

# THE ROLE OF HUMAN RESOURCE MANAGEMENT IN MUSEUM DEVELOPMENT: THE CONTEXT OF QUALITY ENHANCEMENT, PERFORMANCE MANAGEMENT SYSTEM ENHANCEMENT, AND DEVELOPMENT OF EFFECTIVE SUCCESSION PLANNING

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## Abstract

Museums, being one of the most important educational and cultural organizations, must strive for incorporating effective HRM policies for ensuring wholesome development and operational efficacy. It is noteworthy, in this respect, that, museums must give more importance to the formulation and implementation of effective HRM strategies in order to sustain their dynamism that allows them to place themselves thoroughly in the service of the society. Museums are storehouses of tangible and intangible human cultures, and in order to interpret before the public the true value of the collections they possess, museums must employ appropriate HRM plans, policies, and strategies. The primary objective of this paper is to evaluate, assess, and determine how successful implementation of HRM strategies and plans can eventually enhance the overall quality of a museum, the performance management system of a museum, and how successful implementation of effective HRM strategies and policies can help museum administrations in developing a succession plan that is characterized by efficacy.

## Introduction

Human resource management (HRM) is an essential process for enhancing the operations of any organization. Both for-profit and not-for-profit organizations can be highly benefited by successful implementation of an effective HRM strategy. The human resource (HR) departments across industries and organizations have been going through an evolutionary phase and this adds to their importance in the context of ushering overall development of an organization. It has to be noted that the HR department is no longer considered as simply a personnel management unit; rather, it has now been considered by majority of successful organizations as strategic partner for the executive and senior leadership, and as a strategic repository meant for steering the organization to the right direction. Museums, being one of the most important educational and cultural organizations, must strive for incorporating effective HRM policies for ensuring wholesome development and operational efficacy. It is noteworthy, in this respect, that, museums must give more importance to the formulation and implementation of effective HRM strategies in order to sustain their dynamism that allows them to place themselves thoroughly in the service of the society. Museums are storehouses of tangible and intangible human cultures, and in order to interpret before the public the true value of the collections they possess, museums must employ appropriate HRM plans, policies, and strategies. Besides, a successful implementation of effective HRM strategies and practices is also essential to enhance the quality of a museum, the performance management system of a museum, and it is also essential for developing an effective succession planning for a museum.

## Role of HRM in Enhancing the Quality of a Museum

Proper and effective human resource management is an imperative in terms of enhancing the overall quality of any museum. It has been observed that owing to the lack of presence of proper HRM strategies or HR departments (in specific), many small- and medium-scaled museums have suffered from poor operational qualities infused with improper management of the museum objects, mishandling of important documents, void of visitor amenities, poor security measurements etc. All such malfunctioning have eventually diminished the overall quality of the concerned museums in a thorough manner. It has also been observed that the void of a functional HR department in many medium and small sized museums has put the concerned organizations in

the position of assuming risks that are unintentional.<sup>1</sup> Such dearth has made the concerned museums incapable of administering best practices and maintaining proper employee relations. Though many large museums have strived for implementing effective HRM strategies to ensure the development of the HR department in specific and the museum in general; still there are large museums across the globe that have failed to employ such much needed HRM strategies and hence, they have failed to sustain their market reputation and objectivity. Moreover, it has been observed that abilities of a museum to process information technically and to disperse knowledge among its primary consumers, the visitors, also deteriorate if there is a lack of HRM plan. The quality of a museum is a concept that is widely and largely developed by the visitors and other stakeholders that look up to a museum for knowledge obtainment and for accessing different services related to the process of knowledge accumulation and dispersion.<sup>2</sup>

It has also been observed that the quality of a museum depends on the perception of the visitors and other consumers of its services, and the primary way of improving such perception is to enhance the corporate image of the museum in terms of technical and functional quality.<sup>3</sup> It is in respect of enhancing the technical and functional quality of a museum that the HRM strategies play a significant role. Effective HRM strategies help a museum administration in conceptualizing service quality that is necessary for addressing the abstract expectations of those consumers who contribute to the objective and purpose of the museum. Moreover, as today majority of museums are being compared to other educational and resource service organizations by principal stakeholders, there is a need on the part of museums to improve their service quality. This improvement can be ushered if only a museum is capable of accomplishing social and institutional purposes in efficient and effective ways.<sup>4</sup> It is the HR department's functionality and proper implementation of the HRM strategies that ensure the accomplishment of such objectives, and that is the reason why the process of HRM should be identified as an effective tool for enhancing the overall quality of a museum. Besides, modern

<sup>1</sup> Engel, C. (2016). The Role of Human Resources in Museums. *American Alliance of Museums*. Retrieved from <https://www.aamus.org/2016/01/02/the-role-of-human-resources-in-museums/>

<sup>2</sup> Rancati, E. (2014). Managing Human Capitals in Cultural Organizations: The Case of Two Italian Museums. *European Scientific Journal*, 10(25), 138-150.

<sup>3</sup> Gronross, C. (1997). From Marketing mix to relationship marketing: towards a paradigm shift in marketing. *Management Decision*, 35, 3.

<sup>4</sup> Rancati, E. (2014). Managing Human Capitals in Cultural Organizations: The Case of Two Italian Museums. *European Scientific Journal*, 10(25), 138-150.

museums are not only knowledge providers but also resource providers, and hence, the quality of their services should be improved on a continuous basis. It is in this regard that a museum must strive for incorporating the total quality management (TQM) approach for enhancing its service qualities. To survive in a highly competitive market, a museum must try to obtain and secure competitive advantage over other museums and educational and cultural organizations, and in this respect it becomes an imperative for a museum to place high premium on TQM practices.<sup>5</sup> It is owing to this need that a museum must focus on promoting its HRM practices in an explicit manner. This is pivotally because; important HRM practices like training and development, employee career planning, recruitment and selection, talent orientation and talent retention etc, have significant influences on successful implementation of TQM practices.<sup>6</sup> It is through the combined application of HRM and TQM practices that a museum can eventually pave the way for bettering its functional, operational, and institutional qualities in a through and explicit manner.

### **Role of HRM in Enhancing Performance Management System of a Museum**

The public image and the market reputation of a museum depend largely on the quality and efficacy of its employee performance management system. As HRM is directly related to employee performance management, a proper implementation of effective HRM strategies seems to be an imperative for overall growth and development of a museum. It has been observed that for ensuring an overall development of a museum it is much needed to manage employee performance through process like employee appraisal and employee productivity review. A museum must strive for evaluating the performance of its employees on a daily basis, and in this regard the presence of an effective HRM plan is very much essential. There must be effective HRM strategies in store to monitor the performance of museum employees and to provide employees with timely feedback. It has been seen that those museums that have succeeded in linking the HRM practices with employee appraisal policies in a thorough manner have eventually succeeded to usher overall development, making each and every department productive and contributory to enhancement of the museum's

<sup>5</sup> Jimoh et al. (2018). Total quality management practices and organizational performance: the mediating roles of strategies for continuous improvement. *International Journal of Construction Management*, 19(2), 162-177.

<sup>6</sup> Abu-Doleh, J.D. (2012). Human resource management and total quality management linkage – rhetoric and reality: Evidence from an empirical study. *International Journal of Commerce and Management*, 22(3), 16.

public image. Moreover, an efficient HRM system is also needed to communicate to the museum employees their actual job roles and job objective, and such clarity of information paves the way for enhancement of employee engagement and employee morale.<sup>7</sup> Besides, the existence of effective HRM strategies help museum employees in evaluating their own strengths and weaknesses, and such self-evaluation contributes to their willingness to develop their competence and skills to fit to the organizational needs.<sup>8</sup> Such development is thoroughly related to the performance development of museum employees in the long-run. Such performance development triggers overall museum development on a continuous basis. Furthermore, it has to be noted that effective HRM strategies facilitating effective employee appraisals also make museum managers more capable of understanding the needs and potential of employees.<sup>9</sup> Such assessment also contributes to the better performance of museum managers, making them more agile in terms of enhancing employee competence and employee productivity both in the short- and long-run. It is the improvement in employee competence that also adds to the efficient performance of a museum's employee performance management system.

### **The Role of HRM in the Development of the Succession Planning of a Museum**

The development and implementation of a proper succession planning is very much essential in terms of ensuring overall development of a museum. In this respect the relationship between HRM and succession planning must be analyzed and evaluated. Like every other organization, museums today should be more concerned about managing the institutional knowledge and expertise after the retirement of the baby-boomers, and in this respect they must have in place a well planned knowledge and expertise transfer process. This transfer process should have its proper reflection in a well-developed succession plan. With employee retirement goes out the institutional knowledge and this knowledge should be stored for ensuring future organizational development. It is for the purpose of storing the knowledge and keeping it organizationally intact that museums must develop a succession plan. Implementation of an effective HRM policy is important in respect of developing a succession planning that will allow museums to fill those leadership positions that will

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<sup>7</sup> Engel, C. (2016). The Role of Human Resources in Museums. *American Alliance of Museums*. Retrieved from <https://www.aamus.org/2016/01/02/the-role-of-human-resources-in-museums/>

<sup>8</sup> Abdul, S. (2013). The Role of Human Resources in Performance Management of SMEs: The Case of Republic of Macedonia. *International Journal of Academic Research in Business and Social Sciences*, 3(4), 223-236.

<sup>9</sup> Wong et al. (2013). The Role of HRM in Enhancing Organizational Performance. *Human Resource Management Research*, 3(1), 11-15.

be vacant owing to employee retirement in the short- and long-run.<sup>10</sup> It is noteworthy that effective HRM strategies can contribute to the process of talent development and talent acquisition, making it easier for museums to develop employee competencies within and place the competent employees in future leadership positions that may get vacant owing to employee retirement. It must be taken into account that successful implementation of HRM strategies can eventually help a museum in the process of identifying necessary competencies and then to assess, develop, and retain a talent pool that could be actually used to fulfill important yet vacant leadership positions in the long-run. Besides, it has also to be noted that HRM strategies play a direct role in developing workforce planning, and as workforce planning is at the core of succession planning; the important role of HRM in museum succession planning should be highlighted. It is HRM that provides museum managers with the scope of following, implementing, and customizing their managerial roles and processes that are needed to meet the demands of different departments of a museum in emergency situations, including sudden void of a leader. That is one primary reason why the significance of HRM in promoting a well-developed succession planning for a museum should be emphasized. Moreover, it has to be reckoned that HRM allows for the maintenance of the workforce balance that gets disrupted in times of superannuation, or resignation, or promotion, or diversification, or creation of new positions, and this workforce balancing is considered to be the primary outcome of succession planning. Hence, the process of developing an effective succession planning for a museum should be intricately and thoroughly related to the successful implementation of effective HRM strategies in a museum.

## Conclusion

The need of successful implementation of effective HRM strategies and policies is essential for an overall development of a museum. It has to be noted that HRM plays a crucial role in enhancing the functional, operational and institutional quality of a museum, and it also contributes to the development of an employee performance management system that is characterized by efficacy. Moreover, it has been thoroughly observed that proper implementation of HRM strategies is the key to success in terms of developing an effective succession planning for a museum. All such attributes of HRM eventually make it possible for the larger

<sup>10</sup> Oduwusi, O.O. (2018). Succession Planning as a Key to Effective Managerial Transition Process in Corporate Organizations. *American Journal of Management Science and Engineering*, 3(1), 1-6.

portion of audience to understand how successful implementation of effective HRM strategies and policies can eventually pave the way for the enhancement of the public image and the market reputation of a museum both in the short- and long-run.

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