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Faculty of Management
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Midocean University

Faculty of Management

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Project title

**The Role of Human Resource Management in
organizations**

Student name

Renad Abdu Al shareef

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor Dr.

Abdul

Raheem

nader

Faculty member- Faculty of management- Midocean University

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1. Chapter 1: Introduction

In the recent years organizations have been always in flux, facing a new set of problems that range from adapting to technological change, managing remote teams, and finding talent and retaining them. Many companies put their energies into marketing and product development and sideline their workforce as one of their greatest assets. Human Resource Management (HRM) which assists organizations in managing their workforce, is most often perceived as a mere administrative function rather than a strategic partner. However, “strategic human resource management creates a clear connection between the goals of the organization and the activities of the people who work there. All employees should see the link between their daily tasks and achievement of a purpose or goal.” (DeCenzo, Robbins, & Verhulst, 2009, *p.* 33). This highlights the need for HRM to move beyond traditional ideas and roles and actively support the organization’s strategic direction.

Human Resource Management is not just a matter of employment or labour processes, but rather it is about strategizing and implementing that strategy through their people.

Bratton and Gold (2012) highlight how human resource activities such as workforce planning, talent management, and performance monitoring contribute to building organizational capability in response to changes in the economic and social environment. According to Dessler (2013, *p.* 4), HRM involves "the process of acquiring, training, appraising, and

compensating employees, and of attending to their labor relations, health and safety, and fairness concerns."

While the importance of strategic value of Human Resources Management is recognized by studying, most work is focused on large corporations and traditional office environments. There is limited attention paid to how HRM operates in small businesses, startups, or increasingly common hybrid and remote working arrangements. Another research gap indicates the lack of detail surrounding actual steps to transform HRM from the administrative role into a strategic role.

From the perspective of business leaders and human resource professionals, policy-makers, and others who seek to optimize the outcomes of organizations, an understanding of strategic HRM is an indispensable one. In a fast-changing arena of technological and social change, organizations employing HRM as a strategic asset are better placed to attract talent, engage employees, and sustain their competitive advantage.

The purpose of this study is to examine the important role of human resources management in organizations. It particularly seeks to understand the contribution of strategic HRM in organizational success and to find out how HR practices can be employed to increase workers' performance, build flexibility, and ensure the long-term sustainability of an organization.

1.1.Research Background

In today's rapidly changing business environment, organizations are constantly adapting to stay competitive. This shift has brought Human Resource Management (HRM) into a more central role within organizational strategy. HRM is no longer just about hiring or handling payroll it now plays a vital part in helping organizations attract the right talent, develop employee skills, and build a positive workplace culture.

Studies have shown that companies with strong HRM systems often perform better overall. For example, firms that invest in effective human resource practices tend to experience higher returns and greater organizational success compared to those that do not. This highlights how HRM, when aligned with business goals, can directly influence an organization's outcomes.

The idea that "people make the company" is a central theme in modern HRM thinking. Employees are viewed as one of the most valuable assets an organization has, and managing them strategically is key to long-term success. As organizations face growing challenges from digital transformation to shifting workforce

expectations the need for strategic, well-integrated HR practices has become more urgent.

Still, many organizations especially smaller businesses—have yet to fully move from a traditional view of HRM to a strategic one. This study aims to explore how HRM can be repositioned as a core element of business strategy across different organizational settings and challenges.

1.2. Research Problem

Even though companies nowadays treat Human Resource Management (HRM) as a strategic partner, in most organizations it is limited to administrative jobs. While research argues that HRM can indeed affect the performance of organizations, there still are serious gaps concerning the understanding and practical application of this potential. This section sets out the key research problem by tracing the principal theoretical and practical limitations; these limitations lead to this study's principal research question.

1.2.1. Theoretical Gaps

HRM theoretical discussions tend to rely on models suited to traditional organizational structures and hence do not fully account for the demands imposed by modern workplaces. Ideas like remote work, technology, employee expectations, standards, and such tend to be ignored. Much of the existing literature also applies generic frameworks, considering very little variation from industry to industry and along cultural or organizational-size dimensions. A stronger interdisciplinary approach is also needed to connect HRM with related fields like strategic management and digital innovation.

1.2.2. Practical Gaps

In practical terms, HRM or human resource management is widely viewed as a support function relating to staffing, payroll processing, and compliance aspects. This limits its strategic impact, especially in smaller companies and non-traditional environments such as hybrid or remote teams. Furthermore, many organizations have no explicit strategies or frameworks for embedding HRM into long-term planning, hence hindering HR personnel from actively participating in broader business objectives.

The main research question is:

How can Human Resource Management be effectively repositioned from an administrative role to a strategic function that supports organizational success in today's rapid pace work environments?

1.3. Research Significance

This study offers insight into Human Resources Management (HRM) by considering theoretical and practical perspectives and human resources in contemporary organizations. It views the old paradigm of HRM being an administrative function as obsolete and HRM as a focal point in strategic organizational development. In other words, it is in the course of expanding the streams of academic discourse and bringing relevant implications to HR practitioners, business leaders, and policy makers.

1.3.1. At the theoretical level

In terms of theory, this research, therefore, intends to fill gaps existing in the HRM literature by focusing on the limitations of current views caused mainly due to their concerns for traditional, hierarchical, and big-size organizations. By trying to evaluate how HRM might be aligned with strategic goals in all kinds of organizational contexts small businesses and hybrid workplaces included the work contributes towards building more adaptive, inclusive, and future-fit HRM views. It further fosters interdisciplinary integration of HRM with strategic management, organizational behavior, and workplace innovation.

1.3.2. At the practical level

In the practical context, this study serves to provide important knowledge to organizational leaders and HR practitioners interested in rendering HRM more strategic in their respective institutions. It sheds more light on

mechanisms that make HR functions available for fostering innovation, employee engagement, and long-term competitiveness. This study meets the growing demand for HR strategies to be flexible and responsive toward emergent trends such as remote working environments, digital transformation, and changing workforce expectations. Drawing from theories, the study then implements practical considerations to ensure HR evidence-based practices against real problems.

References:

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1.4. Research Questions

1.5. Research Objectives

1.6. Research Hypotheses

1.7. Research Model

1.8. Research Methodology

1.9. Scope of The Study

1.10. The Suggested Project Structure

2.Chapter 2: Literature Review

2.1. Introduction

Brief introduction for the chapter

2.2. The independent variable

2.3. The dependent variable

2.4. The relationship between the independent and the dependent variables

2.5. Conclusion

References

