

HRM 3023: Human Resource Management – Dr. Cole

Human Resource Management provides an overview of human capital management and key functional human resource areas. Human resource planning, work analysis, staffing, performance management, training and development, compensation, retention and labor relations are addressed. Employment law and compliance, employee well-being, globalization and developing trends in human resources are also introduced.

The workforce is changing as new employees enter the labor pool. Over the next ten years, up to 61 million people in the U.S. born after 1996 (i.e, Gen Z) will enter the workforce. Gen Z people have unique characteristics, and human resource managers (HRM) need to be prepared for possible new hiring and training approaches. One of the most important issues facing HRM is employee retention (RET). RET is defined as the intention of employees to stay employed. RET is critical for organizational success due to the costs associated with hiring and training new workers, the loss of business continuity when employees leave (i.e., turnover), and the loss of productivity when employees leave (Lee, Hom, Eberly, & Li, 2018).

One strategy to increase RET is employee engagement (EE), because employees who are engaged have high intention to stay with the organization (Vance, 2006). EE is defined from the context of positive psychology as a “persistent, positive affective-motivational state of fulfillment in employees” (Maslach, Schaufeli, & Leiter, 2001, p. 417). According to current estimates, only about one-third of U.S. employees are engaged (Corbin, 2017). Thus there may be opportunities for HR managers and organizational leaders to increase EE in their human talent.

The purpose of this CRE project is to address the following research question: “What should employers and human resource (HR) managers do to increase employee retention (RET) in Gen Z workers?” This question is timely in today’s highly competitive global business market, especially with a multi-generational workforce. Results of this study may help employers and HR managers to anticipate workplace needs and possibly change HR strategies to increase EE and RET in Gen Z workers.

To complete the CRE project, each student develops, implements and presents results of empirical research on two important constructs in HR today—engagement and retention. Students review relevant scholarly and practitioner literature on engagement and retention, and administer an online survey to Gen Z students for the purposes of writing a brief research paper.

Students prepare a final APA-style research paper and deliver a 5-minute PowerPoint oral presentation at the end of the semester. The report contains the five components of a research paper: Introduction, Literature Review, Methods, Results, and Discussion.