

Strategic Human Resource Management



Essex College

Strategic Human Resource Management

“William Hill PLC”

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## **Executive summary**

There mainly explained about the service company called “William Hill’s human resource management system while clearly describing about the purposes of developing HRM strategies in order to achieve organizational success and various aspects of HRM in the company “William Hill’. Not only that but also there is intentionally described about how the nature of “William Hill’ business and industry shapes its HR planning and finally it may talk about the various HRM dimensions and techniques and how they are contributing to the achievement of business objectives at “William Hill’.

## **Introduction**

The ultimate goal of an organization is to maximize the satisfaction of the consumer needs as well as their wants while trying to maximize the goal of profitably. Thus this may be applicable to an enterprise whether the organization is offering any product to the society. In order to achieve that goal, the company creates a particular vision & a mission for the company which may explain the company’s vision & after that there is some kind of fundamental short-run objectives which explains the company’s mission as mentioned in the above. On the other hand the company is clearly stated about the strategies which are used to accomplish such kind of objectives and mission & then the fundamental vision of the company itself.

## **The Purpose of developing HRM in the company “William Hill”**

Any type of an organization, it is very much significant to have a better management of its available Human Resource mainly for a service enterprises such as “Williams Hill” other than a manufacturing company since the service is some action which is dealt with the consumer & it is required to make a long run, reasonable, ensuring mutual interrelationship among its clients and customers. Because of that HRM of the company may play a vital role in order to achieve the stated organizational goals & objectives. (Gomez-Mejia, Balkin, Cardy, 2001) So it is said that HRM can’t be seen just as an isolated process on the way of success of the company. Thus HRM should have to be seen like an overall function for accomplishing the stated goals other than seen as a standalone perspective. Because of that HRM should have to be integrated with the overall strategies of the company to ensure effective & efficient utilization the available

resources of the company to achieve the company's goals & objectives as well as maximizing ROI of the company. The importance of the HRM strategies can be identified as follows;

- **Human resource is the Most significant factor within the organization**

Because of the human resource is considered as the most important resource of any organization, the company should have to aware about their quality of work life as well as about their job satisfaction.

- **The quality of the other functional fields may depend upon the quality of the Human Resource within the organization.**

As the human resource of the company is only one living resource of the company and it may take decisions regarding other resources as well, the company's other functional field effectiveness may depend on the quality of the available work force within the company itself.

- **HRM is the main responsibility of every manager within the company**

Every manager of the company are responsible of the human resource management of the company for accomplishing a common goal of the organization.

- **When other resources of the company make things possible, Human Resource makes things happen within the organization.**

Because of the human resource of the company take the decisions regarding the other resources of the company, the activities of the company are done by the human resource of the company.

### **01. Strategic aspects of HRM at “William Hill”**

Because of that organization such as “William Hill”, the company sets its strategies which will lead to accomplishing its goal as follows, (Gomez-Mejia, Balkin, Cardy, 2001)

*“Delivering an unrivalled experience for their customers, sustainable growth for the business and good returns for the stakeholders”*

In order to achieve this goal, the company William Hills has already established so many strategies as follows;

- **Maintain the leading market position in the industry-** William hills can be identified as a leading high-street bookmaker which has approximately 25% of LBO's in US.
- **To be in the top three in selected market in online retails-** "Williams Hill" is mainly aimed to expand its market into new territories like Europe with strong brands and strong gaming products as well as sports-betting knowledge etc. By using their marketing expertise.
- **To offer sports-betting led with a full gaming proposition-** Williams Hill is planning to offer somewhat attractive packages for their prevailing prices of the products, complete categories of gaming products etc in order to give a better service to its clients & customers.
- **Extending its services into modern innovative devices & platforms-** to become the top of the leading innovations, William Hill aims to offer new sophisticated technology like "self-service betting terminals" and wide categories of online betting & exposing into modern markets like "financial betting".
- **To supply the leading consumer service within the market-** By getting a real understand about the changing consumer behaviour patterns & offering the modern newest innovations, the company is mainly concentrated on providing the best consumer service than the competitors do.

In order to achieve the above mentioned goals of the company "William Hills", the below HR Strategies can be followed in the organization itself; (Buttigieg, West, Dawson, 2011)

- To increase the company's market share, the company should make a well-motivated workforce all over the company's 3 ways of approaching consumers namely online via the phone & high street.
- Create an integrated HR Strategy in order to increase the company's market share more than the today's position of 25%. Thus this will mainly assist in accomplishing the goal of remaining within the leading position of the industry.
- Encourage the work force of the company by practicing relevant motivate theories in order to make innovations just like sophisticated gaming products and creative ways of fulfilling its client and customer needs.
- Motivate & encourage the management team of the company to identify the changing consumer needs and wants & changes in their preferences as well as it should be



updated with the new consumer insights to provide a good service more than the competitors do. Ultimately this will cause to achieve the goal to be the leader by providing newest innovative & creative gaming devices & platforms.

- Provide a better understanding of the current workforce of the company regarding the ways of dealing with different types of consumers & how to provide a better service for them. So this may help to achieve the goal of offering the leading consumer service within the dynamic complex market place.

### **How HRM can assist “William Hill” in measuring & improving business performance**

So it's clear that the HR strategies may greatly help to achieve the stated organizational goals of the organization. Especially for the “William Hill”, HR Strategies are very much important to achieve its objectives. As the service is some action oriented one which is dealt with the human beings & because of that the company should have to establish better strategies for effective and efficient HRM within the organization itself that is called as HRM Strategies.

Because HRM greatly affect to the success of accomplishing stated organizational goals, it's better to create better strategies for HR tactics & practices of any organization.

In order to design proper HR strategies for “William Hill”, there it should analyze the each & every job within the company. As the company may offer services via the internet, through the phone & high street it's better to identify jobs, job holder characteristics & their tasks, duties & responsibilities which are assigned to these jobs. Likewise this analysis may include in the 2350 betting shops of the company which are located in the UK. (Bennett, Robinson, 2000)

After analyzing, it's better to plan & forecast the future demand of the available Human Resource within the company & define strategies in order to achieve such needs of HRM. There the company have to pay attention about the nature of the service they provided. On the other hand the company should have to think about their expectations. After that the company should have to estimate the strategies which are able to use to achieve the forecasted demand of the human resources of the company itself through the internally or externally.

After planning such future needs of the human resources, the company should have to estimate the supply and then the company should have to attract the most appropriate workers for the

company. In there the company should have to select skilled persons who are capable of performing tasks, duties & the responsibilities of “William Hill”. In there the company can use several selecting methods such as interviews, Application evaluation, medical test & background investigations etc. This is very much important to the “William Hill” as if the service supplying quality may directly affect to the organizational reputation and it may create a bad picture about the service of the company within the society. And also Especially for the service which is offered through the phone, “William Hill” is able to hire appropriate workers because they are directly dealt with the consumer & then the customer get a good picture about “William Hill” according to the manner of treats him/her. (Gomez-Mejia, Balkin, Cardy, 2001)

After selecting & hiring appropriate workers it's better to evaluate employee performance and it may help to identify their weaknesses then it's easy to make improvements of them in order to perform their jobs successfully. For “William Hill”, it is essential to evaluate the performance of the workers to find out whether they are doing their jobs as expected manner or to decide the need of training. So William Hill, it's better to check the manner of the workers treat to the customer through the phone & in the 2350 shops in the UK. After identifying the training need the employees should be given a specific training about the innovative gaming & betting devices and how to treat different kinds of customers with different types of needs and how to make & remain a better interrelationship with the consumers etc. By having a proper solid HRM system it may greatly help in enhancing the employee performance of the company itself. (Buttigieg, West, Dawson, 2011) According to the modern context, all the businesses are engaging with the dynamic & the changing external environment. Because of that it is required to establish an integrated HRM system which addresses overall organizational structure. Otherwise this may be difficult to accomplish the stated goals & objectives of the company successfully. On the other hand the success of an organization is highly depending upon the organizational culture. So the HRM of the company has the capability of shaping the organizational culture. Because of that the key point of the success of the company mainly depends upon the HRM system within the organization, because of that there is a “**performance-driven culture**” in the company. Thus following factors are most important to increase the performance of the workforce of the company itself.

- **A better reward management system**



Performance of any kind of employee is largely depends on the rewards and benefits that he/she gains. Therefore in order to create a performance driven culture within the organization, there should be a good reward management system which is backed by a good human resource management system.( Bennett, Robinson, 2000)

For a service organization such as “William Hill”, there should be a reward system that offers bonus or additional allowances or something similar for the improvements in employee’s performances such as attracting a new bettor, introducing a new gaming or gambling device or any other improvement in their performance.

- **Clearly stated Goals & should be clearly communicated**

For “William Hill”, it should clearly explain all the employees what are the long-term and short-term objectives, mission and ultimately the vision that the organization wish to achieve in the future.

- **Enhance the quality of work life**

For improving the performance of the employees, there should be a good mechanism that gets the involvement of employees and giving them the opportunity of presenting the ideas, suggestions and opinions regarding all the decisions that affect them.

For an organization like “William Hill”, it is better to get the ideas and suggestions regarding the issues like introducing a Flexi hour scheme, introducing a shift work system, outsourcing the gambling and betting services over the internet and so on.

- **Recognize the ‘leaders’ among the ‘performers’ of the company**

Within most of the organization; there are some excellent performers that have the ability of guiding others. For a good performance improved environment, assistance of these excellent performers who are called as leaders is a very critical factor.

For an organization like “William Hill”, there may be some employees who attract new customers than others, treating customers very attractively over the phone or at the betting centre or performing their assigned duties very effectively and efficiently. Those employees should be identified distinctively and they should assign special tasks that are focused on key areas of the organization and guiding others.

- **Develop a suitable motivation system within the company.**

After identifying and measuring the performance of the employees of the organization, it is better to develop an appropriate employee motivation system which helps to improve the performance of the employees. Motivators that motivate different employees differ from one to another. These motivators may be in terms of money, bonus, leaves or any other source of incentives.

### **How the nature & the industry of the “William Hill” operates, affect to the HR Planning in “William Hill”**

HR planning can be defined as; *“The process of determining future employee needs and deciding strategies for achieving those stated needs for the purpose of achieving the goals of the organization”* ( Bennett, Robinson, 2000).

HR planning creates a bridge between the HRM & the company’s overall tactical plan to achieve the stated goals & objectives. HR planning process has several steps which are mentioned in below; ( Buttigieg, West, Dawson, 2011)

- ❖ **Forecasting future demand of human resource**

The required employees for the organization in the near future are forecasted in this step. This will affect by the nature of the organization, product or service that is offered by the organization, production method, retirements, resignations, layoffs and external factors such as inflation, interest rate and so on.

- ❖ **Estimating human resource supply**

This may be either internal or external supply. Internal sources are mainly focused on current employees who can be promoted, demoted or transferred. Unemployed workers in the labour market are considered under the external supply.

- ❖ **Compare forecasted demand with the estimated supply & develop strategies**

By comparing the forecasted demand with the estimated supply, it should understand the strategies that should be put into action in order to fulfil the human resource requirements of the organization.

❖ **Asses the human resource plan**

The overall process of human resource planning is evaluated in this last stage.

On the other hand when the company is carried out a HR plan in the dynamic & complex business world, there are some kinds of factors within the industry which may affect to the success of the developed plan. They are as follows; ( Buttigieg, West, Dawson, 2011)

✓ **Pressure groups**

Pressure groups such as human rights activists, women activists, and environmental activists are a major part that affects the human resource planning of an organization. This will create issues regarding employing women, children, production related to natural resources, businesses related to ethical contexts etc.

✓ **Demographic changes**

These things are related with the issues regarding the age, population, family size and so on of the society/work force.

✓ **Technical changes**

Technology is changing rapidly and offer new ways and methodologies for performing the activities. In this situation organization will have to recruit new employees or train existing employees to deal with new technology.

✓ **Nature of the labour market**

When there is an unemployment situation in the country there may many influences to hire more employees. At the same time some organizations will face shortages in appropriate labour.

When it comes to consider about the company “William Hill” which is in the casino & betting and gambling industry, the following issues may be arisen regarding HR Planning since of the influence of the industry the company operates. (Bennett, Robinson, 2000)

- **Industry related with legal & moral issues-** as Casino/gambling industry is not only a game but also it is related with many legal & moral consequences. Because of these moralities & laws influence not only to the gamblers but also it may affect to the performance of the job, behaviour of the employees, the stage of loyalty of the employees within the industry.

For an instance, if the workers of “William Hill” are dislike in gambling then they won't be able to do their best performance for the future success of the company William Hill since personal dislike may affect to the performances of them. Because of that when the company is planning for its human resource, the company should have to recruit the appropriate applicants who prefer to work in this industry

- **Bad impact on the Employees' Psychological Security (EPS)** –this can be defined as the level of security/safety which the worker feels regarding the working condition. As the workers in the casino industry should have to work long hours there is a big chance to be a gambler although if he is dislike to it.
- **Enhance Employee Workplace Deviant Behaviour (WDB)** - WDB can be defined as the voluntary behaviour of violating the organizational customs, regulations & norms which will result to threaten the success of the organization. This may happen as some issues which are related with this industry like sexual harassment, fraud, commissions, bad behaviour of the gamblers, bribes etc.
- **Increase employee turnover-** according to the *Stedham and Mitchell (1996)* it is said that casino industry has the highest rate of employee turnover rather than the other industries.

## How different kinds of HRM techniques & dimensions contribute to achieve the success of the company “William Hill”

The impact of HRM techniques in order to achieve the success of the company “William Hill” can be described under some of the functional areas in HRM which are mentioned in the below; (Gomez-Mejia, Balkin, Cardy, 2001)

- **Recruitment-** as the increasing rate of employee turnover in this industry; it is very much useful to the company to attract a suitable team of workers to the company “William Hill”. So “William Hill” should have to examine the areas like work experience, reliability, loyalty for the company, trustworthiness, willingness to accept uncertainty situations, problem solving and inter personnel relations & common sense towards the industry and the dynamic business world. If it able to recruit the workers who are qualified with these skills, their performance may be higher than now.
- **Selection-** the company should have to select the workers who are capable of working within this industry with their online and phone retail services in all 24 hours of the day. So the company should have to test the level of agreeableness, honesty, trusting, flexibility & cooperation, interactions with the gamblers as well as with its co-workers of the company “William Hill”.
- **Training & development-** training programs help to improve the performance of the employees while reducing the level of dissatisfaction of them. So the training programs may help to train workers of the company how to cope up with the gambling industry & to protect themselves.
- **Salary Management-** if the company may pay a lower salary than the performance of the employees may be lower than expected because of their dissatisfaction. And also it may lead to raise theft & frauds within the company. So “William Hill” should have to maintain a better reasonable and equitable salary management system in its all 2350 branches in the UK in order to accomplish the organizational goals & objectives successfully.

- **Employee Development**-There the company should have to improve the quality of work life of the employees of the company William Hill in order to get the maximum contribution and commitment towards the organization itself in order to achieve goals and objectives successfully.

## Conclusion

Ultimately it can be concluded that it is very much important to have a better human resources management within the service company such as “William Hill” in order to achieve the established goals and objectives successfully. On the other hand the internal factors as well as external factors play a vital role in the organizational success while helping to achieve the goals and objectives of the company successfully. Therefore human resource management should recognize and focused on the all the aspect of the organization even if they are not directly attached with the human resource of the organization. The human resource system of any kind of an organization should ensure that each human resource management component helps for the improvement of the performance and facilitates for the smooth operation of each of those components.

Thus the company should have to pay attention about the factors which are mentioned in the above. And ultimately it is essential to achieve the success of the company “William Hill” by successfully applying those stated HRM strategies & techniques with in company itself in order to achieve to ultimate goal of *“Delivering an unrivalled experience for their customers, sustainable growth for the bossiness and good returns for the stakeholders”*

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