



Managing People and Organisations

Module Code: MANG6598

Individual Report

Student ID: 37595717

Word Count: 2,995

University of Southampton

December 12, 2025

Abstract

This work looks at how HRM practices and tech disruption change well run organizations. It compares Infosys and IBM, to see that both companies use structured development and data-driven HRM to boost performance, but they still struggle with things like keeping talent and building skills evenly across the board. Calvin Klein's story shows how AI, digital tools, and hybrid work are shaking up leadership styles, teamwork, and what it's like to work there. Overall, these cases make it clear that the most effective organizations mix new technology with HRM systems that actually focus on people centric systems built on ethical leadership, flexibility, and a real push for inclusive growth.

HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISATIONAL EFFECTIVENESS: AN ANALYSIS OF BENEFITS, BARRIERS AND SOLUTIONS IN INFOSYS AND IBM

Introduction

Human resource management practices are central to organisational effectiveness because they shape how firms attract, develop, motivate and retain the knowledge-intensive talent required for sustained performance. This is particularly evident in global IT consulting, where competitive advantage depends on large-scale capability building, rapid skill renewal and effective performance systems. Infosys and IBM, two multinational technology firms, offer contrasting approaches to HRM that illustrate how recruitment, learning and development, performance management and engagement practices affect organisational outcomes. This essay analyses how these HRM practices contribute to organisational effectiveness in both companies, evaluates the barriers that limit their impact and proposes evidence-based solutions. The argument advanced is that while both organisations use HRM strategically, Infosys's structured developmental model generates broader long-term capability, whereas IBM's analytics-driven model enhances specialist performance but faces deeper implementation challenges.

Recruitment and Selection

Infosys relies heavily on structured early-career hiring, recruiting 85,000 graduates in (Infosys Limited 2022). This model induces scale, cultural consensus and cost-efficient workforce renewal. Robbins & Judge (2024) note that selection systems shape workforce ability and work attitudes by filtering candidates whose values fit the organisation's norms. Infosys's competency-based assessments echo this logic, producing alignment with its delivery-centric culture.

IBM uses AI-powered screening tools and lateral hiring to find experienced workers. Boddy (2014, p.33) says that evidence-based hiring improves the quality of the workforce by making it less subjective. This is what its advanced selection analytics show. IBM's method reduces the time it takes to hire for niche roles, but it makes the company more conditioned to competitive labour markets.

Infosys gets long-term stability from a steady stream of new graduates, while IBM gets short-term capability from hiring experienced workers. Clegg et al. (2024) say that companies need to find a balance between being consistent and being flexible. Infosys is more consistent, while

IBM is more flexible. Infosys's model is better for building skills, but it is also more likely to lose 27.7% of its employees (Infosys Limited 2022), which hurts its investment. IBM's model could lead to long periods of time when there are no jobs in areas where there aren't many people with the right skills.

Infosys has to pay a lot of money to train new employees and then lose them after they finish. It can hire people from different stages of their careers to cut down on how much it relies on new graduates. IBM, on the other hand, has to deal with competition from other companies and a lack of AI and cloud jobs. It can set up structured early-career academies to make sure that skills last over time. Mullins & Rees (2023) believe that strategic HRM needs to make sure that sourcing strategies are in line with how the organisation is growing.

Learning and Development

Infosys demonstrates exceptional learning and development intensity, employees undertook 125-147 hours of training annually (The Financial Express 2023) and over 24 million total learning hours in (Infosys Limited 2023). This reflects a systematised reskilling model. Robbins & Judge (2024) highlight that professional development, and continuous education increases self-efficacy and job performance, improving organisational adaptability.

IBM clocks an impressive 23.1 million training hours globally, which averages out to 86 hours per employee (IBM Corporation 2024). Their learning programs like SkillsBuild and Think Academy are less about rigid structure and more about letting people dive deep into what interests them. The data speaks for itself: teams with 40 hours of training hit their project targets three times more often (IBM Corporation 2014). That's a strong argument for the impact of thorough training.

Infosys takes a different route. Their system is highly structured, keeping things uniform and making it easy to reskill people quickly across the board. IBM's style is more open-ended, giving staff the freedom to develop real technical expertise. According to Clegg et al. (2024), learning is a political process shaped by resource allocation; Infosys invests heavily in centralizing their training, which gives them tight control and clear alignment. IBM, on the other hand, spreads learning out, making more space for specialists to innovate and adapt. So, Infosys benefits from stronger cohesion, while IBM gains agility and deep expertise.

Still, there are challenges. Infosys sometimes finds it hard to keep their courses up to speed with fast-changing technology. They could use analytics and personalization to design tailored learning experiences. Meanwhile, IBM struggles to get everyone, especially older employees or those swamped with work fully engaged in learning. They might benefit from more structured cohort programs to help people learn new skills faster. Ultimately, both companies show that capability building can't be a one-time effort. It needs to stay adaptable and tightly integrated with the company's direction.

Performance Management

Infosys combines regular check-ins, career discussions, and comprehensive evaluations to monitor employee progress (Infosys Limited 2023). Mullins and Rees (2023) state that effective performance systems should enhance motivation, promote fairness, and support employee development, which aligns with Infosys's approach. The company's mentorship programs and

behavioral assessments genuinely provide employees with opportunities for advancement and skill development.

IBM, in contrast, follows a different method. They rely on AI (Watson) to predict employee performance with 96% accuracy MarketingAI Institute (n.d.). These analytics guide promotions and rewards, making processes more transparent and reducing bias by focusing on concrete data. Robbins & Judge (2024) note that using objective performance information strengthens fairness and sustains motivation.

IBM's method makes things more accurate and accountable, but focussing too much on metrics can make the process feel less fair (Robbins & Judge 2024). Infosys, on the other hand, focusses on development, which keeps employees interested and helps them grow. However, the level of consistency can differ from team to team.

To address this, Infosys should standardize its practices across its global branches and incorporate more objective analytics. IBM, however, risks concentrating only on measurable aspects and could overlook important factors like relationships and context. Adding coaching and genuine conversations would help balance analytics with personal development. If both companies combine developmental and analytical approaches, they can improve fairness, motivation, and ongoing growth (Robbins and Judge 2024; Mullins and Rees 2023).

Engagement and Wellbeing

Infosys reports 82% career satisfaction (Talent Pulse Report 2023), an 80% pulse score and 91% wellbeing (Infosys Limited 2023). Robbins and Judge (2024) note that job satisfaction anticipates lower turnover, stronger citizenship behaviour and higher performance. Infosys's concentration on learning and development appears directly correlated with high engagement. IBM reports that 80% of its employees feel engaged (IBM Corporation 2024). However, if you examine the data more closely, the company actually loses the highest number of employees in the 18–25 age group. This points to a real gap: young workers don't see a clear path for growth. Clegg and his team (2024) note that companies need to juggle several competing identities and expectations. IBM's model with a lot of autonomy and people working remotely doesn't necessarily help early-career employees feel connected or supported.

Infosys outperforms IBM in terms of overall wellbeing. Their HR system provides clear steps for career progression, so employees know what comes next. IBM's engagement stats seem impressive at first glance, but a deeper look reveals some flaws. The struggle between giving employees freedom and actually supporting them is most evident among younger staff.

Barriers include workload pressures, skill obsolescence concern and unstable managerial capability. Infosys can increase manager capability training to sustain high engagement globally and IBM can introduce structured mentoring and transparent early-career progression to reduce young-employee attrition. These solutions align with Boddy's (2014) view that engagement depends on shared purpose, clarity and managerial competence.

Integrated Evaluation

Infosys and IBM handle HR in very different ways. Infosys prefers structure and a focus on long-term growth, nurturing employees over-time and creating a strong company culture. This approach aligns with Mullins and Rees's view that investing in people leads to stable

organizations (2023). IBM, by contrast, emphasizes data and adaptability (IBM Corporation 2024). It focuses on finding specialists for certain roles and uses analytics to achieve accuracy and encourage innovation, much like Robbins and Judge describe (2024).

Infosys excels at maintaining company stability, moving employees internally, and building a wide range of skills. IBM is a leader in innovation and deep expertise, but it faces challenges in retaining early-career employees and encouraging widespread learning. In reality, both companies could benefit from each other's methods. Infosys could adopt IBM's predictive analytics to make performance reviews more objective and data-driven. IBM could implement early-career initiatives and team-based training like Infosys, supporting employees in building lasting skills and growing within the organization.

Conclusion

HRM practices are central to organisational effectiveness because they determine how organisations attract, develop and motivate the talent required for knowledge-intensive work. Comparing Infosys and IBM shows that both deploy HRM strategically but with different strengths. Infosys emphasises structured capability building, whereas IBM emphasises data-driven precision and specialist depth. A critical synthesis indicates that Infosys's integrated HRM architecture currently yields greater long-term organisational advantage, while IBM's model delivers short-term specialist capability but encounters deeper structural challenges. The take-home message is that effectiveness arises not from isolated HRM practices but from the coherence between recruitment, learning, performance systems and engagement. For both firms, hybridising their approaches offers the most powerful route to sustained performance in an evolving technological landscape.

EXAMINE THE IMPACT OF TECHNOLOGICAL DISRUPTION ON TRADITIONAL HRM AND OB PRACTICES, AND THE STRATEGIES MANAGERS SHOULD ADOPT TO FUTURE-PROOF THEIR ORGANISATIONS

Introduction

Technological disruption has become one of the most powerful forces reshaping how organisations recruit, collaborate and support their employees. In creative sectors such as fashion, these changes challenge assumptions about how work should be organised, who holds command and how teams generate value. These tensions arise because digital systems drive efficiency while simultaneously unsettling long-established practices rooted in craft, tacit knowledge and in-person interaction. Boddy explains that organisations must continually adapt their structures and behaviours in response to shifting environments (Boddy 2014, p.406), and Robbins and Judge argue that leadership behaviours must evolve as requisites change (Robbins & Judge 2024, p.399). Stress theory adds that employees interpret such transitions based on perceived demands and coping resources (Lazarus & Folkman 1984).

This essay argues that Calvin Klein can future-proof its organisation only by pairing each technological disruption with people-centred strategies rooted in ethical governance, adaptive leadership, inclusive systems and structural support for wellbeing.

AI- Driven Recruitment and The Need For Ethical Governance

AI screening tools are transitional in how Calvin Klein hires people. The process moves faster and feels more consistent now. Research backs this up, structured, data-driven assessments usually beat gut feelings (Robbins & Judge 2024, p.594-601). AI-powered portfolio screening fits right in with how the whole industry is heading, with platforms picking out candidates based on actual skills (Shoaib 2023). Schmidt and Hunter make a similar point, structured assessments do a better job predicting performance (Schmidt & Hunter 1998).

But there's a catch. Vogue points out that when you train AI tools on old data, you risk unfair distortion of judgment and stir with people's sense of fairness (Shoaib 2023). If people think the process isn't fair, trust disappears; justice theory connects the dots between fairness and trust. So, when AI gets it wrong, the whole system starts to look untrustworthy, especially for global brands. Here the ethical problem arises of chasing efficiency or protecting integrity. Managers need to step in here. They should set clear, open criteria, keep an eye out for bias, and build in governance that keeps algorithms in line with diversity promises (Hunkenschröer & Luetge 2022, pp.262-264). This way, AI works with human judgment, not just replacing it but by balancing digital speed with real fairness. Calvin Klein can keep both diversity and high hiring standards by balancing digital speed with real fairness. That's the base for everything else that will happen in tech.

Digital Design Systems and Participatory Capability Building

Calvin Klein's moving faster these days, thanks to 3D modeling and virtual sampling. That's great for speed, but it's also changing how people feel about their jobs. Job design theory points out that things like autonomy, skill variety, and task identity really shape motivation (Robbins & Judge 2024, pp.271-273). Digital workflows can smooth things out, but they also risk restricting

designers, especially if everyone's expected to follow rigid templates.

PVH's global reskilling agenda gets this. They recognize what Mullins and Rees have said: ongoing development keeps people performing well, even as tech keeps shifting (Larsson 2023; Mullins & Rees 2023). Self-Determination Theory also highlights how crucial competence and autonomy are for intrinsic motivation (Robbins & Judge 2024). Without enough support and training, people might start seeing digital tools as threats to their expertise.

Managers can make a big difference here. Instead of just imposing new systems, they can bring employees into the process by letting teams help redesign workflows, run pilots, and keep tweaking things. That way, people still feel connected to their work (Boddy 2014, p.411). Giving designers a safe space to experiment with new software and no pressure to immediately deliver results, helps build skills and keeps their sense of identity intact. All of this ties right back to the bigger challenge of making hybrid collaboration actually work.

Hybrid Collaboration and The Role Of Adaptive Leadership

Hybrid work really changes the way creative teams talk to each other, share ideas, and get things done. At Calvin Klein, for example, digital showrooms and virtual design rooms are now the norm. The Transitions Project says that remote 3D prototyping speeds things up, but you miss out on those casual conversations and the chance to touch materials (Transitions Project 2024). Almost 60% of designers say they get less done when they work from home. This is mostly because it's easier to pick out fabrics and do other things in person (FashInnovation 2022). Robbins and Judge signified, if you're on a virtual team, you need to be able to talk to each other clearly and think in the same way. If you don't, you won't be able to pick up on all the unspoken signals, and the team could fall apart (Robbins & Judge 2024).

According to contingency theory, leaders need to be able to read the room and change their plans as things get more complicated (Robbins & Judge 2024). Leaders have to build real relationships with creative teams that are spread out all over the world. PVH's big push into digital shows how important it is to keep everyone on the same page, even when they are in different time zones (CIO 2019). Leaders do better when they set up digital rituals, like quick creative check-ins or shared visual boards, to keep the team feeling like a team. These habits make sure that hybrid work sparks creativity instead of holding it back, especially since everyone's feeling the pressure from performance tracking.

Data-Driven Performance Systems and Structural Wellbeing Support

Performance dashboards give managers a clearer view of what's happening, but when they lean too hard on them, it can backfire. Robbins and Judge point out that constant monitoring chips away at autonomy and ramps up stress (Robbins & Judge 2024). Worklytics found that people who know they're being tracked often put on a show of being productive. 56% of monitored workers feel high stress, compared to just 40% who aren't tracked (Worklytics 2025). Lazarus and Folkman explains that when you lose control at work, you start seeing monitoring as a threat, which naturally leads to more strain (Georges 2025). For Calvin Klein, such strain could undermine risk-taking and creative experimentation.

Managers should embed wellbeing into workflow architecture, not treat it as an individual issue. Increasing autonomy, giving clearer timelines and reducing nonessential digital noise

strengthen perceived control (Lazarus & Folkman 1984). Limiting algorithmic monitoring to essential metrics and redistributing workloads during peak cycles further protect psychological safety. Robbins and Judge show that supportive leadership climates help buffer stress and reinforce competence (Robbins & Judge 2024). These structural solutions lead into the broader cultural implications of digital transformation.

Cultural Transformation and Inclusive Digital Governance

Technological change also transforms organisational culture. Clegg, Pitsis and Mount argue that disruptive environments demand agility and learning-driven mindsets (Clegg et al. 2024). Calvin Klein's digital-first initiatives reinforce a culture of speed and experimentation (Larsson 2023). However, Boddy notes that rapid culture shifts can create resistance when employees feel excluded (Boddy 2014). Diversity is central in global fashion, and while it strengthens creativity (Boddy 2014), AI systems may unintentionally reinforce narrow aesthetic norms (Carcano 2025). Robbins and Judge caution that without structured collaboration norms, diversity pressures can escalate conflict (Robbins & Judge 2024, p.93).

Future-proofing requires extending inclusion principles beyond human interaction into digital infrastructures. This includes bias testing, diversifying datasets and making AI-generated decisions transparent. PVH's status as a leading employer for women (PVH Corp. 2022) reflects its commitment to inclusion, but digital systems must reflect the same values. Clear collaboration norms and inclusion training ensure diverse perspectives become sources of creativity rather than conflict, allowing the organisation to stabilise its evolving culture.

Conclusion

This essay has argued that Calvin Klein can future-proof its organisation only by pairing each technological disruption with people-centred, relational and ethical strategies. AI transforms recruitment but requires governance to ensure fairness. Digital design accelerates speed but demands participatory capability building. Hybrid work enhances flexibility but depends on adaptive leadership to maintain cohesion. Performance analytics offer visibility but require structural wellbeing support to prevent strain. Cultural transformation encourages agility but must be anchored in inclusive digital and human systems.

The take-home message is that technological progress strengthens organisations only when matched by practices that preserve autonomy, fairness, collaboration and wellbeing while allowing Calvin Klein to remain creative, resilient and ethically grounded as disruption continues.

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