

UNIVERSITY HRM – FINDINGS FROM CASES IN SAUDI ARABIA AND FINLAND

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Abstract:

The human resource management (HRM) and the human resources (HR) practices have a great impact on the performance of organisation: productivity, quality and well-being of the employees. People Capability Maturity Model (P-CMM) can be used to define the required HR practices. It makes the definition in hierarchical manner giving organisations a tool to analyse and to define a development path for improvement of the HR processes and practices. In our research, two universities have been analysed from HR practices point of view using the P-CMM framework. In both cases, the defined HR practices were quite rarely in use. The result gave the case universities a good picture of the current state as well as a starting point for HR development.

Keywords: higher education, maturity models, staffing, recruiting, communication, coordination, performance management, P-CMM, job satisfaction, work environment, training

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