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## A CRITICAL ANALYSIS OF FOMBRUN MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES

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### ABSTRACT

Human resource management (HRM) is a strategic and integrated approach to managing an organization's most important assets. Human resource management models have been created in a number of methods. They give an analytical framework for researching HRM topics including as situational variables, stakeholders, strategic decision levels, and competency, among others. They approve particular HRM practices and distinguish HRM methods. They give a characterization of HRM that identifies factors and relationships to be investigated. They aid in the discovery and comprehension of the world in order to explain the nature and relevance of essential HRM activities. The HRM model (or HR framework) is a term that refers to an organization's strategic plan for managing and coordinating human capital-related business functions. HRM models frequently blend soft and hard HRM concepts, but with a greater focus on one of these two methods. In terms of management, it provides tools to managers in general, and the Cameroonian customs administration in particular, to improve organisational performance and job satisfaction in a context marked by the absence of a true human resource management policy, instead relying on ad hoc personnel administration. This study is divided into three sections: the conceptual and theoretical frameworks, the methodological approach, and the research results and contributions. HRM Models are the characteristics of HRM. The aforementioned models give an analytical framework for researching HRM.. A variety of models have been proposed by various authors to define the HRM notion in which this article mainly focuses on Fombrum Model of Human Resource Management.

**Keywords:** Human Resource, Personnel, Fombrum Model, Management, HR Development

## INTRODUCTION

The Michigan idea of human resource management was created at the University of Michigan in the early 1980s. The Fombrun et al. or Michigan model is sometimes referred to as the 'matching model' or 'best-fit' methods for human resource management. Fombrun (1984) created the first HRM model. It is also known as the "harder approach" to HRM since it stresses the interconnectedness and coherence of human resource management tasks. It is said to be comparable to the Harvard notion, but it places a greater focus on strategic measures aimed at workers and a high level of thinking about the organization's plans.

Following that, Clark, (1999) and Fombrun (1984), as referenced in Fombrun, et al. (1999), say that the Michigan models focus on incentives, and it is these reward measurements that are utilised to achieve acceptable attitudes in the organisation. According to Fombrun, three essential factors are required for organisations to function effectively: mission, strategy, and organisational structure. These relate to Human resource management (HRM) cycle that includes selection (matching people to positions), performance appraisal, rewards (emphasising the true relevance of money and other kinds of remuneration in attaining goals), and development of talented personnel.

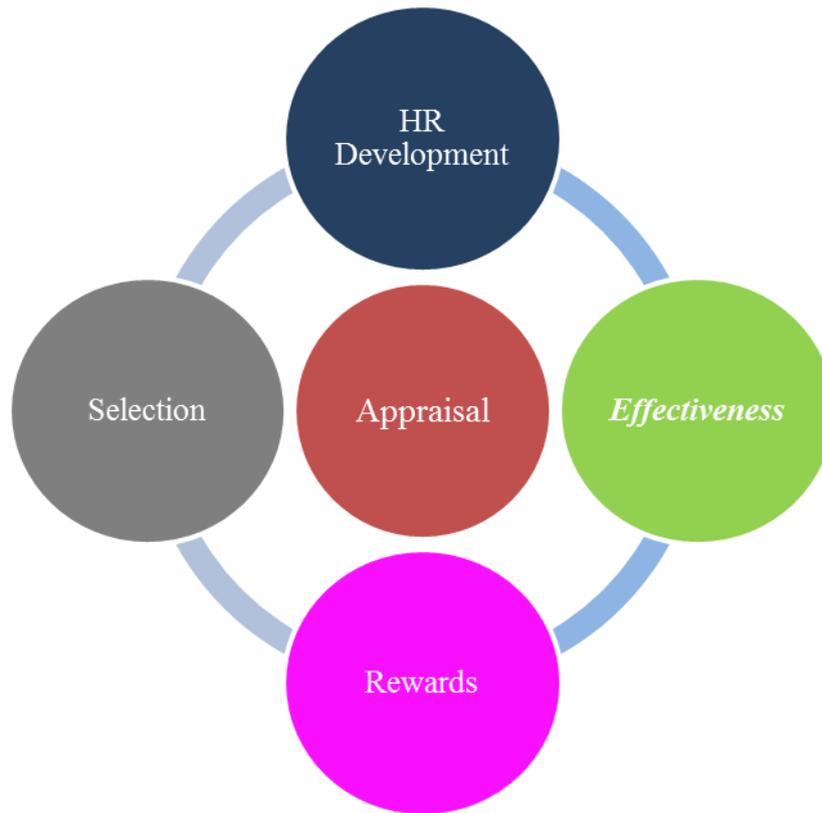
'People are recruited and developed to accomplish roles specified by the organization's formal structure: their performance must be evaluated and rewards assigned to sustain productivity,' the authors write. This HRM paradigm focuses on four managerial roles and their interdependence. The roles in question are as follows: selection, appraisal, development, and rewards. This model is deemed incomplete since it concentrates on only four HRM functions while ignoring all other environmental and situational aspects. This model, on the other hand, has the benefit of being basic and may be used as a heuristic framework for describing the nature and relevance of HR tasks. The matching model has been criticized. On a conceptual level, it is perceived as relying on a logical, mechanical kind of organisational decision-making in the sense that strategies are frequently defined and operationalized on a more intuitive, political, and subjective level. The decision-making process, however, is more complex than the model permits. It is also both prescriptive and normative, indicating that HR strategy should be determined by the fit to company strategy. They described strategy as the process through which an organization's core mission and objectives are established, as well as the method by which the organisation uses its resources to achieve its goals. They also distinguished between three tiers of management work: Strategy levels are focused with policy formation and overall goal setting; managerial levels are concerned with resource availability and allocation in order to carry out the strategic plan.

**THE FOMBRUNMODEL**

The Fombrun Model emphasises seeing employees as a means to an end, as a resource that is employed in a calculative and strictly rational manner. They stated that organisations exist to complete a mission or achieve goals, and that strategic management entails taking into account three linked challenges. First, the purpose and strategy must be examined because they are the reason for an organization's existence. Second, the organization's structure, personnel needs, and duties must be fully defined, including accounting and communication systems. Third, human resource systems must be constructed and maintained because, as stated by the authors, "people are recruited and trained to accomplish duties specified by the organization's formal structure: their performance must be monitored and rewards assigned to sustain productivity."

According to this model, diverse corporate strategies and related organisational structures can result in divergent HRM styles in activities like as selection, assessment, incentives, and development. A single-product company, for example, with a traditional functional structure (that is, structured according to the various business functions – finance, accounting, marketing, sales, production and operations, personnel, and so on) will hire people based on their expertise in the specific functions. Employee performance appraisal will be generally informal and handled through personal contact; the incentive system will vary haphazardly among functions; and employee development will be essentially restricted to the functional area in which the employee works.

An organisation with a multi-divisional structure and a product diversification plan, on the other hand, may have a totally different HRM system. Selection would be methodical and based on functional experience as well as overall managerial aptitude. The appraisal system would be formal and impersonal, based on quantitative criteria such as productivity and return on investment, as well as qualitative, subjective assessments of individual performance. The compensation system would systematically reward contributions to the diversification plan, and bonuses would most likely be provided based on profitability objectives met. Employee development would be more complicated and methodical than at a firm with a single product plan. Employees at a multi-divisional firm are accustomed to being shifted to new jobs and areas of business on a regular basis. Individual growth would be cross-divisional, cross-subsidiary, and cross-corporate.

**Figure 1: The Fombrun Model**

*Source: The Fombrun Model(1984)*

Figure 1 depicts the model of HRM. It emphasizes four functions of management and their interrelatedness: Selection, Appraisal, Development and Rewards.

### **SELECTION**

The selection process in companies is aimed at discovering the best people for open positions inside the business. Typically, it is similar to going through a series of funnels to locate the solution through elimination. **Ashish Gupta & Sujeet Kumar (2014)** reviewed in their article that every company should focus on long term consistent performance rather than short term. The emphasis towards training and enhancing skills of recruiters needs to be more and also consistent. Even though an HR manager has many challenges to face in order to ensure that the human resource department contributes to the bottom-line and emerges as a strategic partner in the business, it is “Talent acquisition”, that is the key determining factor in how well an Human resource department contributes towards the achievement of the overall objective of the organization and therefore is a daunting task for any HR manager. Better recruitment and selection strategies result in improved organizational outcomes. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which

the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's Competitive business environment, organizations have to respond to the requirements for people. It is important for an organization adopt well structured recruitment policy, which can be implemented effectively to get the best results. (Thiruvengatraj & Nirmal Kumar, 2018).

### **APPRAISAL**

Performance Appraisal is the measurement of actual performance against the expected performance. Performance Appraisal is a yardstick which can be used as a tool to motivate employees to perform better by giving proper recognition and due reward for the output they show. Many Organizations follow different methods of Appraisal. A study on the process and methods of performance Appraisal helps a company to know what has to be done and where they lag in fulfilling the Vision of the Organisation. According to Nandhakumar & Praveen Kumar, the appraisal system showing a better result but doing further improvement which helps to make the system best. They have improve the interrelationship between employee and superior through this the employee get support from their superior to fulfill their targets and they have to make the review periodically. The appraise feels the review should done at least once in a three month i.e. the present appraisal system is effective. Therefore, everyone have active part in the performance appraisal system for doing further improvement which helps to make the system best.

### **DEVELOPMENT**

The human resource development plays a vital role in human resource management, employee individual development as well as organization's development. The development of employees is commonly known as human resource development and it is a continuous process that analyzes the requirements, forecasts and projects the organization's future human resources. The human resource development is a process that seeks to optimize the use of human resources in the organization, it provides the framework for helping employees develop their personal and organizational skills, knowledge and capabilities including such opportunities as employee training, coaching, mentoring, employee career development, succession planning, key employee identification, tuition assistance and organization growth. Human resource development involves continuous improvement of employee knowledge and skills by prior analysis of training needs, which helps to establish and recognize the future competency requirements. (Haritha & Raghunadha Reddy, 2017)

### **REWARDS**

Dr. Mohamed Nasar (2020) indicated that rewards, benefits, & recognition and performance management are significantly related to perceived innovations over time. He suggests that it is important that creativity and innovation researchers and practitioners examine all functions (policies) and procedures of (HRM) when conducting article on creativity, innovation, and entrepreneurship. Organizations need to create an environment of possibility, a healthy culture where the human resource feels empowered to explore and to share ideas and where there is no fear of consequences. This environment of possibility introduces a new approach to bridge between needs and desires. Change is a necessary part of the human condition.

### CONCLUSION

The novel assets of the organization are the individuals who work there and contribute both individually and collectively to the achievement of the organization's objectives. Human resource management is a collection of human resource-related ideas, strategies, policies, procedures, practices, and initiatives. The Fombrun Model also emphasizes seeing employees as a means to an end, as a resource that is employed in a calculative and strictly rational manner. They stated that organisations exist to complete a mission or achieve goals, and that strategic management entails taking into account of abovementioned three linked challenges. They also distinguished between three tiers of management work: Strategy levels are focused with policy formation and overall goal setting; managerial levels are concerned with resource availability and allocation in order to carry out the strategic plan. However, this model is incomplete as it focuses on only four functions of HRM and ignores all other environmental and contingency factors. But, this model is simple and can serve as a heuristic framework for explaining the nature and significance of HR activities.

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