead to specific outcomes which include behavioural outcomes based on commitment, quality output and flexibility. Behavioural outcomes refers to the expectant theory in which people will get motivated based on their desired outcomes such as rewards. Therefore, it is adapted from this theory where people will modify their behaviour, for instance their commitment, motivation and co-operation in doing the work, in order to achieve their anticipated outcomes (Wamuuru et al, 2018). Thus, Syarikat Usaha Asilati may reward the employees by giving incentives, bonus, appraisal and promotional opportunities based on their performance to further boost up their determination

This in turn will improve the performance outcomes which include productivity, innovation and quality. Subsequently, the performance outcomes are based on how the employees behaved. Therefore, managers can monitor the employees performance over the year. For instance, Syarikat Usaha Asilati may observe the performance of the employees after the

staff training has been executed to check whether or not there has been productivity and positive changes throughout the time the employees are trained. The objectives in doing this is for the manager to monitor the employees performance then improving their work performance quality so that they are able to deliver innovative services. Ampuan Ammilee also asserts that by imposing the HR practices, it is aimed to strengthen the company's security and would boost up as well as allowing the agricultural industry to advance. Thus, producing high top quality products. Other than that, to further push the advancement in this industry, the Fisheries Department has also employed the services of international aquaculture specialists from the USA namely, the Integrated Aquaculture International. It is aimed to help them in contributing prawn larvae production technologies and prawn-nursery technologies to preserve the prawn until it is ready to export ("Minister visits Tutong Prawn Farms", 2007). Therefore, using proper equipment and well-trained staff could lead to positive performance outcomes resulting in an increase in financial outcomes which may be based on profit and sales of the company. Not only that but this would also help the organization to be sustainable aquaculture as the management is scientific and systematic which is greatly required for it to be successful (Zamal et al, 2008).

Advantages of Guest Model management:

From the employer's perspective, the advantages of using Guest Model management is it can improve the employees motivation and participation in doing their job. As have been discussed, one of the objectives in the Guest model is commitment thus allowing the employees to improve in their behaviour which will in turn produce positive outcomes for the company. Furthermore, Guest Model not only focuses on the organization's objectives and goals but it also concerns each of the employees individual needs. Guest Models include both soft HRM and hard HRM which is fundamental in achieving organization's goals as hard HRM focuses on the basic strategic HR practices but at the same time the soft HRM also focuses on building trust among the employees in the organization. Thus, it is useful and may be effective to develop well-trained and skilled employees in the organization.

Moreover, flexibility is also included in one of the objectives in the Guest model. Flexibility can be in various forms, soft HRM or hard HRM. In the case of flexibility in the hard HRM, based on numerical flexibility, the employees only work when their production of labour is needed and can be discharged when they are not required. Hence, this would balance the employee's professional and personal life. The flexibility based on the soft HRM side would be the employees are being treated fairly and recognised as valued assets in the organization (Yi Yang, n.d.). Hence, this would also increase the employee's participation in decision making and other activities as well as increase the employees job satisfaction and job commitment.

Disadvantages of Guest Model:

One of the disadvantages of using Guest Model management is that it requires HR practices such as selective hiring and job training. Therefore, this may be costly to the organization as the company would need to provide multiple training sessions for a number of employees. Not only the organization needs to spend on the training programs or activities but also on the rewards. For instance, rewards for the employees performance based on bonuses, awards and incentives. Other than that, the organization may also need to spend their budget if there are ever negative performance outcomes in which the turnover rates and absenteeism is high. This may be in the case of hard HRM because it could frustrate the employees as there is no leniency in managing the organization and solely focus on the organization's goals. Thus, the organization may need to replace the employees and do the training process all over again if they were to hire new employees which is high-cost and it would be wasted.

Another disadvantage is on the basis of soft HRM in which if the organization is too focused on the employees individual needs they may lose their focus on the organization's objectives and goals.

Conclusions:

To conclude the Guest Model management has unique approaches as it depicts both soft and hard approaches as a way to manage human resource management in an organization. It is one of the best practices that has been used even in HRM today. In order to improve the organization's output, it is also important to improve the way in managing its employees as the employees' performance reflects the productivity of the organization.

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