

HRM PRACTICES ACROSS DIFFERENT CULTURES: AN EVIDENCE-BASED STUDY IN NETHERLANDS AND SOUTH AFRICA

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ABSTRACT

Received : 1 July 2024
Accepted : 31 August 2024
Published : 30 September 2024

Keywords:

Human Resource Management, Cross-Cultural, Netherlands, South Africa, HRM Practices.

Human resource management (HRM) is a crucial aspect of the overall operations of a company or organization. HRM practices have a direct impact on the competitive advantage of a company and ensure the efficient use of human resources to achieve organizational goals. This research uses a literature study method based on previous research. The purpose of this study is to identify cross-cultural HRM practices between the Netherlands and South Africa. In the Netherlands, recruitment involves marketing through social media, while in South Africa, recruitment effectiveness is associated with knowledge and strategies to fill critical vacancies. Employee selection in the Netherlands tends to use psychological testing methods, while in South Africa, personality tests such as MBTI are more commonly used. Training and development in both countries involve efforts to improve employee skills, with an emphasis on life skills and adaptation to technological developments. The compensation system in the Netherlands focuses on non-monetary incentives, while in South Africa, compensation involves company policies that include knowledge utilization and strategic recruitment. Performance assessment in the Netherlands and South Africa is done through standards that include indicators of quality, accessibility, and cost of healthcare. This research provides deep insights into the differences in HRM practices across two different cultural contexts, enabling companies to understand hidden success factors and respond to future challenges with a more institutionalized approach.

INTRODUCTION

According to Pratama et al. (2022) the term "Human Resource Management" or "Management Practices" refers to a set of procedures including recruitment, training, development, and compensation for all types of labor used to attract, develop, inspire, and retain employees to meet organizational goals and fulfill requirements as a source of competitive advantage for the company. The capacity to outperform rival businesses in the same market or industry thanks to a company's resources and attributes is known as competitive advantage.

Practices in human resource management have an impact on competitive advantage.

Human resource management is also an important part of the management of a company or an organization. In this case, companies and organizations must ensure that the human resources they have are optimized and used efficiently to achieve company or organizational goals. In addition, organizations or companies must also pay attention to the role of human resources in the decision-making process and the development of new products or services. In the context of human resource

management, it is important to ensure that the company or organization has a good and appropriate information system to manage human resources, including a system of job arrangements, performance evaluation, and career development. In addition, companies must also ensure that they have clear and appropriate policies for maintaining integrity and protecting human resources from official, expulsion, or abusive practices (Ichnowski et al., 1995).

In several European countries, studies on human resource management (HRM) and its impact on ability, motivation, and opportunities for continuity in the workforce have shown that most assessments of HRM are made through employee perceptions or intervention studies, with some measures also relying on employee self-reporting. Specifically, people management practices, such as work design, maintenance, and development, are positively associated with employees' ability and motivation to continue working (Pak et al., 2019).

According to Boselie et al. (2001), worker representatives in the Netherlands have several rights against management and employers. Therefore, it has a significant impact on the human resource management model in the Netherlands. According to Browning (2006) in South Africa, the cultural, social, and economic situation of the nation has a direct impact on workers. The importance of employees at the forefront of certain HRM practices can be influenced by limited access to educational and career opportunities, discrimination and oppression, and the appropriateness of leadership styles and HRM practices in service companies. Management on the African continent generally maintains principles such as compassion, respect, human dignity, and collective unity.

This research was conducted to identify cross-cultural human resource management practices between the Netherlands and South Africa. Furthermore, this comparison allows us to complement the resource-based approach with a more institutional viewpoint, discover hidden success factors for companies or organizations under certain conditions, and find limitations and opportunities for future research design on performance and HRM.

LITERATURE REVIEW

Cross-Cultural HRM Practices (In General)

Behavior is influenced by culture, and culture itself drives cultural manifestations. According to Peter & Olson (1998), others can see and imitate or reject one's behavior. This then develops into a group standard of behavior and is recognized as part of the culture that the population sees. In this case, human resources are employees who are active and dominate all company activities (Wati & Baskoro, 2021). Management helps spread the meanings and values that exist in the external environment into the organization.

The communication depicted in this model serves as the main controller of cultural influence on behavior. In addition, most studies have concluded that communication is essential to convey the culture that exists within a group. In an international group, cross-cultural management is indispensable because the different backgrounds of each component certainly affect the nature and way the group works. Management serves as a communication tool to ensure that each component can understand each other and maximize their respective performance.

Recruitment

Henry Simamora says recruitment is the process of selecting candidates with the motivation, expertise, insight, and ability to meet the company's employee needs (Openg et al., 2022). The recruitment process aims to provide organizations with clear procedures to follow to fill vacant positions. Overseeing this process is crucial because otherwise, unsuitable candidates may be recommended. Keep in mind that if the right recruitment process is carried out, companies can avoid actual costs Mokoena (2023).

Selection

Chong (2022) argues that the selection of the right employees can help the company attract talented people and improve company performance and corporate image. Therefore, in the employee recruitment process, a selection process is needed to screen and assess the abilities possessed by prospective employees before joining the company. Bangun said that employee selection is the process of selecting prospective employees with qualifications that are to the needs of the work to be carried out, to minimize the number of applicants and attract the best

prospective employees. (Chong, 2022). According to Charles & Florah (2021), Employee selection is the process of putting the right person in the right job. It involves matching appropriate skills and qualifications to the company's requirements. These qualifications must be relevant to ensure the full success of the organization's goals and objectives. During the recruitment process, the employee selection process is carried out to achieve the goals of the company.

Training

According to Rachmawati, training is a place where employees acquire or learn certain attitudes, abilities, skills, knowledge, and behaviors that are relevant to their jobs (Wati & Baskoro, 2021). Companies must pay attention that the training program must be by the needs and by the tasks and work in the field because job training affects employee performance. Companies must continue to conduct training in a balanced manner to improve the work results, skills, abilities, and sense of responsibility of their employees.

Development

According to (Armstrong, 1997) Human Resource Development is the development of resources related to the availability of learning opportunities and the development of training programs that include program planning, implementation, and evaluation. According to Meyer & Smith (2000), the primary goal of training and development is to raise staff members' capacities so that the company may make the most of its people resources. In his book, Armstrong (2009) makes it quite evident that companies can reap the rewards of training and development if they can win over the "hearts and minds" of their staff members, which will strengthen the bond between them and the company and motivate them to work harder and stick together.

Work Assessment

Performance appraisal is an evaluation process carried out on individuals, groups, or organizations to find out how well they achieve predetermined goals and standards. According to Jirjahn & Poutsma (2011) performance or performance appraisal, is very important theoretically and practically. It is widely used by businesses and has two characteristics that

must be considered. In an organizational context, performance appraisal has several dimensions. According to Hendi et al. (2019), These dimensions involve assessing employee behavior, work results, and competencies. Work outcome assessments include target achievement and productivity, while behavioral assessments include things like work ethics and communication skills. Competency assessment, on the other hand, focuses on job-relevant knowledge and skills.

Compensation

In Vroom's expectancy theory, a person tends to be dissatisfied and will be motivated to perform a certain action in achieving a desired goal, this motivation depends on the expected benefits of achieving the goal, which can include direct or indirect compensation (Munandar, 2001). According to (Dineen & Williamson, 2012; Saks et al., 1996; Shaw & Gupta, 2007) in terms of the quality and effectiveness of human resources, compensation can be considered as one of the key drivers of human capital. The most influential factor, perhaps even the most important. Compensation greatly influences the quality of prospective workers, the quality of workers hired, the motivation to apply, the level of workforce performance, and the quality of workers who remain with the company. Compensation can influence employee behavior and company effectiveness in virtually every aspect of its operations.

Direct compensation can be divided into two, namely remuneration and benefits, while indirect compensation can be divided into two, namely promotions and incentives (Kadir et al., 2019). Remuneration includes wages and salaries provided by employers to their employees for services provided according to the contract. Benefits are a form of compensation that includes leave, pensions, insurance, car vehicles, and other benefits provided to employees. Promotion is the redemption of an employee to a higher position and recognition of their efforts for the organization, in an organizational environment, promotion motivates them to achieve good results. Monetary incentives are compensation provided in addition to a base wage or salary that is directly related to performance. Non-monetary incentives include indirect payments of money in the form of tangible rewards such as gift cards, trophies,

vacation trips, and corporate gifts. Good incentives help company employees see what they want to achieve and what they consider important in their work (Kadir et al., 2019).

METHOD

This research is a literature study with descriptive-qualitative research type literature study that seeks to describe cross-cultural human resource management (HRM) practices in the Netherlands and South Africa in different regions of Europe and Africa. This literature study research uses various written sources such as journal/conference articles, websites on the internet, and documents relevant to the study in this research. A literature study is a method of data collection that is not directly aimed at the research subject and examines various kinds of documents that are useful for analysis. This study focuses on cross-cultural HRM practices such as recruitment, selection, training, development, compensation, and appraisal. Data processing in this study was carried out by (1) selecting data or information obtained from internet search results or literature studies regarding cross-cultural HRM practices as a whole; (2) conducting a comparison and conclusion process based on differences in 2 countries in 2 different continental regions.

RESULTS AND DISCUSSION

There are 6 indicators discussed through this research, namely recruitment, selection, training, development, compensation, and job appraisal between the Netherlands and South Africa.

HRM Practices in the Netherlands

Recruitment

According to Soegoto & Muharam (2023), recruitment can be influenced by marketing through social media. In the Netherlands, recruitment is generally done through social media marketing. Social media marketing has had a positive impact on recruiting students to join Wazza Design Company, which focuses on marketing and web design. The recruitment process in the Netherlands involves screening employee candidates online. By collecting data through questionnaires and interviews, it is evident that university students in the Netherlands actively utilize social media in their job search.

Selection

In a company, the performance of an employee will also have an impact on the company. company performance that can affect the image of the company. Hollinshead & Leat argue that the Netherlands is one of the small countries in Western Europe, yet there are several leading companies from there. Shell, Philips, and Unilever are examples of world-leading companies from the Netherlands, even though the country is small in Western Europe (Verburg et al., 1999). The selection test methods conducted by companies will differ across continents and countries. Such as the selection test that we will discuss in the Netherlands on the European Continent in the industrial company sector.

Verburg et al. (1999) said that to select employees in the Netherlands in the industrial sector, psychological tests, personality tests, and evaluation centers are common in the personnel selection process. Anderson & Witvliet (2008) argue that legislative and sociocultural differences influence general HRM practices in the Netherlands and specific employee selection practices. Applicants in the Netherlands may be more exposed to methods such as general mental ability tests (GMAs), personality tests, and simulation exercises. In addition, their beliefs about procedural and distributive justice may be higher.

Training

Like a lot of employers in land-based businesses. Companies in the international shipping sector are obligated to hire competent workers or officers, but they frequently hesitate to provide officer cadets with training opportunities (Gekara 2008; Gould 2010; Sampson 2004). Kamel and Ibrahim in their study confirmed that there is a strong need for training for employers in shipping, particularly in the Dutch area. As Peter Cappelli suggested in an article in Time, 'They want experienced candidates who can contribute immediately without training or start-up time' (Cappelli, 2012).

According to Sampson, this research is useful for areas close to the sea, as this training can be considered at the forefront of the globalization process. Soin the shipping industry sector, seafarers will conduct training with the latest technology such as Global Position Systems (GPS), Distress and Safety

Systems (GMDSS), and Automatic Identification Systems (AIS).

Development

According to Seezink & Poell (2010), secondary schools in the Netherlands have been given more freedom by the central government over the past 15 years to reform their curriculum and teaching methods. Many reforms have been made to make education programs more competency-based, reduce the number of dropouts, and align the Dutch system with EU qualification standards.

At the same time, these schools have been given more freedom to do what they want. Such changes have posed significant problems for school organizations and teachers. Shifting to new roles and responsibilities associated with competency-based education programs (from an expert to a trainer) is a challenge for many educational institutions. This includes creating HR management and development policies that include teachers' continuing professional development (CPD). In general, competency-based vocational education does not only focus on knowledge transfer, it helps students acquire and integrate the knowledge, skills, and attitudes required for their chosen occupation.

One way to meet the CPD needs of PVSE (prevocational secondary- education program) teachers is to look at how well they have integrated important elements of the normative theory of competency-based vocational education into their theory of action. Teachers must change their belief systems, values, intentions, and underlying theories of action if they are to learn about their new roles and responsibilities. In addition, it is very important to pay attention to the behavioral aspects of teaching. In the education sector in developing and implementing new competency-based education programs, one important step in assessing the need for professional development (CPD) activities is to gain an understanding of teachers' current individual theories of action about competency-based education. Therefore, it helps PVSE schools create the necessary HR policies to support their CPD efforts. For example, the cognitive apprenticeship model emphasizes teaching methods and the sociological context of learning rather than the content and sequence of learning; the acquisition versus participation learning

metaphor devotes much attention to developing students' skills and abilities by having them participate in real situations; and the acquisition versus acquisition metaphor devotes much attention to skill development (Seezink & Poell, 2010).

Work Assessment

The Netherlands has a strict performance assessment in the health sector, with certain standards used to determine the quality of health services provided by the health system. This performance assessment in the health sector aims to ensure a level of health service quality that is beneficial and profitable for the people in the Netherlands (shukor et al, 2007). according to shukor et al. (2007) assessed the Dutch performance in the health sector by releasing two separate national reports: The Dutch Health Care Performance Report (Zorgbalans) and the Public Health Status and Forecast Report (PHSF). The Zorgbalans focuses on management and performance information specific to health care, while the PHSF report provides an overview of the public health perspective.

Berg et al, 2014 also argue that in the Netherlands, performance assessment using health systems is also done through a conceptual framework that includes health system objectives, indicator domains, measurements, and data sources. The objectives of health system performance assessment in the Netherlands are to provide relevant information for policymakers in support of strategic decision-making, evaluate overall health system performance, and identify gaps in knowledge and available information. Performance indicators in the Dutch health system include aspects of quality, accessibility, and cost of health care. Data for health system performance assessment is collected from various sources, including surveys, clinical and administrative databases, and annual reports from healthcare facilities and health insurance companies (Berg et al., 2014).

The tables are numbered in the order in which they are presented (Table 1, etc.). The source of the table is written below the table. Writing I in the table is written with the letters Time New Roman 10 single space. The title of the table is written at the top of the table in a center justified position like the example in Table 1 below. The explanation of the table must be written in the narrative of the article.

Compensation

In particular, according to Boselie et al. (2001), managers in the Netherlands use a "stakeholder perspective." From this perspective, corporations are considered to have quite complex objective functions. Suppliers, employees, customers, and labor unions, among others, are considered important stakeholders, and each of them has access to decision-making. The study of Jansen et al. (2009) involving a sample of two Dutch companies found that a strong and widely accepted belief in various non-monetary incentives may be more effective than compensation for monetary incentives in motivating employees.

The Dutch employee compensation system has changed over the past decades from backward-oriented incentives to forward-focused incentives (Poutsma et al., 2006). The compensation system became an important tool to mobilize efforts and increase drive. The compensation system in the Netherlands now focuses on bonuses and promotions rather than membership and commitment to the organization. As a result, intrinsic and reciprocal motivation have lost their function as policy-driving mechanisms in most organizations. Grip's (2005) study found that small companies in the Netherlands offer higher compensation to new assistants to address vacancy issues, and they have higher than average wage rates. Unlike rewards for employee performance, salaries seem to be based solely on institutionalized pay scales and individual bargaining in annual performance evaluation interviews.

HRM Practices in the South Africa

Recruitment

Phaladi (2023) says effective HR recruitment can assist companies in filling vacancies in critical areas and minimizing the risk of knowledge loss caused by HR turnover. Knowledge-driven HR recruitment strategies build knowledge absorption capacity at SOCs in South Africa. SOCs is a state-owned South African defense company, engaged in military and aerospace technology. In addition, knowledge-driven HR recruitment can assist companies in seeking and absorbing knowledge from competing companies.

Kanyemba et al (2015) revealed that effective recruitment can help address organizational performance issues, such as high work errors, work

delays, job mismanagement, high development costs, and job insecurity. In recruitment, it is important to use the right personal insight and attitude to determine the right candidate. In addition, the use of information technology can help in the recruitment process, by using an online recruitment database system to manage candidates in the selection process, the strategy is carried out by the institution higher education in South Africa involving both academic and non-academic staff.

Selection

Fakir & Laher (2015) Revealed the use of personality tests in an environment of organizations in South Africa because the perceptions of practicing psychologists are critical to understanding usage orientations and perceptions in the context of their particular practice. Laher & Cockcroft (2013) revealed that before the political change, South Africans used international psychological tests carelessly and inaccurately. In addition, employment reservation policies prevented white and black South Africans from competing for the same positions. Therefore, there was no need to create a test that could be applied fairly to all South Africans regardless of race. Following the institutionalization of democratic government in 1994, there was a need to address the risk of misuse of psychological tests that disadvantaged historically disadvantaged groups (Employment Equity Act, 1998 amended in 2014).

Fakir & Laher (2015) said current research shows that MBTI is the most preferred test by many organizations in Johannesburg. Generally in South Africa, selection tests using personality assessment are used to assess a person's strengths and weaknesses, determine how suitable a person is for a job, and assist in determining training needs. This research provides a better understanding of psychometric assessment and the ethical issues associated with it. It also increases knowledge about personality assessment and the factors that are considered to have an impact on personality assessment in South Africa.

Training

According to Blanchard, by increasing the focus on employee skills, companies can provide better training. The company should be the best place to work, so the focus of the company should be on the

employees (Taute, 2008). There must be employee satisfaction. Life skills training enables employees to utilize their new knowledge and skills to make informed choices and improve their social, physiological, and psychological well-being throughout their lives.

In general, in companies, life skills training aims to improve and strengthen psychosocial skills, which help improve health and prevent social problems (Maree & Ebersohn, 2002). According to Bender & Lombard's (2004) definition, life skills include all the attributes, proficiencies, perceptions, awareness, expertise, principles, dispositions, and attributes necessary to enable people and their groups to face problems and effectively navigate the obstacles of life in South Africa. Taute (2008) revealed employees acquire new skills, which increases their productivity. Employees should not only have healthy bodies but also healthy minds. Thus, the focus will be on the employee as a whole through Life Skills training.

Development

Harper (1999) argues that since the 1980s, companies in South Africa have generally considered incorporating Employee Assistance Programs (EAPs) into their infrastructure to help improve the health and productivity of their employees and increase their knowledge of life management and mental health as a form of employee development. To provide an informative document on EAP in the context of the South African market (EAP organizations and professionals), the authors examined the prevalence and scope of Employee Assistance Programming in 100 leading publicly listed companies in South Africa and conducted a review of EAP Programs and the role of EAP professionals. The companies interviewed covered all private business sectors including mining, transportation, electronics, engineering, retail, food, and beverage. Ninety-eight of the 100 companies were successfully interviewed.

Work Assessment

The health sector in South Africa over the past few decades has shown progress in providing better health services to its people. However, the sector still has many challenges in improving its performance. (Peltzer, 2009). According to Peltzer's research (2009), the performance assessment used in this South

African country includes evaluating the level of responsiveness of health services (both outpatient and inpatient) and comparing the experiences of individuals who use public and private health services in South Africa. Health service responsiveness includes aspects such as sustainability, safety, affordability, and equity in health services.

Performance appraisal in the South African health sector also includes several aspects, such as technical skills (hard skills), interpersonal skills (soft skills), and contribution to the achievement of organizational goals. Performance appraisal can also include an evaluation of an employee's skills, behavior, and contribution to the achievement of organizational goals (Nxumalo et al., 2018).

Compensation

Jaisinghani's study (2017) found that employee compensation is very important for companies in South Africa, with a sample consisting of 114 companies in South Africa operating from 2006 to 2013 it was found that many companies in South Africa on average spend about one-sixth of their total revenue to pay employees. The results also show that skilled employees will be profitable in the long run therefore, companies operating in South Africa concentrate on creating a human resource strategy that can last by signing long-term contracts with the most important employees and linking employee compensation to their long-term performance.

In South African companies, compensation in the form of weekly bonuses is better than annual bonuses. Orpen's (2015) study found that attendance bonuses provided to industrial workers directly every week basis helped reduce

absenteeism. This intervention was more effective than the group that stayed with the annual company bonus program. In addition to compensation in the form of bonuses, companies in South Africa also follow the rules regarding work accident compensation regulated by the International Labor Organization. Work injury schemes provide medical treatment and cash benefits to employees who suffer injuries or illnesses caused by their work as well as to the families of those who die on the job (Fultz & Pieris, 1999).

Differences in HRM Practices

Human Resource Management (HRM) practices in the Netherlands and South Africa reflect significant differences in the approaches and strategies adopted by companies in the two countries. In the Netherlands, recruitment is positively influenced by social media marketing, particularly in attracting university students to join the company. Employee selection in the Netherlands involves psychological, personality, and evaluation center tests, with an emphasis on procedural and distributive justice. Training in the Netherlands, especially in the shipping sector, highlights the need to involve the latest technology and skills training using systems such as GPS and GMDSS.

In South Africa, HR recruitment is geared towards building knowledge absorption capacity in state-owned defense companies. Employee selection in the country involves personality tests, with an emphasis on fairness and the avoidance of racial discrimination following a political change in 1994. Training in South Africa highlights the importance of life skills training to improve employees' social, physiological, and psychological well-being. Employee development in the country also involves an Employee Assistance Program (EAP) aimed at improving employee health and productivity.

When it comes to compensation, the Netherlands is experiencing a shift from backward-oriented incentives to forward-focused incentives, with a focus on bonuses and promotions. In South Africa, employee compensation is considered very important, and many companies spend a large proportion of their revenue on paying employees. Performance appraisals in the Netherlands and South Africa reflect a concern for service quality and responsiveness within the healthcare sector, with appraisal methods focusing on employees' technical and interpersonal skills and contributions to the achievement of organizational goals.

Overall, the differences in culture, history, and socio-political conditions between the Netherlands and South Africa shape the unique HRM practices in both countries. The Netherlands stands out with a more structured and technology-focused approach, while South Africa emphasizes building employees' knowledge absorption capacity, equity, and life skills.

CONCLUSION

This research reveals a comparison of Human Resource Management (HRM) practices between the Netherlands and South Africa. There are six main indicators analyzed, namely recruitment, selection, training, development, compensation, and appraisal. Overall, the comparison of HRM practices between the Netherlands and South Africa shows contextual differences and focus on managing human resources. While the Netherlands emphasizes technology and competency-based approaches, South Africa focuses more on knowledge absorption, employee well-being, and sustainable human resource strategies.

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