

UNIVERSITY OF KWAZULU-NATAL

Exploring the challenges of human capital management in a global organisation

by

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GLOSSARY

GDPR	General Data Protection Regulation
HCM	Human Capital Management
HR	Human Resources
HRIS	Human Resource Information System
KPI	Key Performance Indicator
RBV	Resource-based View

ABSTRACT

Human capital is viewed as key asset of the organisation and by effectively implementing the practices of human capital management, Diebold Nixdorf would be able leverage the skillset, knowledge, and experience of its workforce to achieve sustainable competitive advantage again. The aim of this study was to identify the challenges of implementing the practices of human capital management in a global organisation and to determine the measures that can be undertaken to overcome these challenges. The study examines the concepts and elements of human capital management by referencing available literature. The study follows a qualitative methodology approach with purposive sampling. Semi-structured interviews were conducted with eight human resource staff and three line managers via Microsoft Teams. Participants were selected based on their position in the company and their role in human capital management. Participants from Europe and America were chosen for the study. A thematic analysis was used to analyze the data. Many challenges were determined from the data collected from the interview. One of the many key findings of the study is the high attrition rate which had a negative performance impact on the organisation which in turn had impacted the company's revenue. It was further observed that managers had experienced challenges in managing a geographically diverse workforce due to government legislation and a culturally diverse workforce. The study also discussed other challenges faced by the company in implementing the practices and processes of human capital management and provided recommendations to overcome these challenges, which can also be adopted by other global companies. The study also investigated the impact of human capital management on the performance of the organisation. Furthermore, the study discussed the measures taken to embed human capital management changes in the organisation.

Keywords: challenges, global organisation, human capital management, human resources

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

Organisations ultimately aim to achieve economic growth, financial stability and a sustained competitive advantage. Therefore, the exploration of both domestic and international markets are imperative in order to identify and exploit opportunities that could lead to achieving a competitive advantage (Johnson et al., 2017). Due to the advancement in technology and communications, as well as low barriers to trade, many firms are under increasing pressure to expand its operations on a global scale in order to compete in the market in which it operates (Johnson et al., 2017). Furthermore, firms are seeking ways to leverage its strengths to compete globally, as well as to be responsive to local needs (Pucik et al., 2017). To gain a competitive advantage, firms leverage the skills, knowledge, and experience of its employees, in order to drive innovation that will differentiate itself from the competition (Johannessen & Olsen, 2003). To maximize the firm's human capital efforts towards attaining a competitive advantage, firms have explored ways in which to manage its human capital which will add value to the firm (Johannessen & Olsen, 2003). This is one of the ways in which to implement and follow the practices of human capital management (HCM) (Johannessen & Olsen, 2003). This study seeks to determine the challenges associated with the implementation of the practices of human capital management in a global organisation, as well as the efforts and measures that have been undertaken to overcome these challenges. This study begins by presenting the background of the study, the problem statement, the aim of the study, the research objectives, research questions and the significance of the study.

1.2 Study Background

Diebold Nixdorf is a global financial technology organisation providing the majority of the world's top 100 financial institutions and global retailers with integrated solutions for payment processing and secure data transmissions (Diebold Nixdorf, 2022). Solutions offered by Diebold Nixdorf are based on products, services, and software (Diebold Nixdorf, 2022). Diebold Nixdorf has approximately 21,000 employees which spans more than 100 countries globally as depicted in Figure 1.1 below (Diebold Nixdorf, 2022).



Figure 1. 1: Major market locations

Source: Diebold Nixdorf (2022, p.4)

The business segments for Diebold Nixdorf are global banking, global retail, and operations with an overall aim of providing customers with innovative and purpose driven products and services. To deliver value to customers, the business segments leverage the enablement functions of the organisation. These enablement functions are finance, legal, human resources, strategic and corporate development, digital IT, ethics and compliance and human resources as depicted in Figure 1.2 below (Diebold Nixdorf, 2022).

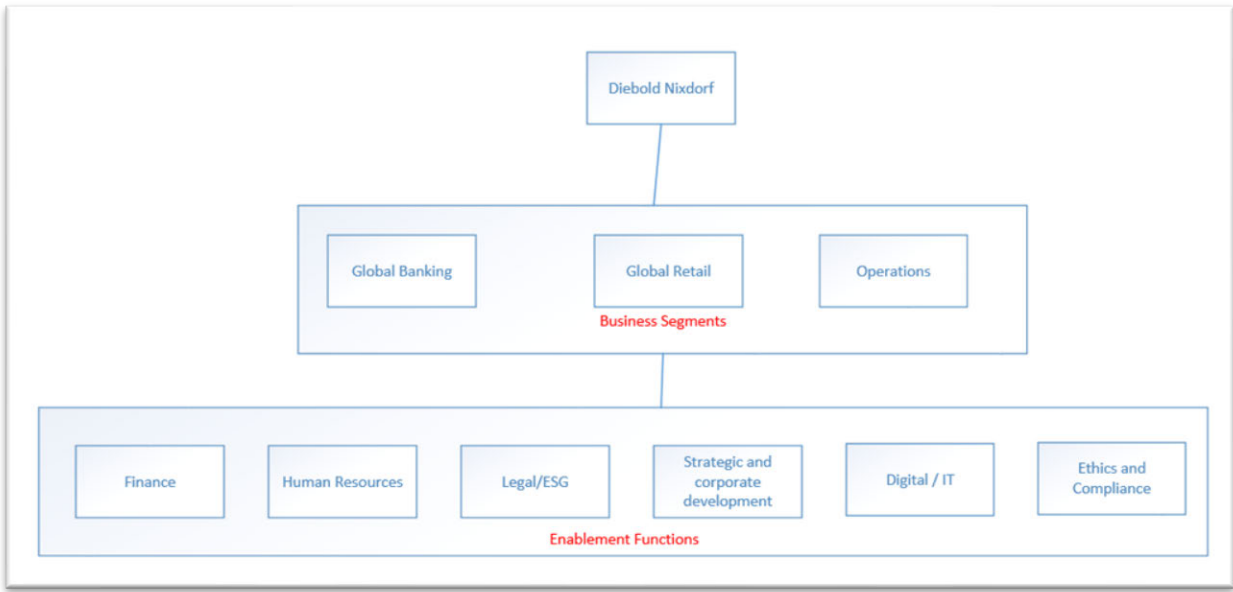


Figure 1. 2: High level departmental structure – Diebold Nixdorf.

Source: Diebold Nixdorf (2022, p.20)

The goals of the organisation are to “hire and retain diverse candidates in its workforce”, “create equal opportunities for employees to thrive and achieve success” and “establish baseline metrics to support our long-term strategy and track progress across all platforms” (Diebold Nixdorf, 2022, p.2). Furthermore, Diebold Nixdorf has approximately 3,000 patents and has invested approximately \$121 million dollars in research and development to drive innovation that will maintain its global competitive advantage (Diebold Nixdorf, 2022). Diebold Nixdorf is the top 5 provider for ATM’s and point of sales software globally (Diebold Nixdorf, 2022). Many organisations share similar enablement functions as Diebold Nixdorf, including its competitors, as depicted in Figure 1.2 above. However, the human resource function of the various organisations vary. To achieve a competitive advantage, Diebold Nixdorf leverages the competencies, experience, and knowledge of its human resources to innovate and add value to the organisation.

Due to global economic conditions such as the COVID 19 pandemic and the war between Ukraine and Russia, many organisations are seeking new ways to achieve a competitive advantage (Mattera & Soto, 2022). Furthermore, Diebold acquired Wincor-Nixdorf in 2016, to form Diebold Nixdorf and had also taken on the debt incurred by Wincor-Nixdorf. On 1 June 2023, Diebold Nixdorf had filed for bankruptcy with a debt amounting to over \$2.7 billion dollars (Knauth, 2023). The

company has also acquired loans from lenders of \$517 million (Knauth, 2023). The loans have enabled Diebold Nixdorf to exit a state of bankruptcy in the third quarter of 2023.

1.3 Motivation for the study

Diebold Nixdorf has focused on ways to rebuild its market competitiveness in the industry and is leveraging its human capital to achieve this goal. The motivation for this study was to optimize the performance of individuals, which will contribute to increasing the performance of the organisation and in turn increase the performance of the industry which ultimately contributes to the economic growth of the country (Kundu & Munjal, 2017).

1.4 Focus of the study

This study focused on the challenges of implementing the processes and practices of human capital management in a global organisation, as well as the measures taken to resolve these challenges. Furthermore, the study also determined the impact of the lack of human capital management practices had on an organisation. This study also determined how changes in HR processes need to be embedded in the organisation.

1.5 Problem Statement

Diebold Nixdorf has been seeking new ways to coordinate its global operations and workforce whilst simultaneously leveraging the advantages of economies of scale of international operations. By leveraging the firm's human capital, Diebold Nixdorf would be able to attain a competitive advantage. However, there are several challenges that the human resource department will need to overcome when leveraging the ability and experience of the firm's workforce. Due to the geographic diversity of the workforce, Diebold Nixdorf experiences further challenges in implementing the practices of human capital management to optimize the performance of the company's workforce.

Previous studies conducted by Sharma (2021), D'Angelo et al., (2022) and Stone & Deadrick (2015) discussed the challenges of human resource management in organisations, such as management of human resources record keeping and payroll. However, there is a paucity in the area pertaining to the challenges of implementing the processes and practices of human capital

management in a global organisation. Furthermore, literature predominantly focuses on the measurement and reporting of human capital management as outlined by Baron and Armstrong (2008). There is also insufficient literature available to determine the extent to which the lack of implementing the practices of human capital management has affected a global organisation. Due to the diverse nature of a global organisation's workforce, this study also focuses on the processes of embedding human capital management changes in a global organisation.

1.6 Aim of the study

The aim of this study was to examine the human capital management practices and to identify the challenges of implementing these practices in at Diebold Nixdorf.

1.7 Research objectives and questions

The research objectives of the study were to:

- Determine the challenges of implementing the practices of human capital management at Diebold Nixdorf.
- Identify productivity issues experienced due to a lack of human capital management practices implemented at Diebold Nixdorf.
- Identify the measures taken to improve the human capital management process at Diebold Nixdorf.
- Determine the measures taken to embed these processes at Diebold Nixdorf.

The research questions are:

- What are the challenges of implementing the practices of human capital management at Diebold Nixdorf ?
- What productivity issues have been experienced due to the lack of human capital management practices implemented at Diebold Nixdorf ?
- What measures have been taken to implement the practices of human capital management to improve performance at Diebold Nixdorf ?
- How have these improvement measures been embedded in the organisation at Diebold Nixdorf?

1.8 Research Methodology

A qualitative research methodology and inductive approach was used in this study; whereby primary data was collected through interviews and secondary data was collected using information that was publicly available (Creswell & Creswell, 2018). Furthermore, interviews were conducted with a sample size of eight human resource personnel and three line managers in various countries of the organisation in order to get a true understanding of the challenges of implementing the practices of human capital management and the steps taken to overcome these challenges. Interviews were semi-structured with open ended questions (Creswell & Creswell, 2018). Meeting invites were sent to the participants and interviews were conducted and transcribed using Microsoft Teams. Interviews were conducted for approximately an hour between the 14th of August 2023 and the 4th of October 2023 with participants. Secondary data was collected using information on the company's internet site and by accessing investor reports (Creswell & Creswell, 2018).

Data was analyzed based on the researcher's interpretation that determined common themes from the responses of the participants (Creswell & Creswell, 2018). A qualitative research methodology was chosen in order to meet the objectives of the study, as the nature of responses from the participants in the study was the most suitable method for the determination the challenges experienced by a global organisation in implementing the practices of human capital management. Furthermore, a qualitative approach was the best choice to understand the tasks undertaken to overcome these challenges, the performance issues experienced by the organisations due to the lack of human capital management processes and how human resource changes have been embedded in the organisation. The qualitative approach contributed to the study as the feelings, ideas, perceptions and experiences of the participants directly involved in the human capital management process were captured (Creswell & Creswell, 2018). A quantitative methodology or mixed methods methodology was not suitable as performance data of human capital and other company metrics were either not captured or not available by the company for research purposes (Creswell & Creswell, 2018).

1.9 Limitations of the study

Due to the competitive market in which the organisation operates, sensitive information such as intellectual property of the organisation in overcoming the challenges of human capital management could not be discussed in detail. Participants did, however, provide commonly known information which is available within the organisation which was useful to the study and did not compromise the competitiveness of the organisation. The above issues were addressed by assuring participants that interviews were confidential, and recordings of the interview were only shared with the researcher's supervisor at the university. Furthermore, participants were assured that in the event of any information that was collected during the interview that was deemed as intellectual property, it would be excluded from the analysis of the study.

Furthermore, due to the diverse nature of the human capital management processes and practices, many non-executive employees were not directly involved in the strategic human resources processes of the organisation and as such did not participate in the study. The issue was overcome by conducting interviews with senior managers and directors of the organisation which resulted in only eleven participants being interviewed. The information gathered from the eleven interviews were sufficient to analyze and derive common themes from the data.

As the study was a qualitative study and the researcher is currently employed by the company, there may have been possible bias of the researcher due to preconceived perceptions of the company. All efforts have been taken by the researcher to ensure interviews were analyzed and the study was conducted in a fair, ethical, and unbiased manner.

1.10 Delimitations of the study

To ensure that the data collected was pertinent to the study, only staff from the HR department and departmental managers that manage subordinates were included in the study. Employees that are not HR staff or have any subordinates to manage were excluded from the study as these employees may not be familiar with the human capital management processes or the challenges associated with implementing the practices of human capital management in a global organisation.

1.11 Structure of the dissertation

➤ Introduction

The introduction chapter of this study provided an overview of the company, which was used as the study area for the collection of data. The chapter also provided insights into the reasons for conducting the study, followed by the focus of the study, the problem statement, the aims, objectives, research questions, research methodology and the limitations of the study.

➤ Literature review

The literature review chapter began by discussing the reasons organisations globalize its operations and then discusses the concept of human capital management and the benefits associated to implementing the practices of human capital management. This chapter also discussed the dimensions of human capital management, which are knowledge management and change management. The chapter further highlighted the relationship between innovation and human capital management. The chapter highlighted the concepts of human resource information systems and its role in supporting and enabling the practices of human capital management. The chapter concluded by discussing the human resource challenges experienced in medium to large enterprises.

➤ Research Methodology

The chapter began by discussing the various paradigms used in research and the research paradigm selected for this study. This was followed by details of the research approaches, sample methods, data collection methods, ethical considerations, data analysis methods and concluded by discussing the elements of trustworthiness used in the study.

➤ Results

The results of the various interviews that were conducted were presented and analyzed in this chapter. Based on the analysis of the data, common themes were derived which provided an in-depth understanding of the problem statement. A summary of the participants responses were also provided in this chapter.

➤ Discussion

The results of the interviews were discussed in this chapter and references were made to the available literature in order to determine any common elements that were associated with previous studies that were conducted.

➤ Conclusion and recommendations

The study concluded by providing a summary of the findings from the research conducted. The chapter also provided recommendations to global organisations for overcoming the challenges associated with the implementation of human capital management practices.

1.12 Summary

This chapter provided an overview of the study that was conducted and a brief description of the company that was used as a basis for the study. The chapter also provided a summary of the structure of the study. The next chapter focused on the literature review of human capital management and the elements associated with human capital management.

CHAPTER TWO – LITERATURE REVIEW

2.1 Introduction

Human capital can be described as an individual's skills, capabilities, knowledge and their ability to innovate, thereby adding value to the organisation in order to achieve a sustainable competitive advantage (Pasban & Nojedeh, 2016; Srivastava & Das, 2015). Human capital encompasses the idea that investing in people would increase employee performance; thereby yielding higher profits for the organisation (Goldin, 2016). These competencies are intangible and tacit in nature which are gained through experience rather than through explicit formal training (Pasban & Nojedeh, 2016; Srivastava & Das, 2015). Human capital management is a set of practices that is used to effectively manage human resources in the organisation to optimize their capabilities in order to obtain a competitive advantage (Brewster et al., 2013; Gartner, 2022). Furthermore, the practices of human capital management, view human resources as an asset of the organisation and as one of the major sources of innovation (Brewster et al., 2013). The processes of human capital management are planning, acquiring, developing, managing, and retaining employees (Brewster et al., 2013). Human capital links human resource management with the firm's business strategy (Brewster et al., 2013). This chapter began by discussing the drivers for internalization then discussed the concepts of human capital management. The chapter also discussed the integration of human capital management with knowledge management, change management, and innovation. The chapter concluded by discussing the challenges associated with human capital management in medium to large organisations.

2.2 Internationalization

Due to the scarcity of opportunities and an increase in local competition, many firms are motivated to explore foreign opportunities for growth and sustainability (Arafat et al., 2022). Internationalization can promote growth by increasing a firm's return on investment; thus increasing the quality of the product offered by the firm which would create a global platform for competition (Arafat et al., 2022). Furthermore, internationalization can also improve the economy by generating employment and increasing the inflow of foreign revenue (Arafat et al., 2022). The benefits of globalization to firms also are access to a greater labour pool and access to resources

that are not available in the local market (Stobierski, 2021). As foreign competition increases, firms are at times forced to operate on a global scale (Minai et al., 2016). There are many theories on how human resources should be managed in a global organisation whereby some scholars support the idea that core, value adding human resource skills of the organisation should be localized (Munjal & Kundu, 2016).

The belief that localizing the practices of human capital management would lead to a higher interdependence between head office and subsidiaries leading to an increase in overall company performance (Munjal & Kundu, 2016). By adopting a localized approach to human capital management, firms would be able to exploit local talent to improve performance and adapt to local geographic conditions (Munjal & Kundu, 2016). However, some scholars support the idea that a localized approach to human capital management ignores the vital importance of an organisations global strategy which often is a driver of innovation in global organisations (Munjal & Kundu, 2016).

These concerns have given rise to the idea that global organisations should consider adopting both a local and global approach to human capital management whereby knowledge and experience of the organisations global workforce can be leveraged and shared to improve performance in the local market as well (Munjal & Kundu, 2016). By leveraging the knowledge and experience of the global workforce, a firm can leverage economies of scales to reduce cost of its products and services while increasing the quality and uniqueness of products manufactured and services offered (Johnson et al., 2017). Firms can also lure customers with its local offerings in order to market its foreign, value-added products and services (Sanchez & Lazrak, 2016).

The size and global geographical locations of the company's operations should also be a factor in considering whether to adopt a centralized HR policy, a localized HR policy or a combination of both. Furthermore, compliance to government regulations is also a factor that organisations will need to consider when implementing HR policies. There is no standard rule for organisations to adopt a central HR policy, a localized policy or a combination of both, however organisations should adopt a HR policy that benefits the organisation. These benefits include but are not limited to lower operational costs, simplified HR processes, improved regulatory compliance and optimizing employee performance (Naspe, 2014). Therefore, scholars that favour a centralized HR

policy and those that favour a localised policy have valid arguments for supporting their respective approaches.

Furthermore, the successful management of human resources and the implementation of the practices associated with human capital management is key for the success of companies operating locally or on a global scale (Schaefer et al., 2017). Organisations should focus on recruiting candidates with the right skillset which are required to achieve the organisation's competitive strategy (Schaefer et al., 2017).

2.3 Human Capital Management

2.3.1 Origins of human capital

The concept of human capital was originally defined by the economist Schultz (1961), who stated that the return on investment in human capital was greater than the investment in physical assets (Armstrong & Baron, 2007). Furthermore, the economist Elliot (1991), added to the concept of human capital by stating that focus should be on the quality of the labour supply rather than the quantity (Armstrong & Baron, 2007). To increase the quality of the workforce, organisations would have to invest in developing the skills of its human resources (Armstrong & Baron, 2007). The concept of human capital has given rise to the human capital theory as noted by Scarborough and Elias (2002), which emphasizes that human competencies create value by contributing to the performance of the firm and as such, employees should be viewed as assets of the organisation rather than costs (Armstrong & Baron, 2007). As the economies globally have moved to a knowledge-based economy from a production-based economy, many organisations now view human resources as a valuable asset (Sohel-Uz-Zaman et al., 2019). The comparison between the traditional view of human capital and the current view is depicted in Table 2.1 below (Phillips & Phillips, 2015). The traditional view of human capital, viewed human resources as a cost and as a support function, however modernized human capital views human resources as an asset that adds value to the organisation (Phillips & Phillips, 2015).

Table 2. 1: Comparison of traditional and present view of human capital.

Tradition View	Current View
Human capital is considered costs to the organisation	Human capital is viewed as a source of value to the organisation
Human resources are regarded as a support function	The function of human resources is regarded as a strategic partner
Human resource department is responsible for setting its own budget	Senior management is involved in allocating a budget for human resources
Measurement of human capital is based on cost and activity	Measurement of human capital is based on results
HR is exclusively responsible for creating and maintaining human capital metrics	Senior executives are involved in designing human capital metrics
Minimal effort is undertaken to calculate the return of investment of human capital	Calculating the return of investment is an important instrument in evaluating human capital
Measuring the value of human capital is based on present data	Measuring the value of human capital is based on achieving future strategic objectives
Human capital measurement is based on what the industry is measuring	Human capital measurement is tailored to the needs of the organisation
There is a disconnect between human resources programs and the business need	Human resources programs are based on the business needs of the organisation

Adapted based on: (Phillips & Phillip, 2015, p.6)

2.3.2 Human capital

Employee performance directly affects the performance of the organisation and is a key factor for the organisation to achieve its strategic objectives and to achieve competitive advantage (Zeb et al., 2018). Organisations that have utilized human resources efficiently, experience lower cost and higher outputs (Gilman, 2021). Employees are also considered to be one of the most expensive assets of the organisation. Therefore, it is critical to optimize the potential of an organisation's workforce for maximum return on investment (Hobson, 2019). Employee performance can be linked and influenced by the organisations policies, training and development programs, employee employer relationships, and working conditions (Zeb et al., 2018). High performing human capital can transform other resources such as raw materials and money into products and services to generate income for the organisation (Zeb et al., 2018). Due to the advancement in technology and changes in the way in which organisations compete in the market, firms have realized that their success is related to the competence and skills of their employees (Zeb et al., 2018). As a result, many organisations have increased its investment in attracting skilled candidates as well as training, compensating, rewarding, and retaining its skilled workforce (Zeb et al., 2018).

The elements of human capital management are intellectual, social and organisational capital (Armstrong & Baron, 2007). Intellectual capital is whereby individuals create, share and consume knowledge which is then enhanced through social capital and is then institutionalized by the organisation through organisational capital (Armstrong & Baron, 2007). Intellectual capital is the combination of both intangible and tangible assets. Intangible assets are the skills, knowledge and experiences that employees possess, which drives efficiencies and innovation that create value for the firm to attain a sustainable competitive advantage (Al-Tit, 2022; Armstrong & Baron, 2007). Furthermore, intellectual capital is the accumulated tacit knowledge, experience and the expertise of its employees which creates value for the organisation (Sohel-Uz-Zaman et al., 2019). Tangible assets are physical assets, such as money, buildings, and equipment (Armstrong & Baron, 2007). The key functions of the human resource department are to manage the employee lifecycle by attracting, developing, retaining, and maintaining human capital which in turn would increase the value of tangible assets in the organisation (Armstrong & Baron, 2007).

Table 2. 2: Tangible and Intangible asset comparison

Tangible assets	Intangible assets
Visible	Invisible
Can be quantified	Difficult to quantify
Tracked through the balanced sheet	Cannot be tracked through accounting practices
Can be duplicated easily	Difficult to copy or imitate
Depreciated with time and use	Appreciates with use
Can be accumulated	Dynamic and can be short lived if not used purposefully

Source: Phillips and Phillips (2015), p.6

Social capital refers to the organisations structures and processes that facilitates the acquisition and development of intellectual capital (Armstrong & Baron, 2007). Social capital can be regarded as the knowledge that has been accumulated due to the relationships between employees, customers, suppliers and partners (Gannon & Roberts, 2018). An organisation that encourages social capital creates an environment whereby information can flow throughout the organisation without hindrance; therefore fostering an environment for innovation (Gannon & Roberts, 2018). Organisational capital is the knowledge owned by the organisation which can be regarded as institutionalized knowledge which is retained by the organisation and can be readily accessible. Organisational capital can be either explicit knowledge captured in documents or databases or tacit knowledge which has been captured and documented as much as possible (Ludewig & Sadowski, 2009).

Furthermore, human capital can be grouped into four categories of importance to the organisation, as depicted in Figure 2.1 below (Rodriguez Perez & Ordóñez de Pablos, 2003). These four groups are idiosyncratic, ancillary, core and compulsory which are defined based on the degree of competitive advantage that was contributed towards the firm (Rodriguez Perez & Ordóñez de Pablos, 2003). Although idiosyncratic human capital is highly unique, these human capital

resources provide low value to the firm (Burke & Cooper, 2005; Dubra, 2019). Performance can be increased through collaboration and group-based rewards (Burke & Cooper, 2005; Dubra, 2019). Ancillary human capital is categorized as offering low uniqueness and low value to the firm such as unskilled labor (Burke & Cooper, 2005; Dubra, 2019). Often, the ancillary group of human capital resources can be replaced by technology and automation to increase efficiency (Burke & Cooper, 2005; Dubra, 2019). Compulsory human capital offers low uniqueness and high value to the organisation and are regarded as traditional employees with standardized work structures, where incentives are based on output and results (Burke & Cooper, 2005; Dubra, 2019). Human capital resources that are categorized as core human capital are highly unique and provide high value to the firm (Burke & Cooper, 2005; Dubra, 2019). Core human capital resources contribute the most value to the firm’s competitiveness and focus would be to ensure these resources maintain and develop their competence and skillset through continuous learning and training (Burke & Cooper, 2005; Dubra, 2019).

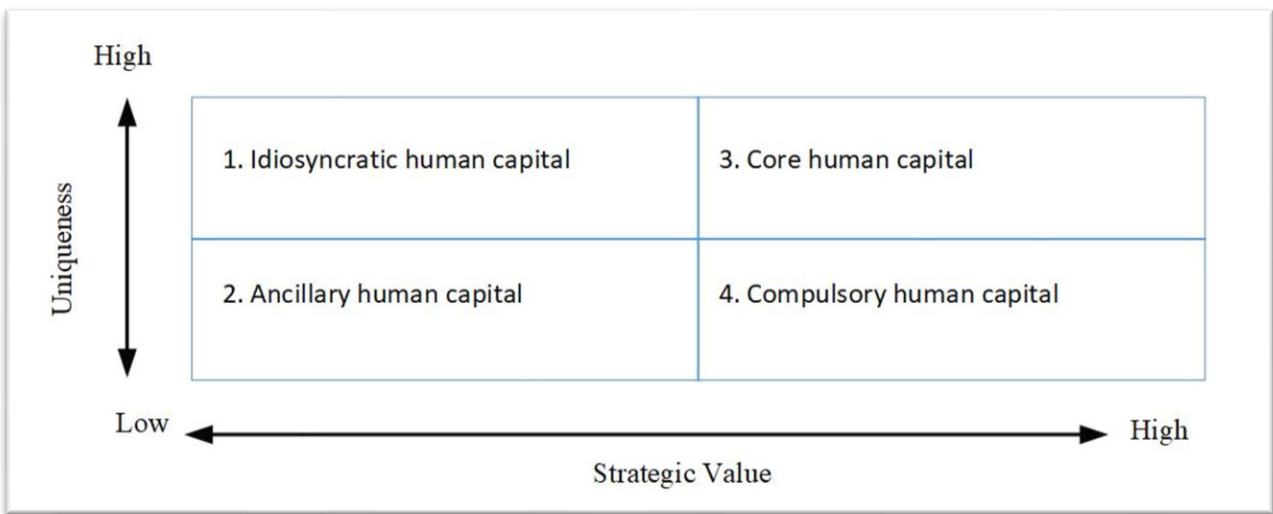


Figure 2. 1: Different classifications of human capital in an organisation

Source: Adapted based on: Dubra (2019, p.55)

The collective knowledge of the firm’s human capital contributes to the success of the organisation as human capital and is considered to be a strategic advantage of any firm (Ganapathy, 2018). The lack of developing and maintaining a firm’s human capital can have an adverse effect in achieving a sustained competitive advantage (Ganapathy, 2018). The skills and knowledge that employees

possess has a direct impact on the production efficiency of the firm. There are two central principals of human capital management; the first being that people are regarded as assets who add value to the firm (Ganapathy, 2018). Furthermore, these assets can be developed and enhanced through training in order to derive the maximum value from these assets. The second principal of human capital management is centered around designing the human capital processes to achieve the firm's mission (Ganapathy, 2018). Human capital is an essential element, whereby leveraging tacit knowledge from individuals or groups of individuals, fosters innovation which achieves a competitive advantage in the market (Ganapathy, 2018). An increase in human capital capability of employees, leads to an increase in learning capabilities which in turn increases an employee's innovative capability (Quaosar & Rahman, 2021).

2.3.3 Differences between human capital management and human resource management

After reviewing the available literature, the common key difference between human resource management (HRM) and human capital management is that HRM views people as a cost to the organisation, whereas human capital management views people as assets (Armstrong & Baron, 2007; Ganapathy, 2018; Sapungan & Gulpan, 2017). Human capital management can be regarded as a bridge between human resource management and the organisations business strategy (Armstrong & Baron, 2007). HRM focuses on the administrative functions of human resources, such as maintaining employee records and the administration of employee benefits (Marrewijk & Timmers, 2003; Sapungan & Gulpan, 2017). Processes such as employee recruitment, training and rewarding associated with HRM lack coordination and are viewed as separate functions (Marrewijk & Timmers, 2003). Furthermore, HRM is a function primarily associated with managing employee procedures and policies (Sapungan & Gulpan, 2017). Human capital management though, is driven by practices and processes that are coordinated and that aim to optimize employee value through motivation, dedication, and commitment (Marrewijk and Timmers, 2003). While human capital management is future oriented and seeks to achieve the strategic goals of the organisation, HRM is present-oriented and seeks to address the day-to-day issues of human resource in the organisation (Sapungan & Gulpan, 2017). Due to the strategic nature of human capital management, the benefits of investing in human capital management may not be instantaneous and may take time to materialize (Sapungan & Gulpan, 2017). Human capital management builds on the HRM process by adding elements of human operations, corporate

identity and values, as well as human development to HRM process (Marrewijk & Timmers, 2003).

2.3.4 Human capital management practices

Although there is no formal definition of human capital management, scholars have attempted to explore the dimensions that constitute the tasks associated with it and have tried to define it accordingly (Sohel-Uz-Zaman et al., 2019). Some scholars define human capital management as the strategic development of human resources while other scholars have defined human capital management as the measurement of the value that human resources have provided to the organisation (Sohel-Uz-Zaman et al., 2019).

Table 2. 3: Definitions of human capital management

Authors	Definition of human capital management
Chatzkel (2004)	An integrated attempt to create superior performance through improved human competencies
Nalbantian and Nalbantian (2004)	The use of “metrics to measure the value of accumulated knowledge”, experience, skills and experience of employees to the organisation
Kearns (2005)	Adding value through human resources

Source: Sohel-Uz-Zaman et al., (2019)

Although there are many descriptions of human capital management, scholars, however, agree that human capital management consist of a set of practices that are related to optimizing human resources in an organisation in order to increase organisation performance to achieve competitive advantage. (Danao, 2022; Gartner, 2022; Ghosh, 2021; IBM 2023; Sohel-Uz-Zaman et al., 2019). Furthermore, by implementing the practices of human capital management, organisations would have a better understanding of the needs of its employees and the impact they have on the organisation (D’Angelo, 2024). Understanding the needs of employees would help the

organisation to fulfil these needs thereby contributing to a more productive workforce (D'Angelo, 2024).

To create and maintain the value of human capital, organisations will need to manage its human capital management practices effectively (Al-Tit, 2022). These practices are implemented in three categories which are talent acquisition, talent management and talent optimization (Gartner, 2022). The idea of human capital management categories is further reinforced by various literature that categorizes the practices of human capital management as talent planning, talent acquisition, talent development and talent management and retention (Brewster et al., 2013; IBM, 2023; Sapungan & Gulpan, 2017; Zeb et al., 2018). The practices of human capital management can also be described as enhancing employee capacity to improve service and production through recruitment, development of employees through training, performance assessments and rewards (Zeb et al., 2018). Employee performance can be enhanced by implementing the practices of human capital management (Jain & Ahuja, 2019). The practices and processes of human capital management is a continuous evolving process which can be depicted by Figure 2.2 below (Ghosh, 2021).

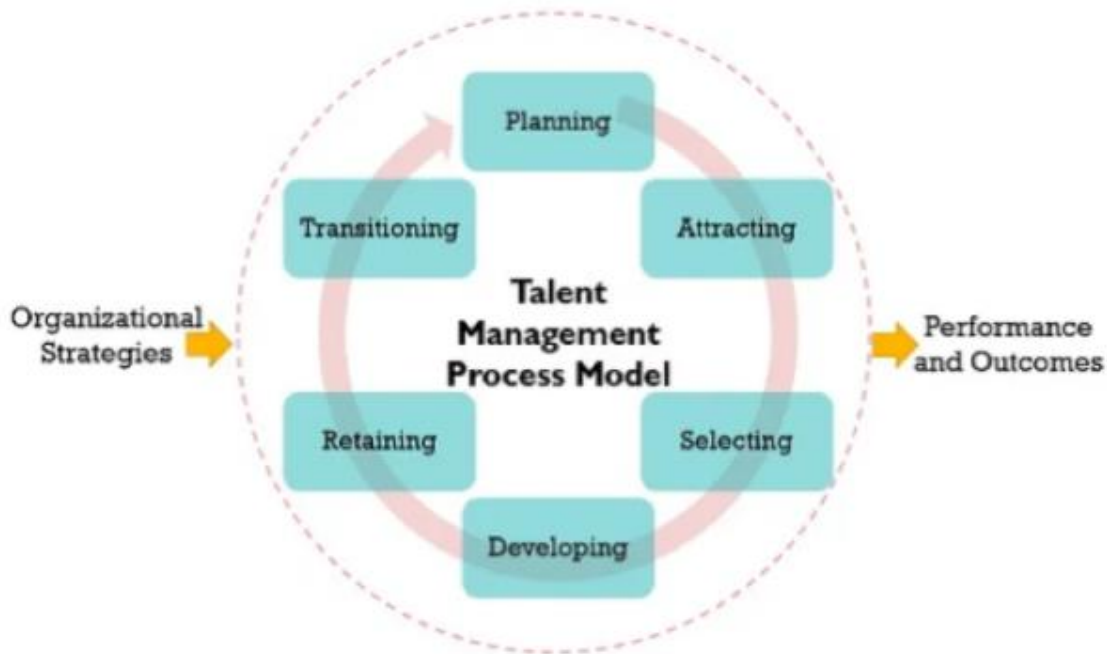


Figure 2. 2 : The practices of human capital management

Source: Ghosh (2021, p.5)

Organisational strategies are executed by human capital which contributes to the performance of the organisations as well as achieving the organisation's strategic goals (Ghosh, 2021). The categories of the human capital management practices should not be viewed in silos, but as interdependent elements (Pucik, 2017; Sapungan & Gulpan, 2017). There is a high degree of correlation between the human capital management practices which is directly related to employee performance (Zeb et al., 2018).

Human capital management can be regarded as a link between the organisation's workforce and organisational planning (Siddiqui, 2012). Human capital management can also be viewed as the systematic analysis, measurement and evaluation of human capital practices and processes to create value within the organisation (Armstrong & Baron, 2017). Central to the practices of human capital management is purposeful measurement which uses metrics as a guide to manage people to attain a competitive advantage (Armstrong & Baron, 2017). Human capital management views people as assets; a competitive advantage can thus be attained by investing in human resource assets (Armstrong & Baron, 2017; Sapungan & Gulpan, 2017).

In the talent planning phase, an analysis is conducted in the organisation to determine the skills and processes required to achieve the organisations competitive strategy (Brewster et al., 2013; Philips & Phillips, 2015). Talent planning involves identifying the skills gap and formulating job descriptions (Ghosh, 2021). Once the analysis of required skills has been completed, the talent gap is determined which leads to the next process stage which is the talent acquisition (Brewster et al., 2013).

The acquisition process would entail attracting, sourcing, interviewing, and assessing potential candidates (Brewster et al., 2013). To employ the right candidate to meet the organisations strategy, all departments need to collaborate and work together (Brewster, et al., 2013). To attract candidates, the talent acquisition team need to build the organisations brand (Brewster, et al., 2013). This can be achieved by using various communication media to convey the purpose and values of the organisation and describe the company's differentiating factors as compared to its competitors (Brewster, et al., 2013). The talent acquisition team is also responsible for managing the candidate lifecycle from the application phase to the final job offer stage (Brewster, et al., 2013). To increase efficiency there should be a process defined to acquire talented employees which should also include the sources used for talent acquisition (Brewster, et al., 2013).

The third stage is developing talent in the organisation through targeted developing and training (Brewster et al., 2013). Training can consist of both formal and informal training methods (Brewster et al., 2013). Human development is a continuous process to improve employee performance thereby increasing both the explicit and tacit knowledge in the organisation (Brewster et al., 2013; Zeb et al., 2018). This can be achieved through training, mentoring, coaching performance management and succession planning (Zeb et al., 2018). The goal of human development is to equip employees to perform at their best of their ability. This is intended to be a driving force of efficiency and innovation, thereby contributing to the overall competitive strategy of the organisation (Zeb et al., 2018). Training improves employees' skills and competencies which bridges the knowledge gap and removes deficiencies; this in turn increases employee performance (Zeb et al., 2018). Identification of the organisational training needs need to be determined and training programs need to be implemented in order to meet the organisations needs (Zeb et al., 2018). Furthermore, selection criteria for choosing candidates for training need to be implemented (Zeb et al., 2018). The effect of training programs on the employees performance need to be measured (Zeb et al., 2018). The benefit of training to the employee is that the employee learns new skills or updates their existing skillset, which in turn increases job security (Zeb et al., 2018).

During the talent management and retention stage of the human capital management process, talent performance is monitored, managed, rewarded and processes are implemented to retain talent (Brewster et al., 2013). The tasks associated with talent management are employee administration and record keeping, payroll, implementing key performance indicators (KPIs), to monitor and measure the performance of employees and rewards management (Gartner, 2022; Marrewijk & Timmers, 2003). For the realization of the benefits of implementing the practices of human capital management, the organisation would need to align its human capital management strategy with the competitive strategy of the organisation (Marrewijk & Timmers, 2003). Furthermore, to ensure the practices of human capital management are followed throughout the organisation, a talent attraction policy, a recruitment policy and a talent retention policy should be implemented (Marrewijk & Timmers, 2003).

Studies have shown that the cost of replacing knowledgeable and skilled employees have a replacement cost of 2.5 times that of currently employed workers (Horwitz et al., 2003). By viewing employees as assets, human capital management practices encourage succession planning and employee retention in the organisation through upward promotions and through intrinsic and extrinsic rewards (Hassan & Siddiqui, 2020; Mazher, 2022). Organisations should aim to have processes in place to replace its aging workforce and to address employees that lack in performance (Hassan & Siddiqui, 2020).

2.3.5 The benefits of human capital management

Human capital management enables organisations to attract, manage and train employees to achieve the organisations competitive strategy by providing HR personnel a clear strategy to manage its functions and operations (D'Angelo, 2024; Debara, 2022). The process of attracting and hiring employees is streamlined and reduces the lead time in recruiting potential candidates as candidates are attracted to organisations that value and support their employees (Debara, 2022). Hiring managers benefit from the implementation of the practices of human capital management, as recruitment processes are enhanced. This provides hiring managers with a matrix of candidates with their respective skills and experience from which to choose from and to improve decisions on when to fill the skills gap in the firm (Pasban & Nojehdeh, 2016).

Furthermore, the human capital management practices provide the organisation with a means to identify the skill gaps in the organisation and optimizes its workforce that would improve performance and increase revenue (Pasban & Nojehdeh, 2016). The practices of human capital management also promote learning and training by developing employee skillsets and capabilities, which would increase productivity and drive innovation (Debara, 2022; Pasban & Nojehdeh, 2016). By implementing key performance indicators, organisations can identify areas in employee's skillset that need to improve (Pasban & Nojehdeh, 2016).

Organisations need to attract and retain customers, in order to be competitive in the market; this can be achieved through its employees (Debara, 2022). Human capital management can drive employee retention by understanding and fulfilling the needs of its employees and providing a career path for employees to grow within the company (Debara, 2022). The practices of human capital management facilitates better engagement with employees thereby increasing employee

experience which in turn increases employee commitment to the organisation (D'Angelo, 2024). By adopting the practices of human capital management, the organisation would be able to improve the competence, skill and attitude of its employees which in turn would lead to a better customer service (Pasban & Nojedeh, 2016).

For many organisations, the single highest expense is the cost of its employees (Phillips & Phillips, 2015). Executives are faced with a dilemma of either reducing cost or viewing human capital as an investment (Phillips & Phillips, 2015). The ability and competence of human resources is a market differentiator in achieving a sustainable competitive advantage, since many organisations share similar raw materials, technology and financial resources; thus the cost in human resources is worth the investment (Phillips & Phillips, 2015). Therefore, it is critical to employ candidates with the required skills and mindset, which can be achieved by implementing the practices of human capital management (Phillips & Phillips, 2015).

2.4 Conceptual and theoretical framework

2.4.1 Conceptual framework

To add value to the organisation the human capital management strategy needs to be aligned to the competitive strategy of the organisation (Sohel-Uz-Zaman et al., 2019).

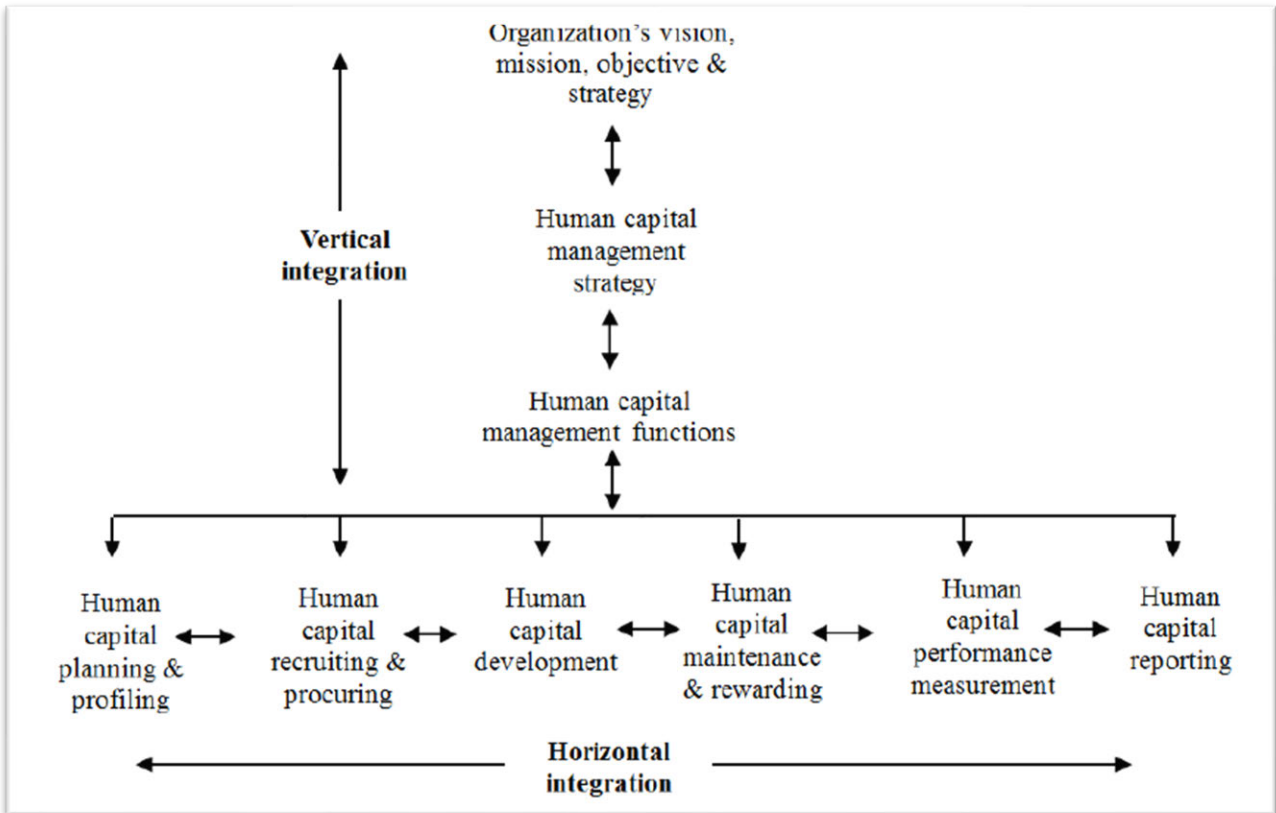


Figure 2. 3: Conceptual Framework - Integration of human capital management with the organisation's competitive strategy

Source: Saleh Mohammad Sohel-Uz-Zaman et al., (2019, p.173)

The strategic fit framework depicted in Figure 2.3 is used as the conceptual framework for showing the integration and relationship between the practices of human capital management and the organisations strategic goals (Sohel-Uz-Zaman et al., 2019). According to the strategic fit framework there are two types of integrations of human capital management in the organisation – the vertical fit and the horizontal fit as depicted in Figure 2.2 above (Sohel-Uz-Zaman et al., 2019). According to the vertical fit the human capital management strategy links the human capital

management functions with the organisations vision, mission, objectives and competitive strategy (Sohel-Uz-Zaman et al., 2019). The horizontal fit links the practices of human capital management, which should be designed for each of the practices and processes to compliment and supplement each other; this in turn is aligned with the business objective (Sohel-Uz-Zaman et al., 2019). Human capital can be enhanced through the processes of human capital management thereby increasing the overall organisation performance resulting in the organisation achieving its strategic goals (Abdulaali, 2018). Prior to reaping the benefits of implementing the practices of human capital management, organisations will need to identify and overcome the challenges associated in implementing the practices of human capital management.

2.4.3 Theoretical Framework

The resource-based view shown in Figure 2.4 below is the theoretical framework used to depict the relationship between human capital and the organisations competitive strategy (Sohel-Uz-Zaman et al., 2019). The basis of the resource-based view is that individual resources which are inimitable, valuable, non-substitutable and rare can create a sustainable competitive advantage for the organisation (Sohel-Uz-Zaman et al., 2019).

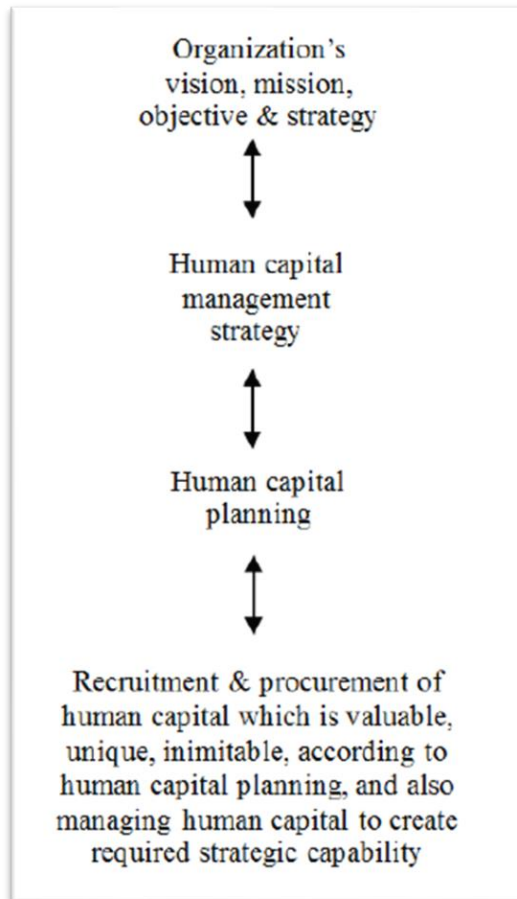


Figure 2. 4: Theoretical Framework - Resource-based view

Source: Saleh Mohammad Sohel-Uz-Zaman et al., (2019, p.174)

The resource-based view further iterates that organisations would need to acquire appropriate human capital, develop and maintain these human capital resources and guide them to achieve the objective of the business (Sohel-Uz-Zaman et al., 2019). By effectively implementing the practices of human capital management, human resources would be aligned to the goal of achieving a sustainable competitive advantage for the organisation (Sohel-Uz-Zaman et al., 2019).

2.5 The dimensions of human capital management

2.5.1 Knowledge management and human capital management

A learning organisation can be defined as an organisation that is committed to continuous learning by creating, storing, changing, and sharing knowledge (Hsu, 2007). Human capital management is critical in underpinning the processes that would enable knowledge to be managed in the organisation (Armstrong & Baron, 2007). Furthermore, human capital management can support a learning organisation by recruiting the right candidates who are committed to continuous learning and training; these candidates acquire new knowledge that drive efficiencies and innovation (Hsu, 2007). Knowledge can either be explicit or tacit. Tacit knowledge is rooted in context and is the source of innovation. Tacit knowledge is gained through one's experiences and is difficult to transfer, communicate or document. Tacit knowledge is the source of innovation and is therefore, valuable to the organisation (Jannex, 2007). Explicit knowledge is knowledge gained through formal training, can be learnt from books and can be documented. Knowledge is transferred when knowledge is passed between employees in the organisation (Jannex, 2007). Employees knowledge, expertise, traits, and skills are critical to the success of any organisation (Afiouni, 2013).

Human capital management supports knowledge management through the development of key skills and abilities (Afiouni, 2013). Furthermore, human capital management can help change the mindset, attitudes and behaviours of the workforce in the organisation to move towards a learning organisation (Afiouni, 2013). The knowledge and experiences which are embedded in the culture of the organisation can also be regarded as human capital (Cahyaningsih et al., 2017).

To maximize the performance of the organisation, the processes of human capital management can be used to optimize knowledge management process (Jannex, 2007). Optimizing knowledge management process would lead to an increase in knowledge being created and shared, which in turn would foster a culture of innovation (Koster & Benda, 2020). Studies have shown that there are at least two approaches to knowledge management (El-Farr & Hosseingholizadeh, 2019). The first approach is an IT approach and the second is a personalization approach (El-Farr & Hosseingholizadeh, 2019). The IT approach to knowledge is the management of an information system to support the storing and management of data (El-Farr & Hosseingholizadeh, 2019). The

personalization approach emphasizes the role of human resources in the creation, changing and dissemination of information (McMahon et al., 2004).

2.5.2 Change management: The strategic organisation framework

A change management process assists the organisation in embedding changes in the organisation (Brewster et al., 2013). There are several change management frameworks that firms can use, such as the Strategic Organisation Change (SOC) framework as shown in Figure 2.5 below to implement and embed change in the organisation (Brewster et al., 2013).

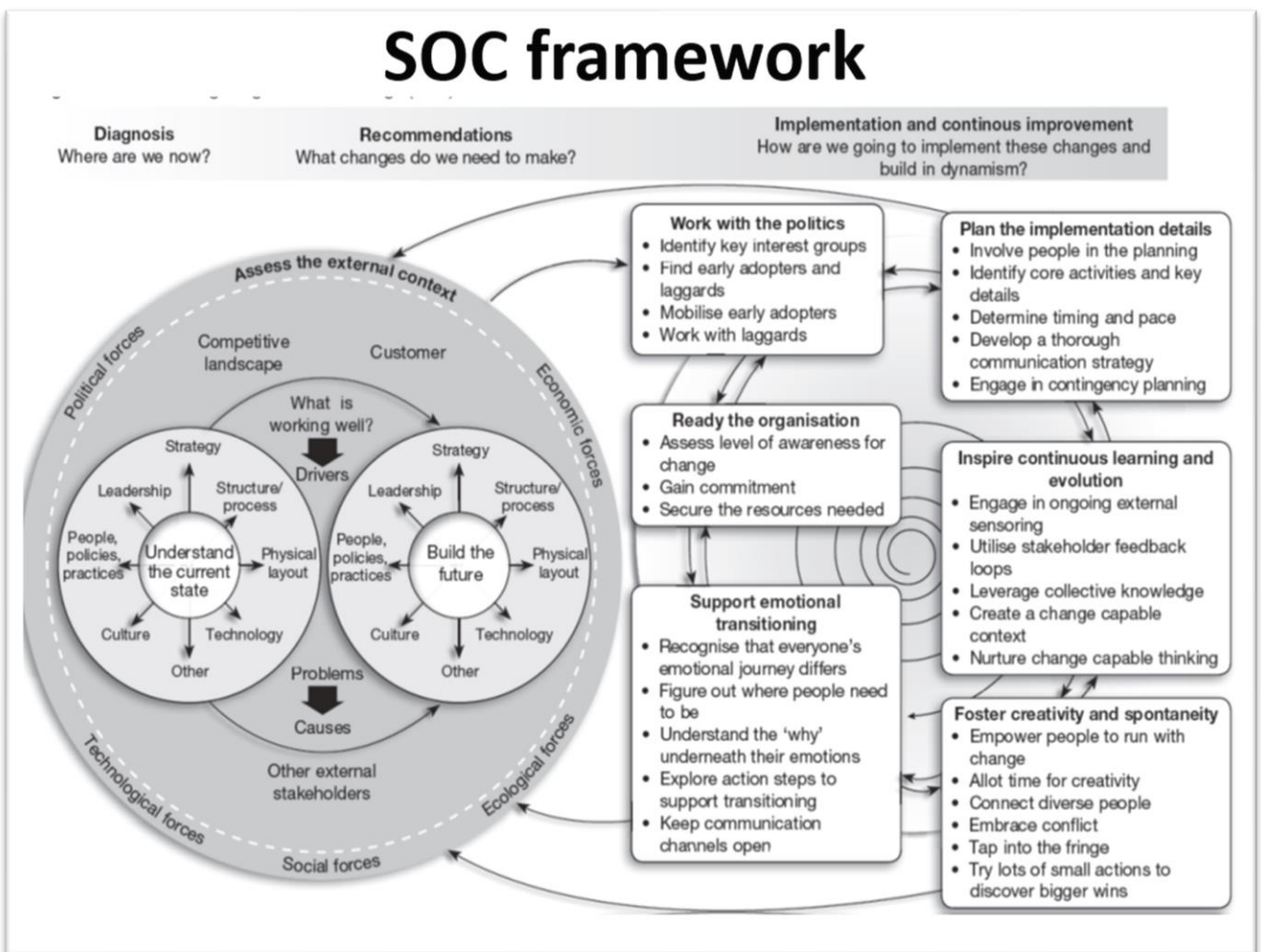


Figure 2. 5: Strategic Organisation Change framework.

Source: Brewster et al., (2013, p.330)

The SOC framework, when used for organisational change, encourages continuous learning and evolution as well as fostering a culture of continuous creativity and spontaneity, which in turn assists in embedding change in the organisation (Brewster et al., 2013). Furthermore, by identifying and getting buy in from stakeholders and interest groups, political obstacles are removed; this contributes to the success of embedding change in the organisations (Brewster et al., 2013). Creating awareness and gaining commitment for change from stakeholders also secures resources required for the change to be successful (Brewster et al., 2013). Recognizing and supporting employees' emotional needs required for the change and having a detailed implementation and communication plan eases embedding the change in the organisation (Brewster et al., 2013).

2.6 Innovation and human capital management

An organisation can leverage the practices and processes of human capital management to foster a culture of innovation in the workplace (Brewster et al., 2013). The human capital management processes can support innovation by increasing employee performance through encouragement, motivation, and knowledge sharing (Koster & Benda, 2020). Furthermore, by increasing tacit knowledge, the organisation would be able to drive innovation. The human capital management processes can support innovation by identifying the skills gap and enhance the recruitment process for attracting, hiring, developing and managing staff to reduce the gap (Koster & Benda, 2020). Newly hired staff would add value to the organisation with the experience and knowledge they possess (Brewster et al., 2013). Human capital of individuals that is enhanced to drive innovation at the manager, entrepreneurial and manager level can be aggregated to drive innovation at the firm, industry and country level as depicted in Figure 2.6 below (Kundu & Munjal, 2017).

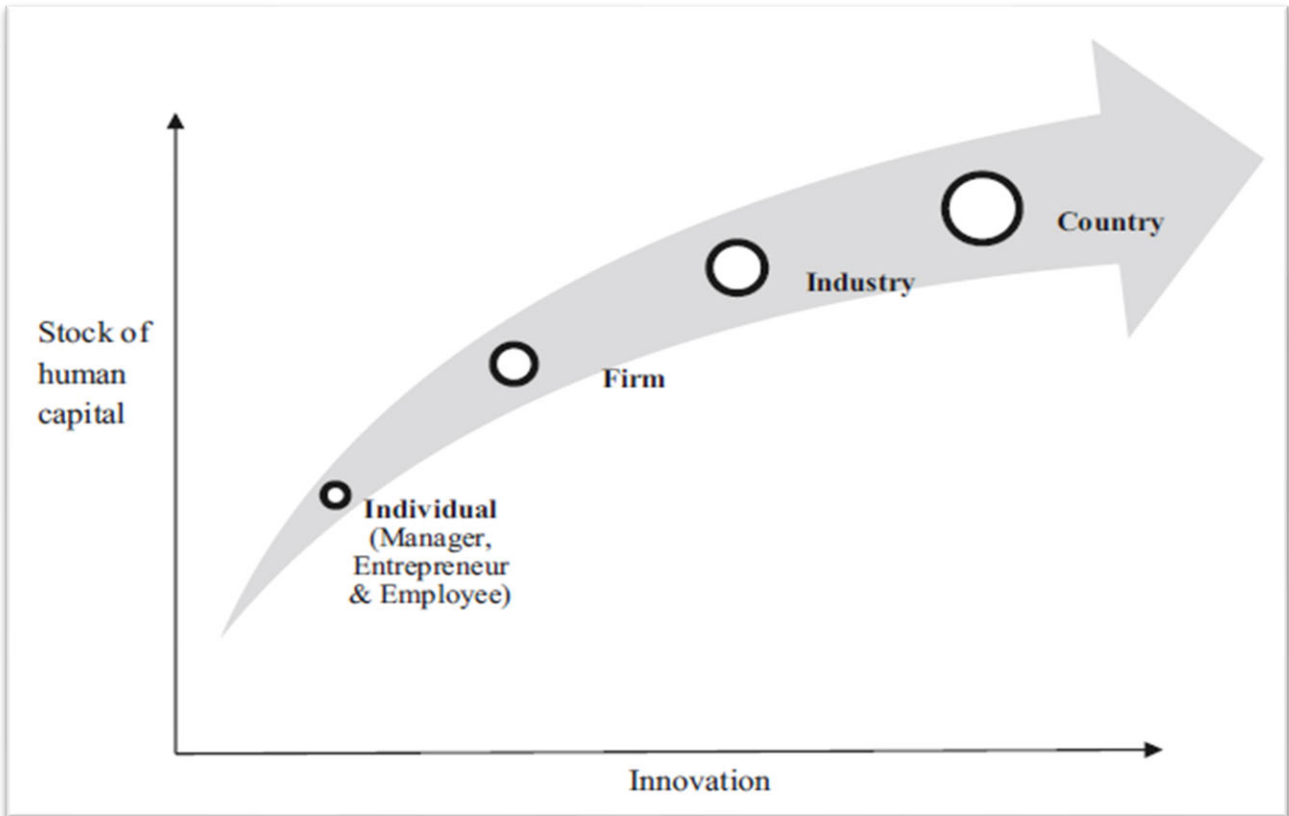


Figure 2. 6: Stages of aggregation of innovation

Source: Kundu & Munjal, (2017, p.3)

2.7 Human resource information systems

A key driver for human capital management is the accessibility of information by employees in the organisation (Chaddha et al., 2020). Human resource information systems (HRIS) are an integration of HR processes and information systems, whereby organisations can store, process, analyze and share information about human resources by leveraging information technology (Susanto et al., 2021). Furthermore, HRIS consists of people, policies, procedures and data; which provides functionality for workforce planning, recruitment, employee management, compensation of employees, record keeping of employee benefits and reporting (Susanto et al., 2021). Globalization, the advancement in technology and the emergence of a knowledge-based economy has changed the way organisations operate (Johnson et al., 2017; Susanto et al., 2021). These forces have affected employees and their workplace, human resource planning, job design and the

conditions of employment in organisations which has rendered typical HR management systems inefficient (Quaosar & Rahman, 2021). In order to manage the organisations workforce efficiently, many firms have implemented an integrated HRIS solution (Quaosar & Rahman, 2021; Susanto et al., 2021). The HRIS solution reduces operational costs, increases efficiency and improves productivity; as well as supports the competitive strategy of the organisation in order to achieve a competitive advantage (Quaosar & Rahman, 2021).

In the current age of globalization, organisations are facing difficulties in managing workforces from different countries and cultures (Susanto et al., 2021). Manual processes of managing human resources are inefficient to sustain a global workforce (Susanto et al., 2021). To address this challenge, organisations have leveraged technology in the form of HRIS to manage its employees efficiently and to encourage creativity and innovation, which are key factors to achieving a sustainable competitive advantage (Quaosar & Rahman, 2021). An HRIS solution contributes to the recruitment and selection process of the human capital management process by providing a means for analyzing the labor demand and supply, training needs and reporting on skills inventory (Quaosar & Rahman, 2021; Vulpen, 2023). HRIS also assists in the training and development of employees through the Learning Management System (LMS) to manage employee education, skills and qualifications which can be used to tailor appropriate employee training that is required for the organisation to achieve a competitive advantage (Quaosar & Rahman, 2021). Furthermore, HRIS assists the HR department with payroll administration whereby payments to employees is automatically calculated; this is based on the hours worked and the different salary deductions, such as taxes (Vulpen, 2023). The HRIS mitigates human errors and reduces the time required to calculate and process payments to employees (Quaosar & Rahman, 2021). HRIS assists in automating tasks associated with benefits and compensation management by calculating and processing payment to third party companies for medical insurance, profit sharing and retirement funds (Vulpen, 2023). By tracking and monitoring employee's key performance indicators the HRIS platform assists in assessing employee performance appraisal (Quaosar & Rahman, 2021). Some of the barriers in adopting HRIS are the high transition costs from a manual paper process to an automated human resource management process, lack of infrastructure, lack of training and technical knowledge (Susanto et al., 2021).

2.8 Measuring human capital management

The relationship between the HR scorecard, the workforce scorecard and the balanced scorecard is depicted in Figure 2.7 below. Higher measures of the HR scorecard contribute to higher measures in the workforce scorecard which results in an increase in the measurement of the balanced scorecard (Brewster et al., 2013). An increase in the performance of the balanced scorecard is an indication of an increase in the organisation's performance. The higher the measures of the HR scorecard, the higher the measures in the balanced scorecard (Brewster et al., 2013).

HR Scorecard	Workforce Scorecard	Balanced Scorecard	
		Customer Success What specific customer desires and expectations must be satisfied?	Financial Success What specific financial commitments must be met?
	Leadership and Workforce Behaviours Are the leadership team and workforce consistently behaving in a way that will lead to achieving our strategic objectives?	Workforce Success Has the workforce accomplished the key strategic objectives for the business?	Operational Success What specific internal operational processes must be optimized?
HR SYSTEMS • Align • Integrate • Differentiate	Workforce Mindset and Culture Does the workforce understand our strategy and embrace it, and do we have the culture we need to support strategy execution?	Workforce Competencies Does the workforce, especially in the key or 'A' positions, have the skills it needs to execute our strategy?	
HR Workforce Competencies • Strategic partner • Change agent • Employee advocate • Administrative expert	HR Practices • Work design • Staffing • Development • Performance management • Rewards • Communication		

Figure 2. 7: Relationship between the balanced scorecard, HR scorecard, and the workforce scorecard

Source: Brewster et al., (2013, p.175)

2.8.1 Balanced Scorecard

The balanced scorecard is used by top executives as a strategic management tool as a measure of the performance of the business (Kaplan & Norton, 1992). The components of the balanced scorecard are financial perspective, operational perspective, customer perspective and the workforce perspective (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). Company goals are translated into these perspectives as well as the criteria and measures for achieving these goals. The financial measure is an indication of the results of an action that was already taken (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). The customer perspective is a measure of customer satisfaction and retention (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). The operational perspective is a measure of the efficiency and represents the performance of the internal operational activities (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). The workforce perspective is a measure of employee performance, employee retention, training and the degree of innovation in the organisation (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). The link between the HR scorecard and the balanced scorecard is the workforce perspective and is shown in Figure 2.4 above (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023). The benefit of a balanced scorecard is that it provides stakeholders with a holistic view of the organisation's overall performance (CFI, 2023; Kaplan & Norton, 1992; Tarver, 2023).

2.8.2 HR Scorecard

The HR scorecard is a tool that tracks, monitors and measures all HR activities in order to increase efficiency of the HR department (Brewster et al., 2013). An increase in the efficiency and performance of the HR department, results in an increase in the performance of the organisation (Vulpen, 2023). The HR scorecard is used to measure the alignment of the HR function in relation to the organisation's competitive strategy (Lamtire, 2022). By aligning the recruitment process, employee development process, the performance management and retention process, with the organisation's strategy, the organisation can achieve a competitive advantage in the market in which it operates (Brewster et al., 2013; Lamture, 2022; Vulpen, 2023). The HR scorecard has four components which are HR systems, HR workforce competencies, HR practices and the workforce mindset and culture (Brewster et al., 2013). The HR systems component is a measure of the alignment of the HR systems to the competitive strategy of the organisation (Brewster et

al.,). The objective of the HR systems component is to align the HR processes, practices and policies to achieve the organisations competitive strategy (Lamtire, 2022). The HR practices component are a measurement of the HR and human capital management processes which impacts on the overall organisational performance (Brewster et al., 2013). The HR practices component is the creation of HR processes, practices and policies in order to achieve the company's strategy (Lamtire, 2022). The HR Workforce competencies measures the HR employees' skills and knowledge that would execute the HR functions in order to achieve the organisations competitive strategy (Brewster et al., 2013). The workforce mindset and culture are an indication of the state of the mindset and culture employees; this has to be aligned with achieving the competitive strategy of the organisation (Brewster et al., 2013).

2.8.3 Workforce Scorecard

The workforce scorecard is a tool used to measure the overall performance of the organisation's workforce (Brewster et al., 2013; Huselid et al., 2015). The workforce scorecard has four components, the workforce perspective which is also shared with the balanced scorecard, the leadership and workforce behaviours, workforce competences and workforce mindset and culture (Brewster et al., 2013; Huselid et al., 2015). The workforce mindset and culture component of the workforce scorecard overlaps with the HR scorecard, which links the workforce scorecard with the HR scorecard, which in turn links the workforce scorecard to the balanced scorecard (Brewster et al., 2013). The leadership and workforce behaviour of the workforce scorecard component measures the leaderships mindset to achieve the organisations strategy (Brewster et al., 2013; Huselid et al., 2015). The workforce competences measure the abilities and skillsets of employees that would contribute to achieving the organisations competitive strategy (Brewster et al., 2013; Huselid et al., 2015).

2.8 HR Challenges for medium to large organisations

Based on the limited literature available, the challenges associated with medium to large enterprises was described in Table 2.1 below (Phillips & Phillips, 2015). Furthermore, the challenges of implementing a human capital management program are a result of a lack of a precise definition of human capital management, identifying the human resources required to achieve the organisations business objectives, alignment with the competitive strategy of the organisation,

scope and jurisdiction of the task associated to human capital management and measurement of the value added by the human capital management processes (Sohel-Uz-Zaman et al., 2019).

Table 2. 4: HR challenges associated with medium to large enterprises

	HR challenges in medium to large enterprises
1	Allocation of optimal investment for human capital
2	Alignment of the HR strategy with the organisation's corporate strategy
3	Management and retention of key skills in the organisation
4	Maintaining employee satisfaction
5	Fostering a culture of performance and innovation
6	Mental and physical wellbeing of employees
7	Maintaining a balanced mix of demographics
8	Implementation and use of technology to drive efficiencies and innovation
9	The impact of globalization on the organisations current and future workforce
10	Environmental and energy issues and its effect on the workforce
11	Developing leaders who can operate on both a local and global scale
12	Implementation of a HR reporting system to monitor and report HR performance

Source: Adapted from Phillips & Phillips (2015, p.9)

There are many human resource challenges that organisations face when operating on both a local and global scale. To encourage innovation and increase collaboration, in order to compete in the market, these challenges will need to be identified and measures will need to be taken to remediate the identified issues (Mendenhall, 2003). Every industry operates differently and have different human resource strategies (Evan et al., 2017). The common challenge, based on the literature available, is the degree to which human capital management policies and practices should be localized to each region and adopted to fit the cultural context and organisational rules (Pucik et al., 2017). Some industries may adopt a global centralized performance management system and adopt a rewards system based on local discretion; for example, where other industries may not (Pucik, et al., 2017). The challenge is to balance the local human capital management processes with those that are global (Pucik et al., 2017). An organisation can forego the benefits of global

scale advantages, such as inter-organisation learning and the opportunity to improve global organisation coordination by adopting a local human capital management environment approach (Pucik et al., 2017). Furthermore, by adopting a central global approach to human capital management, an organisation may not anticipate and cater for the local regional needs of the organisation's workforce which would ultimately lead to a decrease in employee performance (Pucik et al., 2017). For human capital management processes and practices to be effective, there needs to be an alignment between the organisation's competitive and human resource management strategy, as well as consistency in implementing the strategy (Pucik et al., 2017). To adopt a global strategy, human resources would need to align its functional goals to those of the organisation's competitive strategy, obtain buy-in from stakeholders to integrate the HR strategy with the organisations competitive strategy and keep stakeholders informed of any human resource issues that may arise (Mendenhall, 2003).

2.9 Summary

According to the survey conducted by McKinsey, organisations that have followed the practices of human capital management, have performed better in the market than companies that did not (Hocking, 2019). Employee performance, creativity and innovativeness can be increased in an organisation by implementing the practices of human capital management. The next chapter discusses the research methodology used in the study.

CHAPTER THREE – RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the research approach, which are plans and procedures, available for the researcher to utilize for collecting, analyzing and interpreting data (Creswell & Creswell, 2018). The research methodology is an approach to systematically solve a problem by logically adopting a series of steps (Patel & Patel, 2019). Research objectives can be grouped broadly for the purpose of understanding a phenomenon; portraying the characteristics of an individual, group or situation; determining the frequency of an event occurring and related associations and testing a hypothesis between variables (Patel & Patel, 2019). This chapter began by discussing the common philosophical views and the views adopted by the researcher (Creswell & Creswell, 2018). This chapter discussed the research design and the research methods that were used for the study (Creswell & Creswell, 2018).

3.2 Research Paradigm

Research paradigms are norms, standards and assumptions that underpins the various approaches to research (Creswell & Creswell, 2018; Patel & Patel, 2019). A paradigm can also be described as a “worldview” which is valuable in research, as it allows the researcher to understand the strengths and weaknesses of the chosen research approach. A “worldview” can also be regarded as “a set of beliefs” that guides the researcher in adopting a qualitative, quantitative, or mixed method approach to research which is based on past research, advisors, topic of research and the community the research is chosen for the study (Creswell & Creswell, 2018; Tenny et al., 2022). The four worldviews discussed in this study are postpositivist, constructivism, transformative and pragmatism (Creswell & Creswell, 2018).

A postpositivist worldview is associated and used more often with quantitative than qualitative research (Creswell & Creswell, 2018). Postpositivist have a firm belief that outcomes are determined by causes whereby results to problems can be determined through tests and experiments. A researcher with a postpositive worldview would approach the study by focusing on an existing theory and conduct tests and experiments to either support or refute the theory (Creswell & Creswell, 2018).

A transformative world view focuses on the political agenda that is related to social oppression which needs to be considered when performing research. The research performed through the lens of a transformative worldview is aimed at addressing the current social issues such as inequality and oppression (Creswell & Creswell, 2018). The transformative worldview is associated with a mixed method study whereby a qualitative approach is undertaken to collect data about the communities' experiences and feelings and a quantitative approach is undertaken to quantify the outcomes (Mertens, 2007). The pragmatic worldview is normally associated with a mixed method approach to research, whereby the research is focused on the research problem and questions and all approaches to research is used to understand the problem (Creswell & Creswell, 2018).

Constructivism is a worldview which is commonly used in qualitative research whereby social constructivists seek to understand the world in which they live (Creswell & Creswell, 2018). Constructivists focus on the environment in which people live and work to understand the settings of the participants (Creswell & Creswell, 2018). Interpretation of the study is based on the background and experiences of the constructivist researcher (Creswell & Creswell, 2018). Furthermore, the researcher tries to interpret and derive meaning of how other people view the world (Creswell & Creswell, 2018). This study is undertaken with a constructivist philosophical worldview.

3.3 Research Approaches

The three research approaches that can be applied when conducting a study are qualitative, quantitative, and mixed methods (Creswell & Creswell, 2018). A qualitative research approach is based on the description, feelings, words and is subjective (Creswell & Creswell, 2018). A qualitative research approach was used for this study. The qualitative approach is used to understand the viewpoint of individuals or groups of individuals to a problem (Creswell & Creswell, 2018; Tenny et al., 2022). The process entails data collection through emerging questions, processing, analyzing of the data to determine a common theme and interpretation of the data (Tenny et al., 2022). The process is also inductive whereby specific observations lead to pattern recognition and eventually a general conclusion (Bhandari, 2023; Tenny et al., 2022). A qualitative research approach is associated with open-end questions (Creswell & Creswell, 2018).

A quantitative research approach is based on testing theories and determining the relationship between variables (Creswell & Creswell, 2018). Variables typically are measured using instruments whereby data generated is in the form of numerical data which can then be analyzed statistically (Coghlan & Brydon-Miller, 2014). Quantitative research is associated with deductive reasoning whereby general ideas lead to specific conclusions (Creswell & Creswell, 2018; Bhandari, 2023). The Quantitative process begins by identifying an existing theory, then formulating a hypothesis, collecting, and analyzing data and concluding by either accepting or rejecting the hypothesis formulated earlier in the process (Creswell & Creswell, 2018; Bhandari, 2023). Furthermore, a quantitative research approach is associated with closed-ended questions (Creswell, 2018). Qualitative and quantitative research are not necessarily opposite methods of research but can be regarded as different methods of research (Creswell & Creswell, 2018; Tenny et al., 2022).

The mixed methods approach is a combination of qualitative and quantitative research approaches whereby the combination of both approaches yields better results than what would be achieved in conducting each research approach on its own (Creswell & Creswell, 2018). In a mixed method approach, qualitative research can be used to determine a deeper understanding of the results obtained through quantitative research (Tenny et al., 2022).

Table 3. 1: Differences between Qualitative and Quantitative research

Qualitative Research	Quantitative Research
A method of inquiry used to interpret human behaviour and experiences.	A method of inquiry used to analyse numerical data by using mathematical, statistical and logical methods.
Used to determine patterns and themes.	Used to determine statistical relationships
Subjective approach	Objective approach
Exploratory research approach	Conclusive research approach
Inductive reasoning	Deductive reasoning
Purposive sampling	Random sampling
Non-structured methods are used for data collection, such as interviews and open-ended questions.	Structured methods are used, such as survey and questionnaires.
Hypothesis is generated	Hypothesis is tested

Source: Apuke, (2017, p.42)

3.4 Research Design

Research designs are a framework which can be used by a researcher for conducting a study (Creswell & Creswell, 2018). Research designs are used within the three research approaches, i.e. qualitative, quantitative and mixed methods approach (Creswell & Creswell, 2018).

3.4.1 Qualitative research design

Qualitative research approaches that are commonly used are ethnography, grounded theory, phenomenology, and narrative research (Creswell & Creswell, 2018; Tenny et al., 2022). Ethnography is a research design whereby the researcher is immersed in the environment of research to determine the experience, behaviours, and actions of the participant (Creswell & Creswell, 2018; Tenny et al., 2022). The benefit of ethnography is that the researcher would be able to collect data based on direct involvement with the target population, which otherwise would be difficult to collect (Creswell & Creswell, 2018; Tenny et al., 2022). Grounded theory is the

development of a theoretical model by observing the population (Creswell & Creswell, 2018; Tenny et al., 2022). The goal of grounded theory is to determine the patterns of people's behaviour and events to develop a theory that explains these patterns (Creswell & Creswell, 2018; Tenny et al., 2022).

Phenomenology is a research design whereby the researcher investigates the experiences from an individual's point of view to determine why participants behave in the manner in which they do (Creswell & Creswell, 2018; Tenny et al., 2022). Phenomenology is similar to grounded theory; however, the difference is that grounded theory investigates social phenomena by examining various sources, whereas phenomenology focuses on an individual's experience to explain an event (Creswell & Creswell, 2018; Tenny et al., 2022). Narrative research design is the process of telling a story of the lives of one or more individuals. These stories are presented as a narrative by the researcher (Creswell & Creswell, 2018; Tenny et al., 2022). The narrative can also be combined with the life experiences of the researcher as a collaborative story (Creswell & Creswell, 2018; Tenny et al., 2022). Furthermore, different viewpoints in the narrative can lead to opportunities for innovation (Tenny et al., 2022). Phenomenology is used in this study to gather information on the research topic as collecting data based on the individual experiences of the participants is most appropriate to collect meaningful data.

3.4.2 Quantitative research design

There are several quantitative research approaches such as experimental design and non-experimental design (Creswell & Creswell, 2018). An experimental research design uses a scientific approach to research whereby a hypothesis is tested, and variables are scientifically and systematically studied in order to determine the relationship between these variables (Creswell & Creswell, 2018). A non - experimental design provides a means of quantifying the trends and opinions of a population (Creswell & Creswell, 2018). For a non - experimental design, surveys are used in a study to answer descriptive questions, determine relationships between variables with regards to time (Creswell & Creswell, 2018).

3.4.3 Mixed method research design

Mixed method research is a combination of qualitative and quantitative research approaches whereby qualitative and quantitative data is collected, analyzed and interpreted in order to draw conclusions as a cohesive whole (Creswell & Creswell, 2018; Leedy & Ormrod, 2014). The mixed method approach to research is used when either qualitative or quantitative research methods on its own is inadequate to achieve the aim of the study (Creswell & Creswell, 2018).

3.5 Data Collection

The two types of data that a researcher may utilize in a study to collect information are primary and secondary data (Creswell & Creswell, 2018). Primary data refers to data that is collected firsthand by the researcher and is considered to be real time data (Wagh, 2023). Secondary data is data that is collected by someone else and categorized as past data (Wagh, 2023). For this study, information was collected by conducting semi structured interviews with key participants. The differences between primary and secondary data is illustrated in Table 3.2 below.

Table 3. 2: Differences between primary and secondary data

	Primary Data	Secondary Data
1	The process of collecting data is involved and lengthy.	The process of collecting data is quick and easy.
2	The sources of data are interviews, observations, surveys, experiments, etc.	The sources of data are publications, the internet, journal articles, books, etc.
3	High costs associated with data collection.	Costs for collecting data are economical.
4	Data is specific to research.	Data may or may not be related to the research conducted.
5	High accuracy.	Less accurate than primary data.
6	Raw data needs to be analyzed and refined.	Data is refined.

Source: Adapted from Wagh (2023, pp.2-3)

3.6 Data Collection Methods

The qualitative data collection methods include surveys, interviews, observations, focus groups and case studies (Wagh, 2023). The purpose of surveys is to collect information in a non-intimidating way which can be completed anonymously (Wagh, 2023). Furthermore, surveys are inexpensive to administer, and data collection can be easily compared and analyzed (Wagh, 2023). The drawbacks of surveys are feedback which may not be accurate and responses that may be influenced by the wording of the survey (Wagh, 2023). Interviews are conducted to understand the feelings and experiences of the participants, thereby allowing the researcher to collect a vast amount and depth of information (Wagh, 2023). The challenges are that interviews can be costly to conduct, time consuming, difficult to analyze and the response can be influenced by the bias of the researcher (Wagh, 2023). Furthermore, interviews can be structured, unstructured and semi-structured. Structured interviews have set questions and are easy to administer (Gill et al., 2008). Unstructured interviews do not have predefined questions and is normally performed by an experienced interviewer (Gill et al., 2008). Unstructured interviews are difficult to conduct and can be time consuming and costly to conduct (Gill et al., 2008). Semi- structured interviews have predefined questions, however these questions are used to guide the participant in their responses (Gill et al., 2008). These questions are flexible which allows the interviewer to gather in depth responses or more information from the participant (Gill et al., 2008).

Observations are used to gather information by observing people and events as they occur (Wagh, 2023). Observations can be costly, can be difficult to interpret the behavior of people and can be complex to categorize (Wagh, 2023). Information collected through focus groups entails collecting information through group discussions (Wagh, 2023). Focus groups are an efficient means to collect data and allows the researcher to quickly determine common themes (Wagh, 2023). The disadvantage with focus groups is that it can be difficult to schedule a group of participants together at the same time and requires a facilitator to manage the participants effectively to optimize the responses of the group (Wagh, 2023).

Interviews were conducted with eleven participants, with eight participants working in the HR department and three participants working as line managers, as shown in Table 3.3 below. Furthermore, five HR participants interviewed are from Europe, and three HR participants are in the United States. Two line managers interviewed are in India and one line manager is located in

the United States. Due to the geographic locations of participants, all interviews were conducted virtually, recorded and transcribed using Microsoft Teams. The duration of the interviews ranged between forty-five to sixty minutes. These interviews followed a semi-structured approach to gather as much information as possible from the participants as responses to questions prompted further examination.

Table 3. 3: Demographic details of the participants of the study

Reference	Position	Geographical location
P1	Director – Human Resources	Europe
P2	Project Manager	India
P3	Manager - IT Global Service Delivery	India
P4	Director Learning & Talent Management	United States
P5	Director - HR Data Governance and Reporting	United States
P6	Senior Director – Talent Acquisition	United Kingdom
P7	Senior Manager – HR Technology and Operations	United Kingdom
P8	Director – Human Resource Information System	United States
P9	Director - Information Security Architecture and Engineering	United States
P10	Senior Manager – Human Resources	Europe
P11	Manager – Talent Acquisition	Europe

3.7 Ethical considerations

There are various ethical considerations the researcher needs to take into account when conducting research (Creswell & Creswell, 2018). These ethical considerations need to be adhered to through all process of the research (Creswell & Creswell, 2018). Prior to the start of the study, the researcher needs to obtain permission from the educational institution in order to conduct the study (Creswell & Creswell, 2018). An application to conduct the study was submitted to the ethical

board at the University of KwaZulu-Natal to conduct the study. Once the application was approved, preparation to conduct the study began. Once the ethical clearance was obtained, approval to conduct the study at Diebold Nixdorf was obtained from the human resources and legal departments. The approved gatekeeper letter is attached as Appendix 5.

At the beginning of the study, participants were identified, and invites were sent via email to invite these participants to participate in the study. It was also mentioned in both the email and the consent letters that participation was voluntary. Participants were not pressurized to participate in the study. Video interviews were conducted so that there is a personalized interaction with the researcher and participants. Recordings were transcribed using Microsoft Teams and later edited by the researcher, based on the recordings, for accuracy. Microsoft Teams recordings and transcripts of the interview were shared with the participant that participated in the interview for openness and visibility.

3.8 Data Analysis

The data collected was sorted, categorized and analyzed through inductive reasoning to determine common patterns whereby the researcher began with specific observations and concluded the research with more general ideas or theories (Leedy & Ormond, 2014). The steps taken in this research to analyze the data followed the data analysis spiral as depicted in Figure 3.1 below (Creswell & Poth, 2018, p.186).



Figure 3. 1 The Data Analysis Spiral

Source: Creswell and Poth, (2018, p.186)

Step 1 - Managing and organizing the data is the first step or loop as depicted in Figure 3.1 above. Data is organized so that it can be easily stored, retrieved and modified (Creswell and Poth, 2018). Interviews were recorded, transcribed and stored digitally on the researcher’s computer in a dedicated directory and was backed up to external storage.

Step 2 – Reading and identifying emergent ideas – The researcher took notes while examining the recording and transcripts leading to code development (Creswell and Poth, 2018). Once Microsoft Teams transcripts were corrected, the researcher read through all transcriptions to get a holistic understanding of the responses of the interview. Categories were also determined during this step.

Step 3 – Describing and classifying codes into themes – During this step the researcher reduced codes into themes (Creswell and Poth, 2018). Coding is a process of identifying segments of data that have meaning and assigning a tag to each of these segments (Cohen et al., 2013). Common themes based on the interview was determined and documented.

It is worth noting that step 4, developing and accessing interpretations and step 5, representing and visualizing the data of the data analysis spiral was not used for analyzing the data but was used as a guide to present the results of the research.

3.9 Research Quality Criteria

Trustworthiness is crucial in qualitative research for the study to be acceptable. The elements used in this study to ensure trustworthiness are dependability, credibility, confirmability and transferability (Moon et al., 2016).

- Dependability refers to the extent to which the processes used in the study are documented so that it can be repeated and performed by someone outside the study to ensure the research findings are consistent and reliable (Moon et al., 2016). A code-recode strategy was used to achieve dependability whereby the recoded data was transcribed and analyzed twice. There was a one week period between the analyses of both iterations of the data. Both iterations yielded the same coding results, thereby enhancing the dependability of the research.
- Credibility refers to presenting the true and actual meaning of the participants of the study (Moon et al., 2016). The researcher must unbiasedly be accountable and responsible for the accuracy of the findings and the reliability of the research approach used to conduct the study (Creswell & Creswell, 2018). The strategy used in this study to achieve credibility was semi-structured interviews with only participants that manage employees and HR personnel of the organisation. Due to singular methods used to collect data, the data could not be verified using different sources. However, due care was taken to determine common themes based on the responses of the various participants located in different geographical locations globally (Creswell & Creswell, 2018). Furthermore, the same questions were asked to all participants and transcripts were generated by Microsoft Teams and were checked against the recordings for accuracy. During the interview process, care was taken to ensure participants expressed their views freely without the researcher guiding the participants responses and having responses based on the views of the researcher.
- Confirmability refers to the extent in which the findings of the study can be confirmed by other researchers (Creswell & Creswell, 2018). To achieve confirmability, data collected was

verified, organized and stored to ensure that it can be easily retrieved by anyone authorized to access the data.

- Transferability refers to the extent in which the findings of the study can be generalized or knowledge can be gained and applied to similar situations (Moon et al., 2016). To achieve transferability in this study, details of the research methods for collecting data was provided, as well as details of the site and participants involved in the study was provided.

3.10 Summary

The research methodology used in the study such as the design, data collection method and analysis were guided by the research problem. Although only eleven participants were interviewed for the study, sufficient data was collected as common themes began to emerge based on the responses of the participants. The eleven participants occupy senior roles in the organisation and manage human capital task on a regular basis. Furthermore, HR participants are also line managers who have employees reporting to them directly and indirectly and were able to provide details on the practices of human capital management from both an HR role and manager perspective. The findings of the data analyzed was discussed in the next chapter.

CHAPTER 4 – RESULTS

4.1 Introduction

The purpose of this chapter was to analyze the data which was collected and described in the previous chapter. The purpose of the study was to determine the challenges of implementing the practices of Human Capital Management in a global organisation. Interviews were conducted to collect data from the participants at various levels and geographical areas at Diebold Nixdorf.

Data was collected by interviewing eight human resource personnel and three line managers. One line manager was not available for the interview, therefore the response rate was ninety-two percent. The data collected was interpreted and eleven themes emerged once the data had been analyzed which was discussed in this chapter.

4.2 Themes

Table 4. 1: Themes derived from the data collected

Theme 1	Practices of human capital management are implemented in the organisation
Theme 2	Challenges in attracting and recruitment of talent
Theme 3	Challenges in developing and managing talent
Theme 4	Challenges in retaining employees
Theme 5	Challenges of implementing a unified global HRIS system
Theme 6	Overcoming the challenges of attracting and recruitment of talent
Theme 7	Overcoming the challenges of managing and developing talent
Theme 8	Overcoming the challenges of retaining talent
Theme 9	Overcoming the challenges of implementing a unified global HRIS system
Theme 10	Organisational performance issues experienced due to a lack of human capital management practices
Theme 11	Measures taken to embed human capital management changes in the organisation

The themes highlighted in Table 4.1, above discussed the challenges of human capital management in a global organisation and the measures the organisation has taken to overcome these challenges.

There are also themes which discuss the organisational performance issues that were experienced due to a lack of human capital management practices, and the measures taken to embed human capital management changes in the organisation.

4.2.1 Theme 1: Practices of human capital management are implemented in the organisation

All participants confirmed that processes and practices of human capital management are implemented in the organisation. The organisation has implemented processes for planning for talent needs, acquiring talent, developing talent, managing talent and retaining talent. The responsibilities of human capital management have been segregated into multiple human resource roles. Due to the large workforce and global presence of the organisation, segregating this function allows HR staff to effectively execute the human capital management processes. As a global organisation the importance of human capital to achieve a sustainable competitive advantage has been prioritized.

One participant commented:

“As you know that recently our HR team was completely restructured, so now we have teams for acquisitions and onboarding. We have separate teams to manage a lot of different topics. We have benefits. We have compensation and we have local people partners.” (P10)

The organisation has also implemented processes for the recruitment of talent globally. The organisation has a team dedicated to the acquisition of talent. The organisation has also implemented processes to promote employees internally for entry to medium level roles, whereby the candidate would be provided guidance and training to perform their role. The organisation, however, also has processes defined to hire expert candidates externally. These external candidates can be sourced from anywhere in the world.

One participant stated:

“With respect to talent acquisition, we have a couple of streams where well, first would be a hiring external talent based on the job role and that is number one. Number two would be checking if it is not an expert level role, if it is an entry or a medium level role or who we can hire internally.” (P3).

The organisation also has onboarding processes in place to ensure new employees are familiar with the processes and policies of the organisation as stated by participant 2.

“What are the processes we have like once the candidate is in the organisation, we have buddy programs in order to support the individual who has joined the company and we have employed policies, procedures and guidelines.” (P2)

The organisation has realized the value of managing the performance of human capital to achieve the organisations strategic goals. Participant 3 indicated that the organisation implemented performance management through cascading goals whereby achieving individual goals contribute towards achieving the organisations strategic goals.

“Every individual in the company has a few sets of roles and responsibilities, so they need to meet the goals or the roles and responsibilities for that particular year. That is number one and so that if they perform, each and every individual in the company, if they're performing, then the organisation will be able to meet the organisational goals.” (P3)

The practices implemented at Diebold Nixdorf are at different maturity levels with some practices having a high maturity level whilst others are currently being implemented. The HR team is highly focused on developing and maturing all the practices of human capital management which is an ongoing process.

One participant commented:

“So those are the four areas of HCM that I have responsibility for and feel most comfortable speaking too. And they are at Diebold Nixdorf at different levels of maturity.” (P4)

Participant 1, indicated that the organisation is in the process of implementing a global career framework to identify the talent needs and match the talent needs with human resource skills currently employed at the organisation.

“As you may know, we are within HR working on this global career framework... That means a global carrier framework containing what type of job families do we have as a company... What talent and knowledge do we need... What qualifications and skills we need to translate that into clear and global job descriptions... And I think Talent acquisition is in charge of all the global recruitment and if there is a vacancy and we know what skills we are looking for” (P1)

Participant 11 provided a description of the global career framework which is a framework to capture the current human resource skills in the organisation as well as the skills that are required to achieve the organisations strategic goals. Furthermore, the global strategic framework is used to track, monitor and measure the performance of employees individual goals. The purpose of the global carrier framework is to add value to the organisation by efficiently managing the processes associated to human capital management.

“So the carrier framework is actually defined a lot of perspective then it's going to estimate if we have value, if we have set up who we want, if we want, if we have set up how they want to perform, we need to put the measure, the score, the define the organisation's goals and individual goals from each teams that they deliver in different types because we have cells, we have banking, we have retails, we have different groups, yeah. So this is the current frame actually define how the human resource perspective organisation will be and achieve its goals.” (P11)

Human capital management practices for managing and developing employees have also been adopted by the organisation.

One participant commented:

“The areas of responsibility related to human Capital Management that I have, can be put into four different areas... So the first area being performance management. Succession is number 2, the third is employee development or learning and development, which also encompasses leadership development. And then the final area that I would have responsibility for, although we've not really gotten much off the ground, is a career development” (P4).

The participant further stated that:

“So the first area being performance management and, when I think about human Capital Management, I'm thinking about the performance management, global processes that we put into place and the ways in which local managers and employees execute those global processes.” (P4)

Another participant commented:

“That's, you know, every year in the same month in December, we have to do performance management for all of our employees, and we do it against one measurement.” (P1)

There is high focus on the learning and development of human resources at Diebold Nixdorf as indicated by participant 6.

“So as you know, a lot of focus within the HR team and that's focusing on talent management and upscaling people. So in terms of our current Capital Management, a lot of the focus is on training our employees and goal setting.” (P6)

4.2.2 Theme 2: Challenges in attracting and recruitment of talent

Diebold Nixdorf has experienced challenges in attracting and the with the recruitment of human resources. The company cannot attract talent due to the financial debt that has been incurred. Furthermore, skilled new recruits demand higher salaries which the organisation cannot afford to pay.

One participant responded:

“Hiring for skilled workers is a challenge in the market because it's more expensive because you have higher salary demands.” (P6)

Another participant added:

“one of the biggest problems we are facing now is the salaries [that] we can offer” (P10)

There is a high demand for skilled individuals, however due to the shortage of skilled talent, many individuals can move to companies that offer better salaries, fringe benefits and better quality of life as indicated by participant 10.

“But it's also one of the main challenges we are we are facing and in some other countries and in some other departments is few [available] resources as they can easily jump to another, to different companies as sometimes it's much more related with the benefits or with the career progression you can offer to them” (P10)

Participant 10, further commented that hiring in some regions of the world can be difficult such as the middle east whereby individuals are attracted to bigger companies in the oil, banking, and government industries.

“So, for example, I'm also supporting the Middle East and it's very, very difficult to hire there because we don't, have any local citizen working for us in Middle East because normally they work only for big oil companies or for sea level in banks or for the government. But to hire in the Middle East, you normally hire people from other countries, so it depends on a lot from country to country and from group to group.” (P10).

Some countries do not have the skillset required by the organisation to fulfill the job roles. This is a huge challenge as the organisation would have to recruit talent in other regions of the globe to fulfill roles in countries which lack the required skillsets.

One participant commented:

“Regions that there was not much talent and to be able to fulfill the roles, that was required for the team. So, you know, I would, you know, look at the individuals on paper, go through the interviews and things like that. And I'm like, OK, can we spread our net wider? What other countries can we recruit in?” (P9)

The organisation has also experienced issues whereby there is an immediate need for a human resource and the resource can only join the organisation after serving between 1 to 3 months employee termination notices. During this period the employee may decide not to join the organisation and the recruitment process starts again as indicated by participant 3.

“Generally, whenever there is an open position, we want to grab or absorb the candidate as quickly as possible, but generally the candidates we are like I said before, when the first option is when we are hiring from an external candidates outside the organisation, if they are working professional they need to serve some notice period like maybe 1-2 months or three months. They just come back and say that they are not joining” (P3)

There is also a challenge in finding a balance between global consistency in implementing human capital management recruitment policies and adhering to local needs, regulations and diversity.

One participant commented:

“And I think we are also trying to be consistent globally, but in the job description, sometimes we need to, you know, from the recruitment perspective go, allow the legal law from the legal perspective in some of the country which is also important to cover. So there is always challenge

to balance between the global consistently and local regulations. Local needs perspective from the hiring manager perspective. From the business perspective, for the current needs in the region, because the region is different, that will be different than actually LATAM. LATAM will be different between the APAC and EMEA, yes. So, I think the most challenges is to find the balance between the global consistency when we talk about implementing the human Capital Management practices and tools and the local actual needs regulation and diversity, I can say.” (P11)

4.2.3 Theme 3: Challenges in developing and managing talent

Due to legislation and in some countries, managing human resources can be challenging as the company would need to amend its human resources policies to comply with the countries labor laws as stated by participant 1 and supported by participant 5.

“I think the labor unions and the work and workers councils, you know in different countries also, for example in the Netherlands, we have a labor union involved and if you make a change to a job description or a job leveling or compensation packages, that's where we need to gain upfront approval from the unions. So that is well, something to keep in mind before you implement it. On the other hand, I think it's yes, it's an obstacle, but it shouldn't be a showstopper.” (P1)

“And that's really one of the biggest challenges that you see with human Capital Management in general is that in each country, you have your own flavor of what are my statutory requirements, what are my regulatory items that I have to deal with. There are concepts called works councils. In some countries there are governing bodies related to what you can and can't do with employees. There are unions, bargaining groups and so in every country it's own unique. It's only unique microcosm of an employee works within this set of rules and legislative information. And then you kind of manage HR around those rules.” (P5)

Furthermore, the discrepancies in HR processes followed by employees in different countries can lead to inefficiencies and the inability for the organisations workforce to create value.

One participant commented:

“And so, I got my first taste kind of this when I was in the performance management space and what you really see is when you don't have number one a global process. So a process that can be accepted by all the countries, you have big problems because that leads to an inability to create

value for the company when you have lots of discrepant processes. It also leads to inefficiencies, right because then maybe I was managing it for 3/4 of the world and then I had to have people in other countries that were also managing local nuance. So you need more people, more heads, more brains involved to manage those pieces. And when you don't have global processes, you can't have global tools, and so then you have an A whole additional problem of how do I equip these people when they're doing different things in all of these countries” (R5)

Due to team members being located in different geographically locations it is difficult for line managers to monitor and manage employee performance, appraisal and rewards, due to cultural differences, lack of training in managing a global workforce and lack of understanding of labor laws of foreign countries as explained by participant 1 and supported by participant 2 and participant 10. Participant 4 further added that managers would need to take into account the various cultures in the team so as to not offend team members.

“So for three countries, but many employees in the Netherlands, they have a manager. They are not Dutch, you know. They are in India or America or wherever, and it previously, like 10 years ago, if Dutch employee used to have an Indian manager. Of course, the Indian manager is completely lost when it comes to performance management, to salary increase.” (P1)

“Our organisation is across countries, which means that we have employees from across the world. So we have cross cultures. Having said that, you know we need to have a one policy across the organisation region should as a HR or the human resource management there, there are a lot of restrictions, judiciary and legal complications there with respect to the leaves and those stuff.” (P2)

“Well, during all my years in Diebold, I had people working with me in Portugal, Spain, North Africa, Middle East there are a lot of barriers. You have the time zone, the language, the culture and everything. Everything is different the way you need to interact with people is completely different. With some of them [employees] you just need to send the teams messages and you know that they will reply to you to [and with] other ones you should give them a call first [as an example]. (P10)

“In local language, ensuring that you have an eye towards cultural implications, when we offer training or a webinar or something that you know that tone and the tenor doesn't in any way

exclude or offend individuals you know in different cultures, and so you know how do you move people along towards the culture that the organisation wants when they are you know existing in a culture that maybe is slightly different I think you have to pay attention to that.” (P4)

Working with employees and teams in different time zones and different working days of the week also poses a challenge as it is difficult to collaborate and set deadlines. It is also difficult to schedule meetings and find timeslots whereby all parties are available.

One participant commented:

“You always need to have your church open for your community, so having a lot of different time zones and for example in during the time I was supporting also Algeria and Morocco in the North Africa, they work in different days for examples from in Algeria, they work from Saturday to to Wednesday and Thursday and Friday is the weekend. I cannot wait for my afternoon [to have meetings] because then I will force them to work late it [and vice versa].” (P10)

Furthermore, there are many bureaucratic tapes that prevents managers from rewarding employees. The rewarding of employees in monetary terms requires that the organisation have a budget allocated for rewards and then requires executive leadership approval. Participant 1 indicated that this process can be cumbersome and can be challenging when a manager has staff in many geographic locations globally. Furthermore, bureaucracy is also a hindrance to entrepreneurship.

“Yes, I know there is not a budget for merit increases in my team, but [as an example, the researcher] is a great guy and I really want to give him an exceptional bonus or merit increase. Then I would say if it is [for example, the researchers line manager] budget and she will budget the increase of your salary and she discusses it with your HR. But no, [the line manager] now needs to get approval from her manager and even her manager needs to go maybe to an ELT [Executive Leadership Team] member for this approval and I think that kills a little bit deep to the entrepreneurship mindset, which I believe manager should have.” (P1)

Human resource policies that are implemented need to support employees in all countries and employees in different jobs roles. These policies also need to be translated to employee’s native language so that the policies are understood and adhered to.

One participant commented:

“When you're also dealing with an international workforce, the questions of, are we communicating in ways that are most effective with those employees? So for example translations, we have to have the user interface of our performance management tools accommodate the variety of languages that people will need to use to interact with.” (P4)

4.2.4 Theme 4: Challenges in retaining employees

High attrition rates and redundancies of employees also has a negative effect on employees. The attrition rate at Diebold Nixdorf is high as the organisation faces the challenge of retaining skilled employees. Due to the debt incurred by Diebold Nixdorf, the company cannot offer high salaries to employees as indicated by participant 1. Participant 1 further stated that this has a ripple effect as this increases the workload of other employees in the organisation as well. Staff are now required to perform additional tasks and take on more responsibility without getting rewarded for it.

*“What you were saying, I think that is where we have challenges as HR to make sure that the people with great potential and growth path that they are staying. But it's also because we were in survival mode as you know in past years, so there was no room for a lot of budgets etcetera. So I think this is the moment for devil to realize, hey, we used to it, we come out of very adept situation having no cash, no budget, etcetera. And we had a lot of redundancies worldwide. The legal project, I don't know if that rings a bell, a legal project where well in the Netherlands, it meant seriously letting like 30 people go, which is significant. So a lot of it exits and that has a great impact also on the people who are asked to stay. You know, if you, if you're the only one left and you see people leaving and you think, oh gosh, my work load is growing, but there's no budget for merit increase. Yeah, you know, it's the motivation will be impacted of course. And I think that is the moment for Diebold to really think about how do we make sure that people who have worked their ***** off past years, that they stay and that they keep motivated.” (P1)*

The challenges of retention are also supported by another participant:

“The employee retention is one of the important and first priority because, however talented the resources, however efficiently, and how many people we attract, it doesn't matter because as long

as they employee could not stay in the organisation, that doesn't really help in growing the company.” (P2)

Participant 10 added that to fill roles in the middle east, global companies will have to hire individuals who are not native to the region. This poses a challenge as these individuals, normally from the Indian continent do not have a connection and passion for the company and will seek employment with better pay.

“But and to hire in Middle East, you normally hire people from other countries, so it depends a lot from country to country and from group to group. So all of our team is coming from India, Pakistan, Syria, Lebanon. If the mindset is completely different, they are there just to have more money. And so for them, they are already far away from their country, far away from their family. So it's much more difficult to retain them. (P10)

Due to the COVID 19 pandemic, the organisation was unable to source raw materials to manufacture and supply customers with products which had a severe impact on the company's financial performance. As a result, Diebold Nixdorf was unable to pay performance bonus incentives to its employees which resulted in a challenge in retaining employees.

One participant commented:

“Because, you know, due to some financial issues that the company has experienced as a result of the pandemic affecting our supply chain and logistics, you know we have orders for customers and banking and the retail side to provide, you know, hardware. For their needs and because of the pandemic, everything kind of shut down. So we weren't able to get the hardware things like that that we needed to fulfill those orders. So that became a standstill and like as a result, we were not able to fill those orders. So we didn't make our quota and financially we didn't make what we needed to make for last calendar year and as an impact to that, we were not able to pay off incentives for that year for 2022. So I think that was definitely a challenge there and I've been with the organisation now going on three years. So, this year would have been only my second year receiving an incentive and with most of my employees being new, some of them would have been their first year and they did not receive that. So that definitely presented itself as a challenge, you know, because when you start thinking about and, you know, human capital and retaining employees, you know, although everyone is aware that, hey, we have to hit this threshold before

we can pay out in the sensitive or bonus or anything like that, everyone is expecting the organisation to do so because everyone is doing their part to support that and we supported that, but it didn't happen” (P9)

4.2.5 Theme 5: Challenges of implementing a unified global HRIS system

A HRIS system offers a global organisation many benefits as well as assists in overcoming many human capital management challenges experienced by the organisation. Implementing a HRIS system, however, also poses a challenge for the organisation in its own right.

Diebold Nixdorf as with other global organisations have expanded its operations globally through the acquisitions and mergers. Diebold acquired Wincor-Nixdorf in 2016, and formed Diebold Nixdorf, to expand its operations in Europe. As a result, there was a challenge in standardizing employee data after the merger due to Diebold and Wincor-Nixdorf using different HRIS systems to manage employee information. Due to different HRIS systems, the organisation followed different HR practices which as a global organisation posed a challenge as staff were not managed and rewarded according to a global standard.

One participant mentioned:

“And when you don't have global processes, you can't have global tools, and so then you have a whole additional problem of how do I equip these people when they're doing different things?” (P5)

Another participant commented:

“As we discussed previously, there was like 5-6 years ago there was a merge between Diebold and Wincor Nixdorf. So, in American company and the German company, let me think the German company used to have SAP and the Americans were already Diebold was on Oracle based company. I think that's a challenge, number one, when you have different ERP systems and also of course two different HR practices.” (P1)

The participant further added:

“Uh, let's say we are based in 40 countries that you have 40 different HR systems. You know very well we used to be very local also in the Netherlands we had a local Dutch payroll system, local

Dutch everything and for all the countries different things. But of course, you're reporting needs to be a global reporting and I really believe that was a big nightmare too.” (P1)

Furthermore, the organisation experienced challenges in adopting a global set of HR practices and processes as each country chose their own countries HR practices to adopt which in turn meant that the organisation had to implement a global HRIS system to manage its HR function as indicated by participant 5.

“And so when you have 60 countries, I mean as you get 60 votes, so everybody has to vote, yes, this is going to be our process. So, to get there, that's really one of the challenges that you see. And so then what happened after I did that process was we realized one of the big problems for our tool set was that we did not have a global system. So, we went from a world where, OK, we're focused on let's globalize these processes to then we had a total breakdown of global data” (P5).

Another participant commented:

“Because as far as we're concerned, each country, uh, if you leave them alone, each country is going to have its own guidelines, its own. Its own ideas of HR practices, it's on the way that they pay people, it's the way of managing people. Even though it's an IT company as a whole, everybody has their own practices till the challenges when you're working on a global company like ours, you cannot by any means implement what each country does in one system. It will be impossible, especially to maintain all the many different ways of hiring. I mean, if I were to implement more than 60 country ways of managing hiring, it will be impossible, right? Let alone trying to manage all that across every area, just like you discussed every area of function of a chart. So having said that, we had to consolidate our thoughts.” (P8)

Furthermore, there was also a challenge in harmonization of data by combining data from various sources. To manage a global workforce, there needs to be information about the organisations workforce such as their personal details, geographic locations, workers union groups that they belong to and salary information. Furthermore, information on how employees' salary merits increases are calculated and needs to be made available.

One participant commented:

So, we went from a world where, OK, we're focused on let's globalize these processes to then we had a total breakdown of global data. Our processes could not be supported by any sort of global tool and then number 2 we could not get to any source of global information about our employees. So you can't really equip any of your human capital practices without data. Who are my employees? Where do they sit? You know what unions do? They belong to what works council groups? What's their salary, right? How am I supposed to do a global merit program if I don't know what all my people salaries are globally? And so you can kind of get the sense of it right when you talk about human capital. Managing it globally you cannot really, you can't make it happen if you don't have the global data.” (P5).

Once a global tool was approved and implemented, there was also a challenge in getting employees to use the system. Furthermore, users also required training on the new platform to optimize the systems functionality to improve employee performance.

The participant further stated:

“Once a global tool was approved and implemented, there was also a challenge in getting employees to use the system. Furthermore, users also required training on the new platform to optimize the systems functionality to improve employee performance. So once we figured out that we have this OK, this is what our global process is going to be. Then it was a whole different problem because we couldn't get the people into the tool. We couldn't get them into the global process that we had just designed.” (P5)

4.2.6 Theme 6: Overcoming the challenges of attracting and recruitment of talent

Although the company has high debt which deters potential candidates from joining organisation, Diebold Nixdorf has attempted to attract staff by offering career growth and better quality of life for its employees. The organisation has also adopted an open mindset to ensure that there is a diverse workforce from different backgrounds and walks of life. The company has also embraced different cultures to attract talent as indicated by participant 1.

“He's [CEO] very open minded to that and I think if you are open minded and not thinking into boxes only then you attract people like we need people from different nationalities cultures we

need gay people transgender et cetera because then only then we can think outside the box and we only then we can be innovative.” (P1)

The organisation has implemented policies whereby minority groups are treated as equals to both attract and retain employees.

One participant commented:

“For example Portugal last year we receive an award from the government because we were one of the 5% better companies in the country in terms of including women in this sector and also giving them the same opportunities and the same salaries” (P10)

4.2.7 Theme 7: Overcoming the challenges of managing and developing talent

The organisation has also taken measures to optimize human capital by developing its internal human resources to add value to the company or fill the skills gap. Talent has been optimized by training and development and through job rotation.

One participant commented:

“But I'm more a fan of giving the people, your own people, the chance to develop themselves and to fill the skill sets and to fill that [skills] gap in the end. I truly believe that it's not good if you are for 20 years in the same role, because that makes you lazy and you know, I think you need to keep people sharp and eager. I think job, rotation is also good example of letting people grow” (P1)

The participant further elaborated:

“Hey, you are now here and you can grow up, but also you know and adapting at a different career path. Maybe that's called job rotation within SHR professional. I love job rotation because I think it would be perfect if also HR people gained experience in finance for example.” (P1).

Other than optimizing human resources through job rotation, job rotation can also be used to retain employees by keeping employees motivated.

Participant P1 further commented:

“People who are very flexible and know the company in and out, and I think that also job rotation could be a great way to retain people because to trigger them would be to keep them eager.” (P1)

To develop and retain employees, the organisation has invested in training its workforce globally in all departments. Participant 9 commented that by training employees and providing them an opportunity to grow within the company, they would be able to retain its employees, which was also supported by participant 10, 11 and 6.

“Investment in training the employees, because DN has invested in Percipio, which is a learning management system and it has categories that span across IT, project management, HR, sales, whatever you think you'd wanna do as far as a career is concerned, it spans across all those realms and so which means that every business unit within the organisation have access to trainings where they can train and take a course to advance their knowledge and things like that, or even advance their career.” (P9)

“we also put some big focus on the training we as a company as you know we are always trying to share additional trainings from very different areas to all the teams and I think that it's also a way to retain talent in the company” (P10)

“So I believe we providing the employees with the professional development opportunities you know offering the service of the employees, such a consulting, coaching, mentoring for example PERCIPIO is the good training platform when the employee can find for example different kind of trainings like communication, trainings, soft skills trainings, even the specialist training Excel files for example trainings or and how to present the graph or how to do presentation, how to speak in the presentation.” (P11)

“So there's a, you know, a lot of focus within the HR team and that's focusing on talent management and upscaling people. So obviously we have investments made into training programs such as percipio and things like that.” (P6)

Further to training the organisation has also focused on setting goals for employees to achieve. By effectively managing, tracking and ensuring individuals goals are achieved, it would contribute towards achieving the organisation's goals, as goals set for individuals are also cascading goals.

One participant commented:

“So in terms of our current Capital Management, a lot of the focus is on training our employees and goal setting. And you know, having those goals achievable and being able to have meaningful

conversations with their leadership so they can progress their career within the company. And so that's a huge piece, that's happening within the organisation.” (P6)

Diebold Nixdorf has leveraged technology, HR1Source which is the organisation’s HRIS tool, to assist managers globally to manage employees based on common practices, measure performance of employees based on common metrics and reward employees based on common criteria to ensure consistency throughout the organisation as indicated by participant 1.

“HR1Source helps all the managers in this global organisation to manage their employees in one way. So we have one performance management and that's what I love. Every year in the same month in December, we have to do performance management for all of our employees and we do it against one measurement. So it's not that people in India are measured differently compared to Dutch employees. So we have one way of performance management, but also one way of merit increase.” (P1)

To effectively manage employees, managers should be allowed autonomy on managing their employees, managing their budget and being in charge of their employees.

“If you’re a manager, you should be managing your own budget, your own workforce, and you should be in charge. And I think only if we enable managers to be a manager then they feel the responsibility, then they take ownership.” (P1)

To overcome the challenges associated with labor unions and workers councils, the organisation has openly communicated with these regulatory bodies to explain the reasons for change and the benefits the change will bring to employees.

One participant commented:

“ I think this is all about managing expectations, making sure that you are in constant conversation with the Works Council to take them with you and to explain why we need to implement this global carrier framework, why it's good for the people and why we are part of the global organisation and why we should not want to have all you know, 60 local job frameworks, but just one global framework and with local implementations.” (P1)

To efficiently manage employees globally and to reduce overhead, the organisation is seeking to implement a single HR policy globally.

One participant stated:

“So having said that, you know we need to have a one policy across the organisation region as a HR or the human resource management. There are a lot of restrictions, judiciary and legal complications there with respect to the leaves and those stuff. So there are many topics, so we trying to retain as much as possible as a single policy for the entire all the employees of our organisation, irrespective of the country. So that would be little challenging, but however we are trying our best in order to achieve that. So there are many topics so we trying to retain as much as possible as a single policy for all the employees of our organisation, irrespective of the country.”
(P2)

4.2.8 Theme 8: Overcoming the challenges of retaining talent

The company has focused on offering employees a better quality of life by allowing employees flexibility to work from home thereby allowing them to spend more quality time with their families.

One participant commented:

“Not only sometimes, not only the salaries but also the other things we can do for the teams and for the individual, also our different way to check the workplace we are changing the way we are working, we understood that world is different after the pandemic situation so we are giving more support to the employees, we are allowing them to spend more time at home to be more close to the to their families, we are somehow rethinking our offices across the world to accommodate those expectations because sometimes this is even more important than money so sometimes we think of the easiest answer and sometimes it's OK and who I can attract and how can I retain, I need to pay more sometimes, it's not only about money it's the way you can share other things as well.” (P10)

Furthermore, the organisation has motivated employees by communicating that the work being achieved at Diebold Nixdorf is contributing towards the betterment of society across the world. The company's products are tangible and creates efficiencies thereby offering better quality for people, as participant P6 commented that employees are ambassadors of these products as they

have contributed to the development and deployment of the company's products which was supported by participant 11.

“We are trying to improve every single day actually. You know to make sure that our employee feel as a professionalized, feel value of the organisation, have value of the interesting project from the technology perspective because I'm actually responsible for the software part, so we are trying to present our employees that the project that they actually doing or the great stuff that they actually produce for our global actually family and are improving our lives each day.” (P6)

“What I'm using in the shop in the grocery center everywhere where I am and I see my actually my family and my company products because my family understand that this company produced this product to save my time to make more safety from the cash perspective. Easy to go to the shop and make the shopping. Yeah, it's actually save our time and make our life easier. So each day we are trying to actually convince our employee that what you are doing is not some of the process or product that will be sent somewhere in the world and you never will remember what you just produced. Each day you see your product in your daily life. You know, this is the first thing that we want to present to them and make so that they start to be the ambassador of the company, ambassador I made the software for that, I made the cloud for that, I made the background for that or I made the design that will look pretty and is user friendly” (P11)

4.2.9 Theme 9: Overcoming the challenges of implementing a unified global HRIS system

To overcome the challenges of implementing a global HRIS system to support the human capital management function, the HRIS team collaborated with various HR personnel globally to determine their requirements. The requirements were classified as either mandatory regulatory requirements or local company requirements. Participant 8 commented that the goal was to obtain a consistent uniform process throughout the organisation.

“So we called out all HR practitioners. Basically, a number of them and basically there was at some point, there was a series of questions just like what you're doing right now. To me, there was somebody came up with a significant amount of questions regarding what, why you do what you do. So do you do this because? Because so somebody gave you this instruction to you do this because the government they gave, is asking you to do this well. Are things done because this is just the way we've done it before?” (P8)

Through a series of meetings, queries and collaborating with HR personnel across the world, the ultimate goal was to achieve a set of consistent HR processes.

The participant further added:

“In this process, where we're supposed to be reaching out, getting candidates, hiring, offering, offering the job and hiring and getting an employee, everything should be in this sense a consistent process.” (P8)

Another participant commented:

“And I suppose the challenges for that, for a larger group was to have consistency across all the different countries in different divisions within the organisation.” (P6)

4.2.10 Theme 10 - Organisational performance issues experienced due to lack of human capital management practices

The lack of human capital management process does impact the performance of the organisation. Participant 3 commented that not hiring the right candidate impacts production which was supported by participant 4, and 10. Participant 6 further added that the lack of training and not developing employees has a negative impact on the performance of the organisation.

“The straight answer is human capital not hiring a right candidate for that position will definitely impact the outcome of the organisation goals. So we have to make sure that for every position there is an appropriate candidate working in that role. Will you tell junior senior or higher-level roles or maybe into management roles?” (P3)

“Talent is directly impacting the success of the organisation's” (P4)

“You cannot survive if you don't have the right people, or if you don't have the right skills in your team because you can have, you can have everything, but if you don't have the people or the right skills, it will be impossible [to compete], so it will and it is an impact.” (P10)

“So you know, human Capital Management falls under many different areas, so it could be recruitment, could be training and different pieces so you know if it failed to train and develop your workforce well, then you're gonna have lots of attrition. You're gonna have people who don't develop, so you're gonna have quite a, you know, people who are in a role for a long time. They're

not able to get promoted. They're not able to grow and excel in their roles, so because many different effects it could have on that and you know the important thing is to understand where your workforce is.” (P6)

Retention of employees and a high attrition rate decreases performance of the organisation.

Another participant stated:

“Talent is directly impacting the success of the organisation's. OK two ways I would say, right. We look at two things like turnover because the more turnover you have at that disrupts your business. Particularly voluntary turnover we have, you know that that's people choosing to exit is a reflection of, you know, and kind of slows down the company's ability to meet its strategic goals.” (P4)

Participant P4 further commented that the lack of employee engagement also decreases performance in the organisation whereby employees are distracted or disengaged due to which can be due to various factors such as the COVID 19 pandemic and the financial stability of the company.

“But the other thing that to me is a real indicator of it would be employee engagement. And so that's where we understand how engaged or disengaged and employee workforces, how connected they feel to the company, you know, there's all sorts of data out there that defines the business impact of having a highly engaged versus a disengaged workforce” (P4)

4.2.11 Theme 11 – Measures taken to embed human capital management changes in the organisation

Technology, which is HR1Source at Diebold Nixdorf, is used to implement and embed HR changes in the organisation. Participant 1 commented that technology is used to implement the global career framework in the organisation which is supported by the comments of participant 4.

“All these changes are implemented throughout a HR one source. As I mentioned to you, an example of the global career framework that's also initiated from an HR1Source, so I think that is the backbone. So all the changes are coming really out of HR one source, which means that change is instantly global change. So for all countries we are located and so that's the good thing.” (P1)

“Embedded technology is involved, so when you have a process that involves, let's just say you know local forms, local tools, you know workflows, I think that it is to your point, if there isn't a good change management program around it, people do revert to what they know very quickly. One of the things with when you're talking global HCM is that typically you have a technology or system involved and that system or technology tools you know get changed on a global basis. And so, for example, if I'll, I'll use you know if I'm a hiring manager and there is a new process that our talent acquisition team implements and I have to go into HRISource and use the right tool and do things in the order in which they establish, I don't have the opportunity to revert because it's built into the technology and so my, you know, I may complain it may take me longer, I may do it wrong, but I don't have the opportunity to not use the tools and processes.” (P4)

To effectively and embed HR change in the organisation, open and transparent communication is vital. It is also important that the communication is received from the leaders of the organisation. Communicating the change prior to the implementation prepares employees for the change so that they will not revert to the old ways of working. The benefits of the change were communicated as well as training material provided on the new HR processes as indicated by participant 1. Embedding HR processes for change has been supported by participant 11. Participant 6 re-iterated that communication from leadership is also an effective way to embed HR changes in the organisation.

“The communication, for example, about performance management or whatsoever, it's there, is all global communication being sent out from Octavio himself or from uh, the HR leader, so that our global messages applying to all employees. So that makes it very transparent. There's also in the message like. If you have questions, please reach out. So, I think the communication is very transparent and in that global way of communication, you can easily announce changes that are coming up and people are linked to trainings in those messages.” (P1)

“First, we need to communicate in the correct way, why we add this process to our organisation? What does the value and benefits for the employees to have this process? How we will use this process? What is the purpose of that? What is the actual goal and effect for this process to have in the organisation, then when the people understand how, why and how to use it, then we need to measure and observe and tracking.” (P11)

“And then within teams is another team email going out just specific groups, so you know, if they're followed and that kind of format is followed, it gives in a lot of opportunity for the messages to be communicated out and for it to be embedded in it really comes from the leadership again.” (P6)

4.3 Summary

Once the data was analyzed, eleven themes had emerged. These themes confirmed that the practices of human capital management are implemented at Diebold Nixdorf. These practices are implemented at different maturity levels and the organisation does experience challenges in implementing all the practices of human capital management globally throughout the organisation. The challenges associated with human capital management has affected all business units in the organisation. Diebold Nixdorf has also taken measures to overcome these challenges and in some cases have leveraged technology to do so. The implementation of a HRIS system has also posed challenges to the organisation. Measures have been taken to overcome these challenges as well. To ensure the changes to the practices and processes of human capital management are adhered to, Diebold Nixdorf has taken measures to embed the aforementioned into the organisation. The next chapter discussed the results of this chapter and compared the results to other studies conducted based on literature available on the subject.

CHAPTER 5 – DISCUSSION

5.1 Introduction

This chapter discussed the findings of the previous chapter to determine the challenges experienced by a global organisation in implementing the practices of human capital management and the measures taken to overcome these challenges. Furthermore, the findings would be compared to existing literature and studies previously conducted to determine any deviations and similarities.

5.2 Theme 1: Practices of human capital management are implemented in the organisation

The participants have highlighted that Diebold Nixdorf does have the practices of human capital management implemented. The study indicated that Diebold Nixdorf, has implemented human capital management practices for attracting and the recruitment of talent, managing and developing talent and processes for retaining talent. The degree and maturity to which these practices have been implemented varies. The participants have highlighted that the organisation has invested and continues to invest in maturing the practices of human capital management to achieve and maintain a competitive advantage. Furthermore, the participants have also indicated that the organisation is moving towards standardizing its HR policies globally.

Participants have also indicated that companies operating in the same market offer products that are similar to Diebold Nixdorf; however, the factor that sets Diebold Nixdorf apart from its competitors is the company's ability to innovate. The study has also highlighted that Diebold Nixdorf has also restructured its HR department to support the practices of human capital management. This study determined that Diebold Nixdorf has realized the value that employees offer the organisation and has regarded its workforce as an asset.

To achieve a sustainable competitive advantage, many organisations leverage the practices of human capital management in order to maximize the potential of its workforce (Brewster et al, 2013; Hjartardóttir & Lundeborg). Previous studies have shown that human capital is an asset to an organisation which is the source of innovation and achieving a sustainable competitive advantage (Crewell & Creswell, 2018; Siddiqui, 2012). Innovation can be attributed to the knowledge, skillset, and experience of its workforce (Siddiqui, 2012). Therefore, previous studies

and the literature available supports the results of the study that by implementing the practices of human capital management, an organisation can achieve a sustainable competitive advantage.

5.3 Theme 2: Challenges in attracting and recruitment of talent

Participants have indicated that due to the high debt that Diebold Nixdorf has incurred, the company does not have surplus funds available to currently offer higher than market salaries or offer performance bonuses. Participants have further elaborated that the financial constraints of the organisation have contributed towards the challenges in attracting and recruiting resources. Furthermore, participants have highlighted that skilled candidates are often seeking employment with organisations that offer better benefits and career progression. Due to the shortage of skillsets, organisations would need to act swiftly in attracting and recruiting talent as a delay in this process could possibly result in candidates moving to other organisations and or to competitive rivals. It is not always possible to act swiftly as the organisation, which is operating on a global scale, would also need to adhere to local employment regulations of the country before the candidate is hired. The study has highlighted that in order to compete globally, organisations will need to be financially stable and offer candidates a progression path to advance their careers. Furthermore, the findings of this study has highlighted that organisations would also need to seek to implement fringe benefits such as medical aid, pension fund, annual leave and performance bonuses to attract candidates.

Attracting and recruiting talent is one the major challenges that organisations experience as it is a difficult task that the HR department is faced with in finding skilled talent (Krishnaswamy & Mostafiz, 2019). The demand for skilled talent has increased due to globalization which has created a shortage of skilled human resources (Krishnaswamy & Mostafiz, 2019). Due to this shortage, the cost of hiring skilled talent has also increased (Krishnaswamy & Mostafiz, 2019). Previous studies support the results of the study that skilled resources are scarce and organisations would need to take measures such as offering higher salaries, fringe benefits and offer better quality of life to attract talent.

5.4 Theme 3: Challenges in developing and managing talent

The study has indicated that Diebold Nixdorf is moving towards having a global human capital management policy to ensure that all employees are managed, measured, and rewarded according to a global standard. Participants have indicated that by doing so the organisation is able to manage, measure and reward its employees fairly. The participants have highlighted that Diebold Nixdorf has employed local HR business partners to manage local talent. The local HR business partners in each country report to a central head office and enforce the HR policies set centrally by the HR head office. The participants have indicated that the challenge though is that local HR regulations may conflict with the organisations HR policies which poses a challenge for Diebold Nixdorf as well as for other global organisations.

Participants have argued that having a central policy does pose a challenge, however by having provisions in place to cater for local HR regulatory requirements, the benefits outweigh the challenges. Furthermore, from the results of the study, it was determined that having many disparate policies can lead to inefficiencies, as there would be an extra overhead in managing these policies. This could lead to conflicting HR policies for employees in different countries which would ultimately lead to the inability of the organisations workforce to create value for the organisation.

The participants have agreed that due to the different cultures across various countries, management of staff can be a challenge. As stated in the findings, having a manager in one country managing staff in another country can be a challenge due to cultural differences, as the norms and ways of working for employees in different countries may vary. Furthermore, the participants have highlighted that due to different first languages of employees in different countries, there may be communication misunderstandings in the manner in which tasks need to be carried out. The finding of the study highlighted that collaborating with employees in different time zones was challenging as finding common working hours when all employees are free can be difficult. Participants have also highlighted that in the organisation, line managers may not have autonomy to make employee related decisions without executive approval.

The common challenge to many organisations is the degree to which human capital management policies and practices should be localized to each region and adopted to fit the cultural context and

organisational rules (Pucik et al, 2017). Some industries may adopt a global centralized performance management system and adopt a rewards system based on local discretion, whereas other industries may not (Pucik et al, 2017). The challenge though is to balance the human capital management processes that are local with those that are global (Pucik et al, 2017). An organisation can forego the benefits of global scale advantages, such as inter-organisation learning and the opportunity to improve global organisation coordination by adopting a local human capital management environment approach (Pucik et al., 2017). Furthermore, by adopting a central global approach to human capital management, an organisation may not anticipate and cater for the local regional needs of the organisations workforce which would ultimately lead to a decrease in employee performance (Pucik et al, 2017). For human capital management processes and practices to be effective, there needs to be an alignment between the organisations competitive and human resource management strategy, as well as consistency in implementing the strategy (Pucik et al., 2017). To adopt a global strategy, human resources would need to align its functional goals to those of the organisation's competitive strategy, obtain buy-in from stakeholders to integrate the HR strategy with the organisation's competitive strategy and keep stakeholders informed of any human resource issues that may arise (Mendenhall, 2003).

However, studies conducted at some organisations such as Black and Decker have determined that having separate domestic and international human capital strategies are not efficient due to the efforts wasted due to the duplication of work (Mendenhall, 2003). Having separate strategies does not create synergies between all employees as well as does not leverage the benefits associated to economies of scale and scope (Mendenhall, 2003). To seamlessly increase the flow of ideas, information, people and products across the organisation, organisations should integrate its human capital management operations globally (Mendenhall, 2003). Implementing a globally integrated operations models requires efficient management of human resources globally in the organisation.

Diebold Nixdorf has adopted a strategy similar to Black and Decker and is moving towards central HR policies globally. The results of the study have indicated that the organisation has catered for the local needs of the organisations workforce by employing local HR business partners to address the needs of local requirements of its workforce and is aligned to previous studies conducted. The finding of the study is also aligned to the literature available that indicates that having multiple HR policies is inefficient.

5.5 Theme 4: Challenges in retaining employees

Participants have indicated that due to the high debt that the organisation has accrued, Diebold Nixdorf is unable to offer high salaries to retain skilled candidates who leave for the better opportunities and better salaries. Furthermore, participants have indicated that due to financial constraints and the COVID 19 pandemic, the organisation was unable to fulfill customer orders and as such, was unable to meet its financial goals. The study highlighted that this had a cascading effect whereby staff were not promoted, and bonuses were not paid which resulted in many employees leaving the organisation. As the organisation was unable to fill these positions in a timely manner, there was an extra workload on existing employees who were already overworked. This resulted in more employees leaving the company. Furthermore, participants have indicated that the key challenge in retaining employees is the ability to offer employees competitive salaries, good quality of life and fringe benefits such as medical care, annual paid leave, and bonuses. The finding of this study has also highlighted that the challenge of retaining employees by global organisations are similar to those experienced by local organisations (Phillips & Phillips, 2015). The findings of the study have indicated that the company would need to ensure employees are motivated and rewarded based on their performance. The findings of the study also determined the organisational needs to ensure that budgets are available to compensate and reward employees.

Whilst the global talent pool in emerging countries, such as India and Brazil is increasing, the talent pool in developed countries is declining (Pucik et al, 2017). In developed countries, the number of individuals reaching retirement is higher as when compared to the number of younger people entering the job market with the relevant skills (Pucik et al., 2017). Although the number of working aged people has increased in emerging markets, they lack the required skills to add value to organisations (Pucik et al., 2017). Although the enrolment in tertiary institutions in emerging countries have increased, the skills relevant to multinational companies, such as language skills and teamwork, are not always emphasized and developed (Pucik et al., 2017). The shortage of skilled people relative to the imbalance of skills and skills available poses a challenge to organisations in achieving a competitive advantage (Pucik et al., 2017). Talented people tend to join multinational companies to develop their skillset where they gain experience and thereafter leave for better opportunities or start their own business (Pucik et al., 2017). Therefore, the retention of talented employees is also a challenge for many organisations (Pucik et al., 2017). As

such, many organisations fear of investing in training employees as they may leave for better opportunities (Pucik et al., 2017). Through the collection of data, many scholars agree that there is a shortage of skills globally (Pucik et al., 2017). There are many reasons for the lack of global skills (Pucik et al., 2017). Some of these reasons include a lack of educational infrastructure to develop the required skillsets (Pucik et al., 2023).

The literature supported the results of the study which indicated there is a shortage of skilled human resources globally and it is a challenge to retain skilled workers. Skilled workers are looking for better pay, better employment benefits and a better quality of life. The study has indicated that although Diebold Nixdorf is aware that employees may leave the organisation for better prospects, the company still perseveres with its training program to upskill its employees. The study has also indicated that upskilling its workforce contributed to a better economy, which in turn leads to a better quality of life for the community and the countries citizens.

5.6 Theme 5: Challenges of implementing a unified global HRIS system

Participants have indicated that the challenges associated to implementing an HRIS system are cost, internal resistance, lack of skill in managing the system and privacy issues. The study indicated that the HR and information systems teams were also faced with challenges in implementing a system that supports multiple languages, whereby employees in various countries can interact with the system in their native language. Policies, procedures and HR documents would also need to be translated to employees' native languages. The participants have also highlighted that there was a challenge in coordinating the implementation of the HRIS system with multiple teams globally. The participants further stated that the teams encountered challenges in collaborating efficiently to build a system that caters for the needs of all employees.

The findings also indicated that due to the sensitive nature of the information stored on these systems, the inner workings of systems are scrutinized by labor unions and workers councils to ensure compliance. Any breaches in these regulations could result in hefty fines for the organisation as well as have a negative impact on the reputation for the organisation. The study also highlighted that users would need to be trained in using these systems. The participants further indicated that training materials would need to be developed to support native languages of

employees as well as consider the various cultures of employees so that the material is not offensive to anyone.

In the modern era, organisations are leveraging HRIS systems to efficiently manage its human capital to compete against its rival (Ferdous et al., 2015). The challenges faced by organisations in implementing a HRIS solution are choosing to the right vendor to meet the needs of the organisation, training users on the new platform, configuration of the software, transforming and importing existing data into the new platform and implementing new procedures and workflows which needs to be accepted globally in the organisation (Behera, 2016). The literature supported the results of the study as Diebold Nixdorf experiences similar issues as other global organisations in implementing HRIS systems.

5.7 Theme 6: Overcoming the challenges of attracting and the recruitment of talent

The participants have highlighted that in the past, due to the financial debt incurred by Diebold Nixdorf, as well as bankruptcy filings and layoffs in the Netherlands, it was difficult for the organisation to attract talent. The participants, however, indicated that moving forward, now that the organisations debt has been reduced and the company has emerged from bankruptcy, the financial stability of the organisation was expected to improve which would improve the company's position to attract talent. Furthermore, participants have indicated that the layoff of thirty employees did have a high impact on the organisation, however the company still employs over 21 000 employees which demonstrates stability in the organisation. The findings of the study have indicated that Diebold Nixdorf has invested in the development and training to either vertically or horizontally promote employees. In doing so, the company can offer a career progression for potential candidates. The study also highlighted that the organisation focused on the quality of life for employees by offering options to work from home and flexible working hours which would attract candidates.

Previous studies conducted have shown that to overcome the challenges of attracting and recruiting skilled talent, organisations will need to offer competitive salaries, leverage its brand name and reputation, and offer job security (Adeosun & Ohiani, 2020). Furthermore, organisations can leverage social media, recruitment agencies and traditional media to attract talent (Adeosun & Ohiani, 2020). Interviews can be conducted in person or online if the candidate experiences a

geographical distance barrier (Adeosun & Ohiani, 2020). Therefore, the literature available has supported the results of the study.

5.8 Theme 7: Overcoming the challenges of managing and developing talent

The study has indicated that a transformation leadership style is predominantly adopted by leadership and managers at Diebold Nixdorf and encourages an open dialog which fosters a culture for innovation to inspire employees. The study has also highlighted that by adopting a transparent and open communications approach, leadership are able to negotiate and gain approval from workers councils and labor unions when implementing new employee policies.

The study has highlighted that leadership has also encouraged the experimentation of new ideas, learning from past experiences, learning from others and has encouraged and provided mechanisms for information to be shared throughout the organisation. The findings of the study have indicated that the organisation has implemented training programs and provided training platforms for employees to develop their skillset.

The study has also highlighted that managers and executives will need to have a global mindset to manage a global workforce. The participants have indicated that managers have provided training to manage a globally diverse cultural organisation. However, it will take time to fully develop a global mindset and global competencies. Furthermore, participants have highlighted that managers are leveraging the practices of human capital management under the guidance of the HR team to train and develop staff to perform their jobs better and to allow them to advance in their career. The study has indicated that job rotation has been encouraged to keep employees motivated to improve performance. Managers are tasked with setting and monitoring employee goals which are linked to the organisation's overall goals.

Transformational leadership encourages and inspires people to perform at their best by supporting, guiding and helping people succeed in their job role (Daft and Lane 2016). Transformational leadership instills confidence and promotes loyalty in employees (Daft and Lane 2016). Previous research conducted supported the findings of the study that a transformational leadership is effective in inspiring and encouraging an organisation's workforce to perform at their optimum. A learning organisation encourages and facilitates continuous learning to constantly transform itself to attain a sustainable competitive advantage (Griffin et al., 2019). Furthermore, a learning

organisation is committed to increasing its capability through the creation and sharing of knowledge (Hsu, 2007). Previous studies supported the findings of this study that Diebold Nixdorf has taken measures to develop its workforce to become a learning organisation.

5.9 Theme 8: Overcoming the challenges of retaining talent

This study indicated that Diebold Nixdorf can offer employees a better quality of life by allowing employees to work from home as well as allow employees flexible hours of working. Participants have highlighted that the company has emerged from its bankruptcy filings and will soon be able to offer competitive salaries, although this is not the case at the moment. This study highlighted that the company has also offered employees fringe benefits such as medical cover, pension fund and performance bonuses to attract and retain talent. Participants have also highlighted that the organisation has encouraged diversity in the work environment and has treated all employees equally. This study also indicated that the organisation recognizes high achieving employees and communicates their achievements through the organisation.

Employees are not always motivated by money, but value recognition, quality of life and empowerment (Daft & Lane, 2016). By keeping employees motivated, Diebold Nixdorf is able to reduce the attrition rate. Furthermore, by including diversity in the workplace and embracing minority groups and the “lesbian, gay, bisexual and transgender” (LGBT) community, is able to retain employees. The literature available supports the findings that Diebold Nixdorf is heading in the right direction to retain employees.

5.10 Theme 9: Overcoming the challenges of implementing a unified global HRIS system

Participants have indicated that Diebold Nixdorf has implemented an HRIS system to efficiently manage its workforce. Participants have further highlighted that the platform can be deployed globally and supports multiple language options to overcome the language barrier in the organisation. This study indicated that the HRIS platform is secure enough to prevent unauthorized access. Diebold Nixdorf has a team of security experts constantly monitoring its platform to ensure optimal security. This study revealed that to overcome the resistance of employees during the transition to the new HRIS system, training was provided to employees and the benefits of the new

HRIS system was communicated to employees. Furthermore, participants have highlighted that they had to meet worker unions, workers council and country regulations regarding the implementation the HRIS system. Numerous meetings were held with these stakeholders in order to seek guidance and to adhere to the various regulations. Participants have also indicated that in order to overcome duplicate data from multiple systems into the single unified platform, a dedicated information technology team was allocated to the project. This study indicated that employees working in HR were trained in information technology following which, the roles of participant 5, Director - HR Data Governance and Reporting and participant 8, Director – Human Resource Information System were created. It was found that through collaboration with the HR teams in various countries documents were translated to the native languages of employees. This study revealed that a project management approach was taken to institute change when deploying the HRIS system.

To reap the benefits of implementing an HRIS system and to achieve a return on investment, the challenges associated with implementing a HRIS system need to be overcome. To overcome these challenges, previous studies have concluded that buy in from senior executives in the organisation helps alleviate bureaucratic barriers (Ferdous et al., 2015). The digitization of HR processes, practices and procedures, would require HR staff to be trained in IT knowledge (Ferdous et al., 2015). Furthermore, to overcome technical issues, suitable software and hardware, that are based on the requirements and features of the HRIS system, would need to be implemented (Ferdous et al., 2015). To successfully implement change in the organisation, a change management process, such as the Strategic Organisation Change framework, is highly recommended (Brewster et al., 2013). The literature available supported the findings of the study in overcoming challenges for the implementation of an HRIS system.

5.11 Theme 10 - Organisational performance issues experienced due to lack of human capital management practices

This study identified that the practices of human capital management have been implemented at different maturity levels. The participants indicated that a lack in the ability to attract and recruit talent impacted the organisation's innovate potential and resulted in a decreased productivity in the organisation. The participants further highlighted that Diebold Nixdorf, being a fintech company, prioritized innovation and the delivery of products as being vital to the organisation's

survival. This study highlighted that Diebold Nixdorf has matured its human capital management processes for managing and training employees in order to improve organisational performance and allow employees within the organisation to grow. Furthermore, training and experience gained by employees, increases knowledge in the organisation, which would foster a culture of innovation.

This study highlighted that retaining employees is an issue that is faced by the organisation. The high attrition rate has a cascading effect on the performance of other employees as their workloads would increase to accommodate the employees that have left the organisation.

Human capital management is a key success factor for any organisation and the efficient implementation of human capital management practices and processes can increase the performance of employees, which in turn increases the overall performance of the organisation (Chaddha et al., 2020). Organisational performance, is greatly enhanced with an increase in human capital capacity, knowledge and skills (Aman-Ullah et al., 2022). Previous studies supported the findings of the study in that, the lack of human capital processes and practices decreases the performance of the organisation.

5.12 Theme 11 – Measures taken to embed human capital management changes in the organisation

This study identified that Diebold Nixdorf took measures to embed HR changes in the organisation by the utilization of technology, whereby processes were digitized and policies were implemented in the HRIS system to ensure no deviations from these processes were allowed. The participants indicated that the organisation prepared the workforce for imminent change by communicating the planned changes to employees and by providing employees with training material on the specifics of the new processes.

Organisational change is a sequence of steps to effect change in an organisation (Stouten et al., 2018). By researching the literature available, there are many models available for organisations to follow the implementation of change, such as Lewin's Three-Phase Process, Beer's Six-Step Change Management model and Kotter's Eight-Step Model to name a few (Stouten et al., 2018). The step that is common in each of the frameworks, is to embed changes that have been made to ensure that employees would not revert to the old ways of working (Stouten et al., 2018). Previous

studies and available literature supported the findings of the study, that Diebold Nixdorf has taken measures to embed human capital changes in the organisation.

5.13 Summary

This chapter discussed the findings of the study, which highlighted the challenges experienced by line managers and HR personnel in implementing the practices of human capital management. This chapter discussed the measures that were taken by the organisation to overcome these challenges. The findings linked literature available, previous studies, and new insights to the challenges of human capital management and potential solutions to these challenges. Recommendations were provided in the next chapter as part of the conclusion of the study.

CHAPTER 6 – CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

To recap, the aim of this study was to examine the human capital management practices and identify the challenges of implementing these practices at Diebold Nixdorf. The organisation is currently investing in its human capital to increase organisational performance in order to regain its market competitiveness and achieve a sustainable competitive advantage over its rivals. To benefit from the practices of human capital management, the organisation will need to implement and mature these practices. This study was conducted to determine the human capital management practices implemented in the organisation as well as to identify and overcome the challenges of implementing these practices. Furthermore, a qualitative approach was used in this study. The data collected was analyzed using thematic analysis.

The motivation to conduct this study was to determine the challenges of implementing the practices of human capital management in a global organisation. In June 2023, Diebold Nixdorf had filed for Chapter 11 bankruptcy due to the high debt the company incurred when the Wincor-Nixdorf merger occurred. During the third quarter of 2023, Diebold Nixdorf had emerged from bankruptcy and is now positioned to compete globally to regain its position as an industry leader. As many fintech organisations offer similar products and services, the key differentiator is the organisations human capital. Diebold Nixdorf has regarded its human capital as key assets which are able to add value to company and has therefore embarked on implementing the practices and processes of human capital management to optimize its workforce. By identifying and overcoming the challenges associated with human capital management, Diebold Nixdorf would be able to foster a culture of innovation which in turn would increase organisational performance to achieve a sustainable competitive advantage.

6.2 Summary of key findings

The study has determined that the organisation has implemented the practices of human capital management at different maturity levels. Talent planning, talent acquisition, talent development and talent management and retentions processes and practices has been implemented at Diebold Nixdorf. The organisation has experienced challenges in attracting and recruitment of talent,

developing talent and challenges in retaining talent. The organisation has also implemented a HRIS to manage talent on a global scale and in doing so have experienced challenges in the implementation of the solution.

Furthermore, the studied had identified that the organisation performance had decreased due to the lack of mature human capital management practices and processes. Diebold Nixdorf has taken measures to institute change to overcome the challenges of attracting, recruiting, developing and retaining talent; however, it will take the organisation a considerable time to mature its human capital management processes to be able to compete in the market and achieve sustainable competitive advantage. The study has also determined that the organisation had taken measures to embed change in the organisation to ensure new processes are adhered to and followed.

6.3 Addressing the research objectives

6.3.1. Objective 1: Determine the challenges of implementing the practices of human capital management in a global organisation

The organisation was unable to attract and recruit talent as the organisation is unable to offer competitive salaries due to financial debt. Furthermore, due to the Chapter 11 bankruptcy filings, the organisation was perceived to be unstable and therefore unable to attract and recruit talent. As many firms are globalizing its operations, the demand for talent has increased, resulting in a shortage in the supply of skilled individuals. Due to the different cultures and backgrounds of employees in the organisation, managing cross cultured teams are a challenge as team members and managers may not know the cultures and backgrounds of their colleagues. This may lead to a misunderstanding in performing their job roles, lack of communication as well as situations whereby team members may be offended by certain gestures which are the norms in other countries.

Collaboration between employees in multiple regions can be difficult due to the difference in time zones. Adhering to the various country regulations such as GDPR, workers councils and employees unions, can become barriers to implementing global human capital management policies, practices and processes. Due to the recent employees layoffs, financial debt of the

organisation and perceived instability of the organisation, the attrition rate is high as employees are seeking stability, better salary prospects and benefits.

6.3.2. Objective 2 - Identify productivity issues experienced due to the lack of human capital management practices implemented in a global organisation.

The study had identified that all areas in the business were affected by a lack of human capital management practices being implemented. The organisation experienced performance issues in all areas of the business due to the inability to attract and recruit talent. To compete with rivals, Diebold Nixdorf would need to be on the cutting edge of technology by offering customers innovative products and a high level of service. Without the right skillset, the organisation would not be able to innovate or offer customer service satisfaction. This in turn would lead to customers looking elsewhere to procure their products.

Effective management and development of employees increases organisational performance. Leadership at Diebold Nixdorf had adopted a transformational leadership style to motivate and encourage employees to perform at their best. Although the organisation predominantly adopts a transformational leadership style to inspire employees to strive to achieve their best, providing training to leadership and managers to manage a global workforce would increase productivity in all areas of the business further.

The high attrition rate is a major concern whereby skilled employees are voluntarily leaving the organisation and in some instances to competitors. The loss of these employees has hindered progress in an effort to compete with rivals in the market. New hires would need time to learn the processes of the organisation and if the high attrition rate continues, the learning process for new staff would be a continuous process. This would result in very few staff knowing the inner workings of the organisation in order for them to add value. Diebold Nixdorf is in a very peculiar situation, in that employees are leaving the organisation due to the lack of performance of the organisation. The organisation, however, can only increase its performance and achieve a sustainable competitive advantage if employees remain in the organisation.

The organisation also has implemented a training initiative to develop its workforce, however if the organisation is unable to retain employees, these skills would not add value to the company. Furthermore, mismanagement of a workforce creates a cyclical event that requires more and more

capital investment to confront it, in order to interrupt or correct the negative cycle of events. A good example to support this would be that if you mismanage just a single team of a limited number of individuals, those individuals may leave the organisation in large numbers. A normal attrition may look like single individuals leaving over long periods of time, but a mismanaged team may have higher numbers of individuals leaving in shorter amounts of time. This exodus takes knowledge away from the organisation and creates a gap within the function of that team resulting in a decrease in the overall performance of the organisation.

The cycle begins again when the organisation shifts the responsibilities of that team who lost its people, to another team who is now over encumbered by the shifting responsibilities. This cycle becomes bigger yet when the over encumbered team cannot keep up with the added responsibilities and now becomes frustrated and looks elsewhere for employment. To slow down the cycle and improve overall organisation performance, Diebold Nixdorf would have to over invest in human capital to interrupt the cycle. Furthermore, Diebold Nixdorf would either spend more on the individual replacements due to the need of investing in a higher caliber skillset to compensate for the gap or invest in greater numbers.

The cycle will not simply slow down if the organisation replaces a like-for-like skill or compensation at a regular pace. The organisation would need to hire good people, many people, and fast. This process costs money and thus affects the bottom line of the business, due to direct costs and indirect, operational delivery and costs. The creation of knowledge to achieve a sustainable advantage is dependent on the tacit knowledge of its human capital. Due to the high attrition rate, the creation of knowledge has decreased within Diebold Nixdorf resulting in the organisations inability to innovate.

6.3.3. Objective 3: Identify the measures taken to improve the human capital management process in the organisation

It was determined through the study that some of the challenges of human capital management have been alleviated; however, it will take time for the company to rebuild its brand name, reputation, increase its profits and repay its remaining debt. Therefore, in the short term, Diebold Nixdorf would still encounter a challenge in attracting, recruiting and retaining talent. The company however, has taken the measures to overcome these challenges.

The organisation has an enterprise subscription with the online training platform Percipio which offers a variety of training courses to upskill employees. The new skills and knowledge gained from these courses incorporate into work activities which then would eventually be converted into tacit knowledge. Tacit knowledge is the key to increase innovation. This would significantly contribute to the organisation's ability to compete in the market. Encouraging training on its own would not be sufficient to attract external talent.

Implementing a single global HR policy would enable the organisation to increase efficiency by reducing the overhead of duplicate work. Furthermore, employees in all the countries would be measured by the same performance metrics. A single HR policy can be easily linked to the competitive strategy of the organisation, rather than having multiple strategies.

To ensure data is stored, transmitted and shared, a HRIS system has been implemented. The flow, creation and dissemination of data and information supports and encourages innovation which can assist the company in improving overall performance and compete against its rivals. Furthermore, the HRIS system supports multiple languages whereby employees can access information, perform self-service tasks and raise queries to HR personnel in their native language thereby increasing employee efficiency. Once the challenge of retaining employees has been overcome, the organisation does have policies implemented to train employees, provide employees with the opportunity to gain work experience and experiment with new ideas through its research and development department.

6.3.4. Objective 4: Determine the measures taken to embed these processes in the organisation

Diebold Nixdorf has prepared the organisation for change by communicating the change to all employees. The reason for the change, benefits of the change and the drawbacks of not implementing the change has been communicated. Support from senior leadership for the changes were also obtained prior to the changes. By obtaining approval from leadership, many obstacles and organisational bureaucracy was overcome. As such, the HR department was restructured to support the practices of human capital management and to enforce the new HR policies and procedures. The changes were being monitored and followed.

The organisation leveraged technology to embed and monitor changes. Diebold Nixdorf implemented HR1Source as its HRIS system and all HR processes were digitized. Policies were configured on platform in order to only allow personnel options that reflect the change. The old ways of working have been omitted from the HRIS system policies. An example would be the digitization of key performance indicators to measure employee performance.

6.4 Recommendations

To determine the talent gap in a global organisation, the organisation would need to identify and align its human capital management strategy with its competitive strategy (Semetaite, 2023). By doing so, the organisation would be able to determine the human resources skills required to achieve the organisations competitive strategy (Semetaite, 2023). Surveys, self-assessments and performance reviews can be used to determine the current skillset in the organisation (Semetaite, 2023). The skills gap can be determined by analyzing the current skillset in the organisation and then the required skills needed to achieve the organisation's competitive strategy.

Diebold Nixdorf has committed to hiring a diverse workforce. However, further steps can be taken to attract and recruit talent. As part of the interview process the organisation can host and invite shortlisted candidates for a day to the workplace so that candidates can experience the culture and values of the organisation firsthand (Forbes, 2023). Furthermore, to recruit talent, the organisation should invest and develop an internship program which is aligned to the competitive strategy of the organisation (Forbes, 2023). The program can be aimed at university graduates as well as those changing careers (Forbes, 2023). The organisation should also allow staff who had left the organisation to return, provided no issues we experienced when the staff member initially left the organisation (Forbes, 2023).

The organisation should focus on hiring good leaders who support their staff; this would make HR issues become less prevalent. Good leaders drive good culture and good culture fosters a harmonious work environment. Leaders who take care of their people reduce the burden on HR through limiting the need for interventions. Good leaders have the proper tools which makes HR interactions minimal. This allows people to get answers directly from their leaders. Leaders are then empowered to solve problems at the lowest level possible and lessen the need for HR interventions.

The organisation has provided tools such as Percipio as a learning platform to develop the knowledge and skills of the employee. However, Diebold Nixdorf should continue to encourage and foster a culture of continuous learning to achieve a competitive advantage (Griffin et al., 2019). This would add value to becoming a learning organisation and for the development of the ability to innovate. Learning processes should ideally be embedded into its organisation culture (Griffin et al., 2019). Studies conducted by LinkedIn showed that employees who participated in learning activities are 21% more likely to be happier, 23% more capable of taking additional tasks, 39% more productive and 47% less likely to be stressed (Tenney, 2022). It is also recommended that managers should foster a culture of trust and open communication, encourage experimentation and add a certain degree of candor (Trovas, 2022). By creating an environment of safety, employees are encouraged to experiment without the fear of punishment (Trovas, 2022). The organisation currently has key performance indicators implemented to monitor employee performance. Diebold Nixdorf should consider implementing a HR Scorecard as well as a Workforce Scorecard to monitor performance of the HR function and employee performance (Brewster et al., 2013). To implement human capital management changes the organisation should follow a change management system such as the SOC framework to ensure changes are implemented successfully, and that all employees are aligned and working towards to a common goal (Brewster et al., 2013). To maintain high levels of productivity following the high attrition rate, the organisation should temporarily seek the services of third party entities and outsourced vendors. As the company builds its image and increases its revenue, the company would be able to attract, recruit and retain talent. Once the organisation can retain employees, mature its human capital management processes, transfer knowledge and be able to achieve a sustainable competitive advantage, the company can then reduce the services of third-party providers.

The organisation should also focus on employee engagement. Employee engagement can be as simple as reaching out via email or having a one-to-one meeting. There are a number of ways managers can engage with the workforce, but the key is continuous engagement. Furthermore, continuously driving the organisations culture is imperative. Recognizing people is often very inexpensive and can yield massive returns. Employee morale can increase productivity through engagement.

6.5 Recommendations for further studies

This study focused on the challenges of implementing the practices of human capital management in a global organisation which provided a snapshot of the challenges experienced by Diebold Nixdorf, who had a high financial debt, and managed to later overcome these challenges. A recommendation for further studies is to determine the challenges of implementing the practices of human capital management of other global organisations, which are debt free and financially stable. The results can be compared to the findings of this study in order to determine the differences and similarities. These further studies would contribute towards a holistic view of the challenges global organisations experience to human capital management. Further studies can be conducted to determine the human resource issues experienced by employees in a global organisation, which can be compared to the findings in this research in order to determine if the measures taken to overcome the challenges of human capital management were effective.

6.6 Summary

The organisation values the importance of its human capital and has therefore structured its HR department to effectively implement the practices of human capital management to achieve a sustainable competitive advantage. The organisation's human resources processes have evolved over the last few years and continues to evolve to compete globally. The company has experienced many challenges in implementing the practices of human capital management globally but has tirelessly strived to overcome these challenges. The organisation has also leveraged technology to overcome many of the human capital management challenges, which had introduced further challenges for the organisation. Through teamwork, dedication and collaboration the various teams have made great strides in overcoming these challenges.

By implementing and overcoming the practices of human capital management Diebold Nixdorf is able to achieve its goals of hiring and retaining diverse candidates in its workforce, create an environment whereby employees are able to perform at their optimum and support the organisation's long term strategy. The challenges associated with a global organisation are also similar to those challenges experienced by local organisations as well as additional challenges discussed in the study. Furthermore, all components, processes and practices of human capital management will need to be implemented, aligned and function synchronously to add value to the

organisation. This study determined that this was the case at Diebold Nixdorf. The knowledge of HR leadership is broad as well as in depth which contributed towards implementing and overcoming human capital management challenges. It was established that the HR team is aligned to the needs of the organisation and that corporate HR structures and technology were implemented to support the practices of human capital management. In the modern era of technology, the effective management of human capital can increase productivity, foster a culture of innovation and differentiate the company service and product offerings from its rivals to achieve a sustainable competitive advantage.

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APPENDIX 1: INFORMED CONSENT

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL For research with human participants

Information Sheet and Consent to Participate in Research

Date:

Dear Colleague

My name is Manjith Gajadhar from the UKZN Graduate School of Business and Leadership, contact number: 078 022 0989 and email address 972125937@stu.ukzn.ac.za.

You are being invited to consider participating in a study that involves the research of exploring the challenges of human capital management in a global organisation. The aim and purpose of this research is to identify the challenges of implementing these practices in a global organisation and investigate the measures that can be taken to overcome these challenges. The study is expected to enroll six human resource managers and six line managers. It will involve interviews which would be conducted using MS Teams. These interviews will be recorded and transcribed. The duration of your participation if you choose to enroll and remain in the study is expected to be one hour. The study is also self-funded.

The study does not involve any risk or discomfort. We hope that the study will create the following benefits:

- Identify the challenges of implementing the practices of human capital management in the organisation.
- The measures that can be taken to overcome these challenges to improve performance in the organisation.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number HSSREC/00005444/2023).

In the event of any problems or concerns/questions you may contact the researcher at manjith.gajadhar@dieboldnixdorf.com or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Participation in this research is voluntary and participants may withdraw participation at any point. There are no consequences should the participant refuse or withdraw from the study. The procedure to withdraw from the study is to send an email to 972125937@stu.ukzn.ac.za to inform the researcher the intent to withdraw. Participants would be withdrawn by the researcher in the event the participant is not available to participate in the study.

There is no cost incurred in participating in the study. There are also no incentives available to participate in the study.

The names of participants would not be used. Codes would be used instead. No confidential data will be used in the study. Data collected will be deleted after five years.

CONSENT (Edit as required)

I have been informed about the study entitled “Exploring the challenges of human capital management in a global organisation” by Manjith Gajadhar.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 972125937@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview

YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

APPENDIX 2: INTERVIEW SCHEDULE

Interview guide MBA research

Name: Manjith Gajadhar

Student Number: 972125937

Topic: Exploring the challenges of human capital management in a global organisation

1. Determine the challenges of implementing the practices of human capital management in a global organisation

Questions:

1.1 What are the current human capital management practices being implemented in the organisation?

1.2 What challenges have been experienced in implementing the practices of human capital management in the organisation?

1.3 Explain how the organisation measures the effectiveness of the human capital management practices.

1.4 What processes have been implemented to identify the human resource gap in the organisation?

2. Identify productivity issues experienced due to the lack of human capital management practices implemented in a global organisation

Questions:

2.1 How are the challenges of implementing the practices of human capital management affecting the performance of the organisation?

2.2 Which areas of human capital management have the greatest impact on the organisation?

2.3 What steps have been taken to increase performance in the organisation?

2.4 What tools or processes have been implemented to determine the performance impact of human capital management on the organisation?

3. Identify areas of improvement in the human capital management process in the organisation

Questions:

3.1 Based on the practices of human capital management, which areas in the organisation could be improved to increase employee performance?

3.2 How would the organisation go about implementing or changing current human capital management processes?

3.3 What could be the potential barriers to change when implementing the new human capital management processes and how could these barriers be alleviated?

4. Determine the measures taken to embed these processes in the organisation.

Questions:

4.1 How would employees be made aware of the new human capital management practices?

4.2 How would these practices be embedded in the organisation?

4.3 What measures would be implemented to ensure the new human capital management process are adhered to?

Is there anything else that you would like to add?

APPENDIX 3: ETHICAL CLEARANCE



03 April 2023

Manjith Gajadhar (972125937)
Graduate School of Business & Leadership
Westville College

Dear M Gajadhar,

Protocol reference number: HSSREC/00005444/2023
Project title: Exploring the challenges of human capital management in a global organisation
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 24 March 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 03 April 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

APPENDIX 4: GATEKEEPER LETTER



Prof Cecile Gerwel Proches
Graduate School of Business and Leadership
University Of KwaZulu-Natal
Westville Campus
Durban
3630

February 21, 2023

Dear Prof Cecile Gerwel Proches

RE: PERMISSION TO CONDUCT RESEARCH

This letter serves to confirm that I, Tanya Gill, Director of Information Security at Diebold Nixdorf hereby acknowledge and approve the research of Manjith Gajadhar within the Diebold Nixdorf for the completion of his MBA.

Sincerely,



Tanya Gill
Global – Director of Information Security

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Hudson, OH 44236

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APPENDIX 5: EDITORS REPORT




THE INNOVATION SPACE (PTY) LTD

Registration number: 2022 / 496653 / 07

Phone: +27 83 296 0945

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This letter serves to confirm that the thesis by Manjith Gajadhar, was submitted to The Innovation Space for proofreading and language editing. The aforementioned was completed without making any changes to the content of the thesis.


Dr K Nandhlal

Director: The Innovation Space (PTY) Ltd