Learning Human Resources and Applying it to Real-Life Situations

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Abstract

This study aimed to demonstrate some parts of human resources management, more specifically, to show the application of knowledge in human management and real-life situations. The research explores some aspects of human resources analysis, including enterprise management, fundamental analysis, planning, and monitoring. This analysis demonstrates the integration of knowledge in real-life situations after successfully learning the Human Resources Management (HRM) program. In this case, it tends to critically demonstrate how an individual can apply knowledge from learning HRM to perform their daily tasks. It discusses the previous development of HRM processes and how it has evolved in modern business management. Also, the analysis elaborates on the basic understanding of HR resources for non-HR managers and the application of knowledge in real-life situations, research projects, entrepreneurial businesses, and large corporations. Effective managers must demonstrate efficient skills since they play fundamental roles in business, such as recruitment, employee training, and performance appraisals. Therefore, they must incorporate excellent communication, analytical, organizational, and managerial skills. Furthermore, this analysis highlights HR managers' practices and processes, including employment policies and technology, to enhance employee commitment and work efficiency.

Keywords: human resources management, HRM, non-HRM, NCR, applications of knowledge

1. Introduction

1.1 Introduce the Problem

In a modern business environment, every organization or company requires all workers in different fields to possess a wide range of skills, competencies, and knowledge (Hettiarachchi, 2018). In addition, effective leaders and managers should have the skills to work with people to achieve positive business results. In many cases, recruiting employees with the right skills, attributes, and knowledge is a significant factor in the success of any organization. However, if the management makes poor decisions during recruitment, this may lead to delays in project completion and time-consuming and costly production processes. Similarly, even maintaining effective employees after selection to keep them motivated and focused and retaining their skills poses many challenges for business. In this process, the Human Resources (HR) department must maintain a high-performance standard for their employees to ensure business success.

In every business or organization, there must be an HR Management (HRM) department that deals with hiring, selecting, managing, and deploying employees in the organization. Non-HR managers must operate and understand people, guidelines, and procedures to get the best out of their team, ensure effective performance, and comply with the legal compliance of the business, too (Hettiarachchi, 2018). In this analysis, the author will discuss what has been learned in HR for non-HR managers, including daily applications in real life, research projects, and practical applications in small businesses and organizations.

2. The Initial Development

The first HRM began as industrial welfare oversight in 1833 when factories proposed the establishment of male factory inspectors. In 1878, factories passed a law to regulate the working hours for women and children to be 60 hours a week. By this time, the trade unions had started, and the issue of collective bargaining had emerged. The number of industrial welfare organizations started increasing, and in 1913 a conference led by Seebohm Rowntree was initiated (Hettiarachchi, 2018). The welfare association developed during the gathering later changed to the Chartered Institute of Personnel Development.

Conversely, during the First World War, Mary Wood discovered the process of recruitment and selection (Hettiarachchi, 2018). During this era, personnel development escalated as government initiatives encouraged

the effective use of human skills. According to a report in an HR Magazine article, HRM began as a personnel management department at National Cash Register Company (NCR) in 1884. Due to inconvenient working conditions, NCR employees could hold various strikes and lockouts. However, after several strikes, the NCR leader John Patterson established a personnel department to manage employees' strikes, safety, and grievances. In addition, the personnel department trained and educated the supervisors on new employees' practices and laws. After the hiring process, the personnel department developed HR management practices that effectively managed workers once they joined the organization. These practices were designed to enhance employees' performance and satisfaction by providing them with the required knowledge and skills that enabled them to perform during work. In addition, the department supported employees' welfare by creating conditions that motivated workers' efforts in meeting the organization's objectives (Hettiarachchi, 2018).

3. Crucial and Useful Information

The most crucial factor is understanding the process of HRM, its structure, and its application in business activities. Planning, design, and organization of human resources are vital in managing human capital, which is arguably the most valuable commodity in a business (Hettiarachchi, 2018). In addition, aligning the HR objectives with organization goals, employees' goals, working talents, and collaboration with managers are the key components of HR management. We have also learned that aligning HR practices with business philosophy is crucial to HRM. In addition, the organization's mission, vision, values, and philosophy permeate the whole business, not just those leaders who attend meetings in a boardroom. Comparatively, HRM ensures the support of employees through recognizing effort and hard work, enhancing fair employment practices, training and development, and managing employees' talent to demonstrate aptitude. In this case, the HR managers have the control to ensure that workers succeed and improve the ability of the business to become the best employer (Ramlall & Melton, 2019).

Conversely, understanding the roles and attributes of non-HR managers is crucial (Ramlall & Melton, 2019). In this case, since not every employee can be a manager or a leader, non-HR managers should portray specific qualities. For example, non-HR managers should have good verbal, non-verbal, and written communication skills. Communication will help to collaborate with other employees, set strategic goals, and complete projects on time and with productivity. Another crucial quality is problem-solving skills, which are key in handling employee challenges, management issues, and overall company problems. Another important trait is good organizational skills to coordinate activities and employees in the organization. Other qualities include excellent analytical skills, accountability, problem-solving, and interpersonal skills.

At the same time, HR managers have people-focused responsibilities that they are supposed to perform while on duty, including enforcement of the company's policies to create an environment with respect, responsibility, and accountability (Ramlall & Melton, 2019). Also, HR managers facilitate staff management through hiring new employees, conducting interviews, and training. Communication is another role where managers act as a communication vessel between the top junior employees and the top management. Similarly, managers have a delegation role where they direct duties and responsibilities to their employees and allocate tasks during project development.

Knowledge of employment laws and policies is also crucial for non-HR managers (Mishra & Venkatesan, 2021), whereas as an HR manager, one must be aware of and adhere to necessary federal laws that affect the employer-employee relationship. In most cases, understanding the employment laws, especially when working with diverse employees, seems challenging. However, since most businesses are based on federal laws, the interpretation and enforcement of these laws must be fair and consistent. Therefore, the employee must learn the basics of the employment laws and how they influence their practices, particularly the hiring process and job interviews. Equally, HR managers are supposed to understand how to apply these employment laws and state policies within their workplace to safeguard employees' needs and protect their company from receiving claims of employment discrimination, harassment, and other unlawful behaviors. Also, managers should adhere to employment pay practices, wage compensation, and working conditions that influence employees and ensure they are consistent with federal laws and policies (Zeebaree et al., 2019).

Another crucial piece of information concerns talent management: a collective way of describing employee selection, retention, recruitment, and promotion (Zeebaree et al., 2019). In every business, human capital represents a company's resources for achieving business objectives such as quality products and services, productivity, profitability, and employee safety. In this case, the HR managers recruit qualified personnel to determine the best people suited for a particular role and provide professional training and development to evaluate the personnel.

Besides talent management, the HR manager facilitates employees' engagement in their work (Zeebaree et al., 2019). In HRM, employee engagement applies to managers, executive leaders, supervisors, and front-line workers. Employee engagement involves the confidence, enthusiasm, satisfaction, and motivation employees have and how they feel about their contribution to the workplace. In most cases, the quantitative measurements of workers' engagement come from employee compensation studies, opinion surveys, expenditures, turnover rates, and analysis of retention policies (Zeebaree et al., 2019).

Another useful piece of information concerns the future of HRM or HR managers. It is crucial to understand how the structure, roles, and processes of HR will evolve in the next 5 to 10 years (Zeebaree et al., 2019). In the next five years, HR departments will become more agile problem-solvers and achieve faster collaborative decision-making. In addition, we expect the HR managers to assume the roles of championship coaches, engage in more problem-solving activities, and become essential to HR planning and strategy. The HR department will develop a team of problem-solvers who will deal with hypothetical scenarios, innovative insight, adaptability, analytical skills, and team skills. These problem-solvers will assist the HR department and centers of excellence teams in devising HR improvement strategies. The problem-solvers will also help implement policies and overcome challenges the HR team encounters during the HR model and strategic planning (Zeebaree et al., 2019).

4. Applications of Knowledge

4.1 Daily Work

We can apply our skills and knowledge in various activities in daily jobs. For example, organizational skills include self-discipline, practices, and competencies that a person develops to meet daily targets and objectives (Zeebaree et al., 2019). These skills can be applied to daily tasks to ensure good performance, productivity, and effective work results. In addition, incorporating organizational skills will help in setting goals. One can also improve time management and formulate effective strategies to achieve objectives. Organizational skills can be broad, including physical and reasoning skills.

4.2 Physical Skills

Applying physical and organizational skills ensures that the workplace is clean and orderly (Zeebaree et al., 2019). This happens whether we are working in an office or at home. In this case, we provide a tidy place and an environment that is clean for work. Another instance is when we attend a project planning meeting where employees confirm to take clear notes, save them in a designated place, and ensure they retrieve them for corresponding project updates. Documentation of project concepts and ideas helps to devise new ideas and arrange professional and personal goals by listing them. Also, documentation helps to keep data in writing, voice, photos, and videos that help support daily work activities. Similarly, filing papers and digital files such as emails in important drives allows one to be proactive and attend to duties effectively. For example, if an executives require updates on a project an employee is working on, they can quickly retrieve the document and the actual timelines to provide accurate updates.

Moreover, we can effectively keep records of work with organizational skills (Zeebaree et al., 2019). Keeping records helps to monitor the progress, identify loopholes where improvement is needed, and make appropriate changes that align with the objectives. Also, we can track daily activities and schedules, such as recording business transactions or events systematically. In addition, these skills will help managers to work with other clients and business vendors and prepare reports for daily tasks. Similarly, keeping records helps create and maintain orderliness in physical and virtual spaces, which assists in organizing thoughts. In this case, organizational skills ensure an organized state of mind, thus helping to make critical decisions.

4.3 Reasoning and Organizational Skills

Applying reasoning and organizational skills in daily tasks helps to apply critical thinking in project planning, solve problems, and collaborate with colleagues (Zeebaree et al., 2019). For example, by practicing time management one can allocate and evaluate the amount of time a particular task or project will take. Time management allows for achieving a better work-life balance. In addition, incorporating critical thinking helps in understanding and addressing issues based on the available information and facts. Critical thinking helps to process data, facts, and other crucial information to define a problem and devise efficient solutions. Critical thinking includes:

- utilizing knowledge in collecting data;
- asking critical questions; and

- enumerating possible ways to solve these problems.

In this process, learners always ensure that they analyze problems objectively without emotions, assumptions, or biases that may adversely influence their critical thinking.

Another organizational reasoning skill is planning, which encompasses what is to be done, when resources are needed, and marking deadlines (Zeebaree et al., 2019). Organizational skills help one understand working deadlines, schedule projects, and prioritize each task in alignment with a deadline. Since most activities start in the morning, planning allows one to structure and apply the discipline required to arrange daily events. In addition, planning helps to set the mood of the work and shift one's mindset to achieve positive productivity in daily routines. Like any other habit, managing time and schedules as a manager consistently builds a consistent practice of making a habit a pattern that aligns with priorities and values. Conversely, planning always ensures we look for the best tools and resources to perform daily tasks. For example, technology such as laptops, smartphones, other devices, and management applications are essential for people management and communication.

4.4 Communication

Communication is a fundamental aspect that every person uses in daily life. Communication involves conveying a message from one person or source to another. In HRM, managers use daily communication to connect employees, executives, and the entire company staff (Zeebaree et al., 2019). Effective managers must apply communication in both their daily personal and business routines.

One of the most useful HR skills is the ability to communicate effectively in verbal, non-verbal, and written communication (Zeebaree et al., 2019). Verbal communication involves the ability to speak and deliver a message. From a business perspective, an HR manager must possess superior interpersonal skills to express their thoughts, opinions, emotions, and ideas and express them through discussions, speeches, conversations, and presentations. We must be able to communicate verbally with other people to send or receive information to complete daily work and tasks. In addition, effectiveness in daily verbal communication will be determined by speed, speech quality, volume, and body language. In this case, verbal communication is vital in our daily activities.

Non-verbal communication involves the use of facial expressions, signs, body movements, gestures, and touch (Zeebaree et al., 2019). We must apply these skills appropriately in daily tasks as HR managers. For example, facial expressions express extremely deep emotions when an individual is angry, happy, sad, or nervous. Therefore, an HR manager must use collected and good non-verbal communication when working or performing other activities. Similarly, written communication is vital to complete or handle daily tasks. For example, a manager must possess good writing skills to deliver reports, memos, messages, and letters. One role of HR is to use these skills to ensure that the written communication is clear, professional, and easy to understand. Overall, communication is key to connecting with colleagues, clients, and managers.

4.5 Problem Solving

A problem is something in a situation that hinders a person from achieving the objectives that they have set for activities or events (Zeebaree et al., 2019). A problem can be personal, work-related, financial, or colleague issues. Situations occur daily, but the solutions we apply to solve the problem result in a problem-solving process.

Problem-solving techniques are acquired through learning and various training programs (Zeebaree et al., 2019). In this case, understanding the problem is the key to understanding what led to the rise of the issue. First, dig deeper into the roots to pick the key trigger of the main problem. Then after digging deeper, we have to recognize the root cause of the problem and devise a plan to handle the situation. In this process, we need to develop a framework that is easy to understand. Therefore, the HR skills and knowledge help to enhance an open-minded approach when facing an issue. In this process, we must remember the problem's primary cause and accept the actual reason that differs from what one first thought. Also, being open-minded helps to understand a wider range of issues.

4.6 The Day-to-Day HR Manager

As an HR manager, one can incorporate certain skills and knowledge to perform daily duties and responsibilities in a company (Zeebaree et al., 2019). HR professionals will become integral to a company, an organization, or a small business. Also, an HR manager manages employees, training, recruitment, compensation, selection, discipline, and staff matters. Therefore, the knowledge and skills of HRM will help to perform a variety of roles in the daily routine. For example, one of the primary responsibilities is hiring and recruiting new employees. HR

managers take their time to search for new employees by effectively creating job descriptions to implore workers with efficient knowledge, necessary experience, and good skills that align with the company's expectations or requirements. After selection, they conduct interviews to assess the new applicants, determine their experience level, and inform them about job requirements. In addition, after an employee is hired, they tell the employees about working conditions, orientation, and benefits of working in the organization.

Another day-to-day activity of an HR manager is handling employees' concerns and problems (Zeebaree et al., 2019). Challenges that affect employees in their daily work always exist in an organization or a business. Employees may experience personal issues, work problems, or conflicts with their immediate colleagues. The skills and knowledge learned from the HRM program will apply to solve employees' challenges. When employees have challenges, they can often arrange a meeting with HR to discuss the matter and devise solutions.

In case of disputes, the HR manager acts like an arbitrator to resolve workplace disputes (Zeebaree et al., 2019). In addition, they will intervene with employee misconduct and discipline them or offer termination letters. For example, HR managers have to handle difficult misbehavior like sexual harassment in the workplace.

HR managers are also responsible for formulating policies and rules for the organization (Zeebaree et al., 2019). For example, HR is responsible for safeguarding employment policies within the company related to personnel rules, discrimination, programs, and employee contracts. However, HR must acquire skills and knowledge from HR laws and other federal regulations to understand these policies. In addition, HR managers work daily with other executives to enact policies that align with the company's strategy and culture to ensure employees' harmony and healthy relationships. After formulating these policies, HR managers inform the workers about changes. In addition, HR must possess knowledge of state policies, such as equal employment and civil rights policies, that informs a set of special skills to be integrated when performing daily duties.

Another HR role is monitoring daily programs and evaluating employee compensation (Zeebaree et al., 2019). Non-HR managers must have the skills to manage and monitor programs within the organization, while the executives and managers are responsible for setting the required salary and compensation for a particular position and organizing other benefits such as pensions, bonuses, and healthcare for every employee. Also, HR managers develop other welfare benefits for employees, including teambuilding, gym memberships program, and retail shops during social welfare that includes participation in games, charity work, environmental management, and seminars. Moreover, as employees retire or change their careers, managers help them with the transition process to facilitate their health plans and retirement benefits.

In addition, motivator is another role that an HR manager plays (Zeebaree et al., 2019). Motivation is a trait that they acquire from their mentors, either through training or learning. HR managers must incorporate techniques to instill morale and keep their employees performing. Motivation can be applied as encouragement, physical rewards, or word of mouth. For example, managers have the role of motivating their employees to work hard to get promoted to a high-level position if they perform well. At other times HR managers may award the best employees through bonuses or salary increments by a certain percentage as a form of encouragement.

4.7 Research Projects at Master's and Doctoral Levels

Knowledge of HRM has relevance to behaviors and generic skills necessary to complete advanced academic research projects. Research projects will require a mixture of essential skills acquired from the HRM program and the attributes learners portray after successful HRM learning. The skills and knowledge learners will incorporate into research projects include effective communication and dissemination skills, management skills, analytical skills, critical thinking, interpersonal skills, and research skills.

5. Effective Communication and Management Skills

Communication is a fundamental skill that learners should acquire from HRM courses and is essential to successfully completing HRM education programs (Harney, 2021). Project communication during the research phase will be vital until the instructor assesses the project and verifies the institution's requirements. In this process, the learners will integrate communications to prepare and write a practical, well-structured, high-quality doctoral paper. In addition, in the thesis learners should abide by required university rules or guidelines and systematically defend and discuss their research findings. In addition, the research project will be written up in a cohesive way, well-structured, and adhere to university writing styles and formats.

Furthermore, practical verbal presentation skills will help learners present their research projects confidently, persuasively, and appropriately to their instructors, external conferences, in-house seminars, and to other audiences (Harney, 2021). In addition, verbal presentation skills will assist in constructing coherent arguments, listening to instructors, defending the outcomes, and responding aptly to research feedback. The learners must

also integrate effective communication in identifying and capitalizing on multiple options for publication, including in new and traditional media, and they must write comprehensively for each vehicle. Also, communication will play a role in understanding the HRM field through public engagement, including during data collection, scientific affairs, and school visits.

The management skills and knowledge acquired during HRM programs will be necessary to organize and plan for research processes, practices, and resources to ensure a successful research project on time (Harney, 2021). Effective management will ensure efficient cooperation between the team and supervisors, thus leading to enhanced consensus and collaboration. Collaboration is critical in working with colleagues to make work easier by handling research problems. Conversely, time management is crucial during a research project to set strategic objectives for a successful completion. Time management will ensure the completion of the project on time and achieve the targeted goals within the given period. In addition, project planning, another managerial skill, will help set guidelines within the given time limit, available resources, and labor to complete the project satisfactorily.

Planning involves formulating a set of actions with more than one strategy to hunt and achieve the goals with the available resources (Harney, 2021). In this process, planning will involve the setting of strategic objectives, establishing a critical system to set goals, and scheduling and outlining the roles to achieve those objectives. Additionally, planning helps to arrange meetings with research supervisors by strategizing a clear purpose, goals, and agendas every time the learner meets to discuss their project and agrees on follow-up activities. Furthermore, after studying the HRM program, the learner acquires financial management principles such as budgeting, cost analysis, and monitoring spending. This knowledge and related skills will assist in allocating and evaluating the cost of completing the research project. Costs include buying relevant learning materials, meetings and conferences expenses, and costs involved with using technological devices. In addition, learners must manage the information, space, and supplies required during their research projects. Similarly, knowledge of these matters will help learners monitor, review, and understand the relevant procedures and guidelines concerning conducting an ethical research project that aligns with the university's guiding principles for completing a master's or doctoral program.

6. Analytical and Research Skills

Having undergone an HRM program, the successful learner will have developed effective analytical skills that will help to complete subsequent research projects (Harney, 2021). Analytical skills involve certain techniques from proposed methods to achieve goals. Therefore, the learner must utilize different analytical approaches necessary for various proposed projects. The analytical skills and professionalism gained during an HRM program become a crucial part of the relevant skills and knowledge required to conduct a final research project. Various analytical techniques, such as qualitative and quantitative data analyses, are used during research. Therefore, learners must integrate critical thinking, information analysis, communication, research, and problem-solving skills during a research project to achieve positive results. In addition, analytical skills involve developing traits in observation, conducting research, and interpreting topics to devise complex ideas and solutions. Furthermore, during research projects, learners will have to apply analytical thinking to analyze the topic or subject and cultivate a deep understanding to find solutions. Analytical thinking procedures include the following:

- identifying a problem, a topic, or an issue;
- collecting necessary information through observation and testing;
- formulating a deep understanding of the topic;
- testing new ideas or solutions depending on what has been learned; and
- reviewing answers and conducting post-analyses to evaluate and apply new knowledge.

In some instances, analytical thinking will encompass trial and error. However, the learned skills will assist in gathering information concerning the problem or topic, creating a good relationship with supervisors, and collaborating with a team to achieve the targeted goals (Zeebaree et al., 2019). The purpose of analytical thinking is to identify cause and effect relationships quickly. In this process, it is important to understand what to expect during problem-solving processes, such as scrutinizing how new concepts interrelate with the original topic. Finally, using analytical thinking during research will help learners make informed decisions when collecting data for analysis (Harney, 2021).

Critical thinking is a fundamental process in every learning situation (Zeebaree et al., 2019). Critical thinking allows one to understand and address problems based on the available information and facts. Critical thinking

typically involves gathering information, organizing facts, and processing data to define problems and establish effective solutions. Having undergone an HRM course, successful learners will have developed the critical thinking skills and knowledge needed to conduct research. For instance, learners who become HR managers must apply critical thinking when solving conflicts between employees by understanding the nature of the problem and devising possible solutions. In addition, critical thinking involves setting project goals, adopting new practices, using relevant technology, and applying effective decision-making in problem-solving. During research projects, critical thinking is used throughout, for example, typically during data collection, devising problems, analyzing data, and evaluating possible solutions for research questions During a research project, critical thinking will be used when:

- identifying a research topic or a problem to investigate;

- developing a suggestion or an inference of the issue or topic;

- collecting data and relevant information concerning the issue;

- sorting and organizing the data and research findings;

- creation of a hypothetical framework for data collection;

- developing and executing research solutions;

- conducting statistical analyses;

- evaluating results; and

- giving recommendations.

Setting measurable objectives during a research project requires critical thinking, which means the learners must handle relevant knowledge without using assumptions, emotions, or biases that influence their thinking during the process (Zeebaree et al., 2019). For example, imagine a doctoral student investigating a particular concept or problem in HRM. The learner will have to collect relevant and reliable data from their respondents.

Research skills include the critical skills learners acquire during their learning, and they apply to practical aspects like collecting, evaluating, and analyzing data and deducing solutions to the prevailing problem(s) (Ramlall & Melton, 2019). Upon completing an HRM program, the successful learner will have developed strong skills in conducting critical research on different areas of specialization. They know to research widely and consider different disciplines that involve diverse techniques, practices, trends, and people. For example, they evaluate the difference between modern HR applications and traditional business practices. Also, they are prepared to use technology, such as HR data management and employee management. Their research skills will help them to conduct reliable, useful, and ethical research through collecting, critically analyzing, synthesizing, and disseminating information, such as searching for appropriate literature techniques. They use appropriate and effective methods when writing literature reviews. Developing the ability to use specialized materials, such as computers, specialist software, and research computing services suitable for research is also important. They will incorporate any training they received in relevant computer usage. For example, data analysis during research may require the use of SPSS, Excel, Microsoft, and other computing services.

Moreover, during research projects learners must incorporate ethical policies and legislation relating to academic research and institutions' disciplines (Ramlall & Melton, 2019). Every university has its methods and guidelines to direct learners on the best practices to apply during research. For example, when collecting data, some guidelines and principles should be used when interviewing or administering questions to respondents. Privacy and data protection relating to relevant research participation should also be paramount. Also, learners will recognize that any data collected will be biased, and they will explain these biases. In addition, ethical skills are vital to internalize expertise in knowledge-handling, especially from a broader economic perspective, for instance, and learners realize how their projects might shape a future career. The topic or problem under investigation may relate to HRM and a specific issue the learners want to understand before joining a job in that field.

7. Interpersonal Skills and HRM Knowledge

Interpersonal skills are individual personal traits and attributes that learners use as a tool to share their ideas, understand concepts, and build relationships through communication (Harney, 2021). After completing an HRM program, the successful learner will have gained interpersonal skills that helped them interact with colleagues, make connections, and successfully handle tasks. In addition, they will have emerged with enhanced awareness from learning various attributes, such as ethical behaviors, time management, creativity, and research skills. These skills will play a key role in working on the final research project. First, the knowledge learners acquire

during the course will help them effectively manage research, time, and program commitments to balance the learning process with other commitments like family and leisure time. For example, proper time management and scheduling will ensure that learners start their research project on time, collect enough data, arrange meetings with their supervisors, and submit feedback on time. In this process, learners will enhance their self-awareness and recognize the values and needs of finishing a research project. In addition, these skills will improve individual creativity by catalyzing new ideas and processes to handle the project and accomplish set goals.

Conversely, the interpersonal attributes learners acquire from quality HR programs will assist them in building networks and keeping healthy relationships with supervisors and colleagues, including research partners and fellow students (Ramlall & Melton, 2019). In addition, these relationships might lead to increased research skills and an enhanced reputation with supervisors and the institution. Similarly, the learners will have developed ethical behaviors that will impact how they treat others. They will communicate openly and be honest with their supervisors, colleagues, and the department. Being ethical means that the data and information learners will collect and use will be reliable and accurate, which could justify further research. Also, successful learners will have applied active listening during project mentorship to comprehensively both give and respond to feedback from supervisors or fellow researchers.

The knowledge and skills acquired in HRM can also be applied in healthcare, and many countries have shifted their focus to HRM healthcare systems (Mishra & Venkatesan, 2021). Regarding HR in healthcare, employees deal with different clinical and non-clinical professionals responsible for individuals and public healthcare interventions. Furthermore, the most crucial of the healthcare system inputs, benefits, and the performance the systems can deliver mostly depend on the knowledge, motivation, and skills of HR individuals responsible for providing services. Therefore, the important knowledge and abilities learned during HRM programs are used and applied by human personnel in healthcare systems every day. In addition, to ensure the balance between physical and HR, it is essential that HR healthcare professionals know how to cater to various types of caregivers and health promoters to ensure the success of different healthcare systems. However, human capital should be handled and maintained differently from physical resources due to vital differences. In many circumstances, the relationship between HR and healthcare personnel is very complicated, and its unique characteristics require further study and evaluation.

HRM knowledge is used to increase quality, efficiency, and equity in healthcare systems personnel (Mishra & Venkatesan, 2021). HR initiatives in various economic healthcare systems have been incorporated to enhance health efficiency. For example, outsourcing services has been employed to convert fixed labor costs into variable costs to enhance efficiency. Other measures used include inter-contracting, contracting-out, and performance contracts. In addition, many health sector reforms have adopted HR initiatives to improve fairness and equity. However, the strategies proposed to achieve justice and equity concerning the needs of the systems require more planning of health services. For example, these strategies include re-deployment services, financial protection, and targeting a group's particular needs. Today the HR managers employed in healthcare systems must integrate these measures to enhance equity and fairness in their countries.

In addition, modern healthcare sectors are evolving to improve the quality of health services and patient satisfaction (Mishra & Venkatesan, 2021). Healthcare quality can be classified in socio-cultural and technical terms. Technical quality involves the influence that the available health services can have on the health condition of a specific group or population. On the other hand, socio-cultural quality refers to the degree of acceptability of services and the ability to satisfy patients' expectations. In many cases, non-HR managers experience many obstacles when they attempt to improve efficiency, quality, and equal benefits to the public. Some of these obstacles include high turnover rates, tight budgets, low morale of healthcare personnel, and high absenteeism. However, to overcome these obstacles, better usage of the spectrum of healthcare providers and effective management of patients' services through collaboration has been suggested as part of healthcare reforms. Furthermore, since healthcare systems involve human personnel, adopting HR knowledge and management skills will be crucial to ensure the success of healthcare systems.

8. Practical Applications of HRM Knowledge

8.1 Big Corporations

In most cases, HR managers have the role of coordinating and controlling physical, human, and financial resources within the organization to ensure effective management of these resources for optimal utilization (Mishra & Venkatesan, 2021). The author will now use Apple Corporation as an example company for analysis in this article. Apple is one of the largest American multinational companies that deal with electronics, computer

manufacturing, and software (Apple Corporation, 2022). The HR department at Apple ensures that the organization has employed the right personnel with relevant knowledge to drive the company's growth. Apple's HR department is also responsible for its employees' welfare. In this case, the success of Apple can be partly attributed to effective HR management and strategic knowledge management in their business (Mishra & Venkatesan, 2021). The following reflects how Apple utilizes its HR department to manage different personnel aspects.

Apple's HR department is responsible for evaluating the labor market and the corresponding internal needs of the employees so that they can decide when to recruit more workforce, new talent, and additional expertise in their organization (Ramlall & Melton, 2019). Apple uses planning techniques to develop an organized team and forecast future changes in HR markets (Apple Corporation, 2022). Apple has a great reputation in the technology industry, enabling it to outsource and recruit an innovative and creative workforce to drive its success. In addition, the company works in a highly dynamic environment, which made it adopt new approaches that were later reformed into a selective hiring process, performance appraisals, and 360-degree evaluation criteria. In addition to hiring competent workers, organizational self-esteem includes employee incorporation, recruitment openness, appropriate ethnic decent variety, recruitment conditions, and provider obligations. Since Apple argues that innovation is available and open to everyone, they have developed performance-based opportunities for employees that innovate (Berger & Berger, 2018).

Apple uses its HR department to recruit new applicants or talent if a need or vacancy arises (Ramlall & Melton, 2019). When the HR department realizes that a particular position or area requires new employees, the HR management starts the hiring process in enough time to ensure that the company does not suffer from employee deficits. The hiring process can be done from within by evaluating different staff or seeking new talent or expertise from the external labor market. The company does the hiring process through an internal and external advertisement, whereby the applications are expected to be received for a specific period. Then the applications are sorted, and the short-listed candidates are selected for interviews. However, the company has a policy that for unsuccessful candidates, the documents are stored in their database for future consideration (Ramlall & Melton, 2019).

During the Apple interview process, each selected applicant for the interview needs to pass through about three to four rounds of discussions if the HR managers are satisfied with the qualifications presented by the applicant (Ramlall & Melton, 2019). After 2 to 3 weeks, a successful applicant will be invited to an initial interview. During the first interview, applicants join a group of 15 other applicants. At this time, the HR staff will ask a series of questions, most relating to social questions on what the managers want. In addition, during the first interview, applicants will have to role-play scenarios in which they have to perform both as customers and employees. The interviewers assess each part carefully and screen the interactions between the candidates. At this point, the most important thing is to evaluate dress codes and ask questions.

If the applicant passes the first interview, they proceed to a second interview. During the second interview, the applicant is notified within 1 week through a phone call if the candidate passed the first interview (Ramlall & Melton, 2019). First, the applicants are asked about their job interests and opinions concerning the company. This process may be applied during a phone call that lasts for 20 minutes. Then, the applicant is invited to come for another interview in person, where they will be assessed on their experience and how they might handle specific situations. The discussion may involve current HR managers in different positions.

During the second interview, the candidate who passed the questions is invited for a third interview, and the applicant's responses are critically evaluated. In some conditions, they are not to dress formally, such as in suits, since they are assessed based on their dress codes (Ramlall & Melton, 2019). The questions in the third interview may incorporate critical questions on past accomplishments and how to solve specific problems, for instance. General Managers in HR management conduct this type of interview. During the last consultation, the high-level managers will evaluate the successful candidate and sometimes involve the executive officer. The discussion may summarize questions from the previous interviews but then pose specifically personalized questions that need a critical response. The interview may take 30 minutes, and the successful candidate is hired after 2 to 3 weeks. The process is done using an email or phone call for a rejection or invitation to join the company.

After Apple completes the recruitment and hiring process, the HR management team invites the successful candidates for orientation to the new work environment (Ramlall & Melton, 2019). Orientation involves introducing the new employees to other workers and the company's culture. The HR managers teach the new employees the code of conduct, policies, and company values. In addition, Apple's code of ethics describes how the company responds to internal and external stimuli. Also, the organization's culture is believed to be freelance,

where new employees are introduced to a unique way of operating.

In most cases, orientation entails training the new employees on how to cope with the company's processes and procedures and adhere to rules and regulations governing the employees (Ramlall & Melton, 2019). According to Apple's CEO, Tim Cook, orientation is a critical process in the company. In 2008, Cook established Apple University; the primary purpose is to offer training programs for new employees to learn what it takes to be an Apple employee (Apple Corporation, 2022). For example, the newly employed workers take a course on how Apple does things, with the aim of helping workers arrive at simple solutions to complex problems. In this program, the employee goes through repeated iterations until they can deliver quality outcomes per the needs of the Company.

After the hiring and orientation process are complete, the HR department at Apple assumes the responsibilities of training, motivating, and appraising their newly recruited employees (Berger & Berger, 2018). The HR managers conduct training and assessment to ensure the employees perform their duties effectively. The HR management facilitates training sessions as a continuous process to align the company's objectives with those of employees and ensure that the set projects are completed within specified durations. In addition, training helps managers evaluate areas that need improvement and instills knowledge in those employees who have not fully exploited their skills. Also, the organization provides training to ensure that the new employees are up-to-date with the industry's changing work dynamics and technology. At the same time, HR managers devise measures to motivate employees to remain loyal and work hard to achieve the company's objectives (Berger & Berger, 2018).

As alluded to, most employees' training deals with everything the learners require to know about the technology (Berger & Berger, 2018). Recently, the company introduced Apple University, where new employees enroll to learn about the organization's strategy, information technology, code of ethics, and other organizational cultures. Also, HR managers assess the success of their employees through performance appraisals. These involve systematic measures of workers' personality skills and knowledge against the predefined attitudes, roles, technical expertise, skillsets, and knowledge attributes. The company incorporates around five performance indicators as a part of its approach to evaluating its long-term performance. These indicators may include employees' commitment and alignment, core competencies, customer satisfaction, shareholder values, and market share. In terms of competencies, the HR department evaluates teamwork, application of knowledge, leadership, and technology. Finally, employees are evaluated based on their skills and expertise to determine promotions, rewards, and compensations (Berger & Berger, 2018).

Since Apple is in the technology industry, it has established a knowledge management policy (Mishra & Venkatesan, 2021). Apple's style cannot be viewed as a single but involves a combination of processes and issues that provide room to use internally and externally generated information to develop innovation and inventions in the company. In many cases, knowledge is classified as an intangible asset unique to various businesses and can only be improved through information interpolation and experience. In this case, the most significant factor that a business considers is the human assets that it has. Employees have different skills, knowledge, and capabilities; however, tapping this asset requires strategic operation and management. In addition, other than leveraging the available knowledge and experiences that workers have, there is a need to incorporate the available information to establish and grow the knowledge and expertise of workers.

A company's information can be derived from internal or external sources, but how well the organization utilizes it results in the growth of knowledge, efficiency, and effectiveness of business. For example, Apple has established a research and development program that other departments support to gather internal and external information scrutinized to allow room for invention and innovation (Mishra & Venkatesan, 2021). As a result, the knowledge from internal and external sources has made the company invent and innovate new strategies and consumer-focused products.

Recruiting new employees may introduce a variety of personal risks and financial or equipment risks (Ramlall & Melton, 2019). For example, employees may experience work-related injuries, insubordination, or conflicts. For the last few years, Apple has been performing well despite ongoing challenges in HR, such as employee retraining, outflow or elitists, and conflict among employees. For example, the former vice president of iOS in the company, Mr. Scott Forstall, had worked for 15 years. However, in 2013 he left Apple to join Amazon or Facebook. The outflow of elitists leads to challenges that slow growth and production, affecting Apple's profits. To solve these issues, the company uses HRM knowledge to hire, select, and train new employees to replace the outflow of elitists to minimize business risks and improve the new product development team as an urgent affair.

8.2 Small Companies

Employees are a crucial component in a tiny business or a company, and successful management of HR aspects

ensures that the business achieves its objectives. For instance, in the service economy, employees play a crucial role in delivering goods and services. Therefore, applying HR knowledge in small businesses help to boost employees' performance and productivity and enhances employee commitment and efficiency (Ramlall & Melton, 2019). Small companies can utilize the knowledge of HR management in the following ways:

According to Genesis HR solutions reports, the HR department in every small business organization plays a vital role in ensuring that the organization complies with labor rules (Ramlall & Melton, 2019). In addition, incorporating HR practices impacts all aspects of employee relationships, such as compensation, hiring, benefits, terminations, and safety. Small companies mostly refer to businesses with one to 14 employees, meaning that employment laws and regulations impact their operations. Therefore, these companies must comply with various laws, including the Immigration Reform and Control Act, the Equal Employment Opportunity Act, and the Fair Labor Standards Act. To ensure that employees follow the rules and regulations, HR managers implement these policies to comply with state laws and regulations. Also, HR management in small businesses must maintain compliance to avoid legal actions, fees, or penalties.

HR departments in both big and small companies perform a significant role in identifying the need for recruiting new skills and talent in business through hiring and recruitment (Ramlall & Melton, 2019). In small businesses, too, an effective employee or hire is one whose knowledge, abilities, and skills match the job's requirements and culture. Another primary role of HR in small businesses is the establishment of administration of procedures that assist in minimizing the odds of hiring incompetent employees. In addition, the HR management ensures that during the recruitment and hiring process, state laws and policies relating to employment are followed to avoid reference checking, discrimination claims, and other risks that arise during the hiring process. However, if the small business has effective HR managers, they play a significant role in ensuring they manage these risks to achieve efficient hiring practices.

In many cases, small companies may not provide the depth of employee benefits that larger corporations offer, but still, they benefit from the advantages of HR administration (Ramlall & Melton, 2019). Benefits administration involves:

- managing employees through determining their benefits offers;
- setting eligibility rules;
- transferring data; and
- managing voluntary benefits.

In many small companies, HR managers assume the role of benefits administrators who plan and direct daily operations to enhance benefits programs (Ramlall & Melton, 2019). Through research and development, HR management can evaluate these benefits to help the business manage the provisions of these benefits and achieve cost-effectiveness. Managing the administration of benefits requires HR managers to enhance their attention to detail and attend to administrative work. Comparatively, efficient benefits administration management requires effective communication since the implementation of compliance rules should take place during selection and enrollment, which should be sent to necessary vendors. In this process, the managers use the benefits management software, which enhances the benefits-related data for employees and HR administrators.

Training and development are crucial in every organization (Ramlall & Melton, 2019). Training ensures that the new and existing employees set goals and acquire the most effective skills that align with the organization's requirements. In small businesses, employee training can be surprisingly comprehensive since it is more critical for them, specifically when it comes to cross-training workers to handle more than one task in the company. The knowledge and skills of HR management plays a critical role in training and developing employees in small businesses at a low cost. In addition, HR managers must portray effective skills that will be sued to train new employees after the recruitment and hiring process is done. For example, the HR department issues new hires with a handbook that guides and directs all workers on what is expected of them after signing an employment contract. The handbook serves a dual purpose in small businesses since the learners can use it to protect the company in case of business-versus-employee disputes. In addition to administrative roles, HR is responsible for training employees on safety, business conduct, quality, compliance, and prevention of sexual harassment, among other topics.

The HR department improves employees' welfare by recognizing their talents and work (Harney, 2021). For small companies, which sometimes lack huge budgets, the HR manager facilitates employee recognition programs and other activities that bring value to workers and keep them committed. In addition, HR management ensures that they serve all employees equally regardless of their color or national original to ensure

they adhere to the organization's code of ethics and compliance. Also, effective managers take time to engage their employees to understand their needs and devise programs to meet their requirements and minimize the high turnover rate. In addition, HR ensures that employees benefit by receiving allowances for items like medical insurance, housing, transportation, and food benefits to improve their welfare and commitment. Entrepreneurial managers can use their HR knowledge to ensure their employees are recognized and their social welfare is achieved.

Today businesses are adopting new processes and procedures to increase productivity, quality, and efficiency (Mishra &Venkatesan, 2021). Technology has changed how HR managers store employees' information and how they contact employees, generate data and evaluate employee performance. For example, before the advent of the internet, HR departments used telephones, letters, or face-to-face conversations to seek people to apply for new positions. However, with advanced technology and the internet, HR departments post job vacancies online for candidates to review and use. In addition, previously, HR managers manually conducted data analyses to assess employees' performance, which often depended on personal evaluation. Today technology makes the process easy by collecting data through computer software programs that facilitate employee evaluations. As a result, HR managers can employ automatic, efficient routines in small business HR practice. To compete with more prominent companies, the HR team must integrate modern technology and manual processes to control critical HR tasks like recruitment, talent management, and employee performance. With the right HR software, managers can automate various mundane tasks.

8.3 Individual Entrepreneurship

Entrepreneurship has become a common cultural theme in business environments (Harney, 2021). Sole traders are turning their innovative ideas into start-up businesses that later become large corporations. However, every HR manager can embrace entrepreneurial thinking. This does not only mean raising venture capital and developing new models but involves inviting personnel to think innovatively. The following HR knowledge can be applied in entrepreneurial management:

8.3.1 Avoid Staying in One Lane

Effective HR managers will completely lean on the business, not just the employees (Ponisciakova, 2020). In addition, HR managers should demonstrate profound business know-how by integrating managerial skills to achieve the objectives of the business. In this case, when an HR manager or a leader understands the context of entrepreneurship, they can relate with other personnel departments and influence their decisions. Furthermore, the HR leader can gain knowledge by asking individuals across the business about challenges they are experiencing, gather information on leadership and business, and network through social media and professional societies.

8.3.2 Embrace Constrictions

In many cases, HR managers, especially sole proprietors, lack the necessary budget, time, and staff (Harney, 2021). However, this scenario can frustrate a businessperson and spur entrepreneurial and innovative thinking. Various studies suggests that when individual resources are scarce, businesspeople are more likely to demonstrate creativity and solve problems differently than they would otherwise. It is not common for the HR function to be carried out by an executive administrator or office manager. The individuals need to be exceptionally entrepreneurial by establishing programs and processes for workers to follow and incorporating some of the strategies used in large corporations into their small businesses. In this process, entrepreneurial leaders will shift their attention to HR managerial skills.

8.3.3 Problem Solving

HR leaders must incorporate techniques and critical thinking to solve personnel issues in their day-to-day business. In addition, most HR managers use critical thinking to investigate the root cause of the problem or conflict and devise solutions or processes to end the issue (Waters, 2022). One skill that HR managers integrate into their duties is emotional intelligence (Ponisciakova, 2020). In some instances, managers must respond with emotionality when discussing issues or during times of crisis. Practitioners must focus on empathizing with other colleagues to avoid making assumptions and allowing emotions to dominate situations. In this process, managers must understand emotions, listen carefully, and react to their colleagues' responses. The more an individual listens effectively, the more they get advice that leads to effective problem solving. Entrepreneurs can use and apply the same skills and knowledge when dealing with their employees if the business continues to expand. Again, they must use critical thinking when solving problems.

8.3.4 Lead the Change Instead of Waiting for It

The business environment and workplace are rapidly changing, and effective HR managers understand that they cannot wait for change to come to them (Ponisciakova, 2020). When managers pursue opportunities, they usually shape how the future will unfold. For example, vice president Joy Brand-Richardson at JCC Association realized that more than 50% of the company's executives would leave the organization in the next 5 to 10 years; thus, she recognized a clear talent need. As a result, Brand-Richardson developed new techniques that provided professional development opportunities for employees around the United States. In addition, JCC devised a talent management program to create the need for engaging employers through training programs that value employee strengths and help employees accomplish their goals. Entrepreneurial managers can adopt this change strategy to transform a potential crisis into an opportunity (Ponisciakova, 2020).

8.3.5 Reward and Motivate Entrepreneurial Employees

In many cases, HR managers reward and motivate their employees through compensation, salaries, bonuses, and promotions (Ponisciakova, 2020). On some occasions, managers and executives may disapprove of those workers who wish to pursue side ventures to practice entrepreneurship. However, influential HR leaders may view things differently. For example, Lenny Achan, a nurse who worked at Mount Sinai Hospital in New York, was chosen to be the head of communications for the whole hospital system after pursuing a non-traditional career path. Lenny Achan learned how to develop smartphone applications and launched two for the organization. After the CEO realized it, he called Achan and was promoted to run the hospital's social media and communication programs. Effective HR leaders understand that adopting entrepreneurial thinking is a skill that, once practiced, can be applied to bring innovation to any business.

8.3.6 Motivation and Encouragement

One of the primary traits of an effective HR manager is the ability to motivate and encourage employees in their organization (Ponisciakova, 2020). Motivation involves internal and external forces that initiate work-oriented behavior, intensity, duration, and direction. The interaction between HR and employees awakens the emotional stimulus that impacts their performance. HR managers ensure motivation by aligning the employee's goals with the organization. In a real sense, the shared company's interests act as a stimulus that promotes employees' motivation. Entrepreneurs can adopt the same motivation and encouragement skills as they start their business and as it grows to employ others. Conversely, innovation is only achieved through creativity, and HR adopts new strategies and techniques that contribute to a successful process. Entrepreneurial managers can incorporate similar skills to drive innovation and manage their personnel.

9. Conclusion

In summary, HRM is an essential aspect of every organization that deals with managing human personnel and complements other activities in the business. In addition, HRM is vital in imparting knowledge and skills to learners. The foregoing analysis demonstrates the significance of applying HRM knowledge in day-to-day activities in both small businesses and large corporations. In addition, the author of this paper has described various HR roles for non-HR managers, including hiring, interview training and development, communication, and risk management in an organization. The analysis also included descriptions of crucial attributes of HR managers, such as competency skills, effective communication, and problem solving that help to perform organizational tasks. In addition, the author described other applications of HR knowledge in daily operations, research projects, and healthcare systems. Similarly, the analysis was used to illustrate how various HR management knowledge is implemented in large companies, small corporations, and during individual entrepreneurship. The knowledge and skills obtained during quality HRM programs can apply in diverse business organizations to enhance personnel departments.

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