



## Human Resources System Irregularities Impacting Work Scope in Small Mental Health Organizations: Performance Management and Talent Acquisition

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### Keywords

Human Resources, System Irregularities, Job Scope Allocation, Organizations, Performance Management, Talent Acquisition.

### Abstract

This study investigates the impact of human resource (HR) system irregularities on the effectiveness of job scope allocation in small organizations, focusing specifically on performance management and talent acquisition. Using a qualitative approach, data were collected from a small organization providing adolescent mental health services. The findings reveal that role ambiguity, uneven workload distribution, lack of structured feedback, and undefined recruitment processes are key challenges affecting job scope effectiveness. The study underscores the importance of implementing structured HR practices to improve operational efficiency and employee satisfaction in small organizations. These improvements can enhance short-term performance and support long-term sustainability and growth.



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## 1. Introduction

Irregularities in human resource (HR) systems are often a major obstacle to achieving operational efficiency and effectiveness, especially in small organizations (García-Cruz et al., 2024; Tian & Zhang, 2023). An irregular HR system can lead to problems such as unclear roles and responsibilities, uneven workload increases, and decreased member motivation and productivity. If left unchecked, this condition can undermine the integrity and sustainability of the organization as a whole (Cooke et al., 2020; del-Castillo-Feito et al., 2022).

In small organizations, where resources are often limited, and the need for rapid adaptation is very high, irregularities in HR systems can be more severe than in large organizations with more resources to cover the shortfall (Arseneault & Gagnon, 2024; Deng et al., 2024; Miao et al., 2023; Roundy & Burke-Smalley, 2022a). These limitations often make small organizations less able to invest in a robust HR infrastructure, exacerbating the situation (Baltrunaite et al., 2023; Salazar-Adams & Ramirez-Figueroa, 2024). A chaotic HR system can lead to ineffective division of the scope of work, where members may need clarification about their roles or even be burdened with tasks that are not their responsibility (Flamand et al., 2024; Montero Guerra et al., 2023; Ubah & Ibrahim, 2021).

Performance Management and Talent Acquisition are two important HR functions often affected by system irregularities (Azzahra et al., 2024). Irregular performance management can lead to members needing more timely and constructive feedback, which is indispensable for their development and motivation (Gajenderan et al., 2023; Liaquat et al., 2024; Panagiotakopoulos, 2020; Ruel et al., 2023). With regular and clear feedback, members may feel

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appreciated and need to learn how to improve their performance (Hareendran et al., 2023; Kaliannan et al., 2023; Liu et al., 2021; Ruel et al., 2023). On the other hand, an unstructured talent acquisition process can result in difficulties in attracting and retaining quality talent (Li et al., 2021; Liu et al., 2021). A chaotic recruitment process can slow down filling vacant positions, decrease the quality of selected candidates, and increase recruitment costs (Baltrunaite et al., 2023; Roundy & Burke-Smalley, 2022b; Sharma et al., 2024; Zhao et al., 2024).

Recent research by Mueller et al. (2024) shows that small organizations implementing a well-structured HR system can increase operational efficiency by up to 30%. The study also found that having a clear and regular performance management system increased member motivation by 25% and reduced turnover rates by 20%. Other research by Li et al. (2021) emphasizes the importance of HR structure in the success of talent acquisition, pointing out that organizations with well-defined recruitment processes attract higher-quality talent and fill positions faster than those without.

The novelty of this research lies in the deep focus on two crucial HR functions in the context of small organizations: Performance Management and Talent Acquisition. Unlike previous studies that have focused more on large organizations or looked at HR as a whole, this study provides a more specific understanding of the impact of HR irregularities on the division of scope of work in small organizations. Thus, this research contributes to identifying practical solutions and strategic implementations that can help small organizations improve their operational effectiveness through improved HR systems.

This study examines the impact of irregularity in the HR system on the effectiveness of the division of scope of work in small organizations. The focus of this study is on two main functions, namely, performance management and talent acquisition. Through a case study approach, this research will analyze how irregularities in both functions affect the dynamics of daily work in small organizations and identify strategies that can be implemented to improve the HR system.

The case study approach is chosen to provide an in-depth and contextual picture of the problems faced by small organizations. By analyzing real cases, it is hoped that a more comprehensive understanding of the root causes of irregularity in the HR system and its impact on the division of work scope can be found. In addition, the research will also explore best practices and innovative strategies that have been successfully implemented in several small organizations to address this irregularity problem.

This study's results are expected to contribute significantly to the development of literature related to human resource management in small organizations. In addition, this study is also expected to provide practical recommendations for HR practitioners in overcoming system irregularities and improving the effectiveness of the division of work scope so that small organizations can operate more efficiently and effectively and achieve their business goals more optimally.

## 2. Materials and Methods

This research uses a qualitative approach to analyze irregularities in HR systems and their impact on the effectiveness of the division of scope of work in small organizations, focusing on case studies of performance management and talent acquisition. The type of research used is a qualitative case study. This approach allows researchers to explore complex phenomena in real contexts, particularly the irregularity of HR systems in small organizations. Qualitative case studies are chosen because they allow an in-depth analysis of various organizational aspects and dynamics (Buckley, 2022).

The object of this study is a small organization engaged in mental health that chooses nine divisions with different tasks but have similarities in facing challenges in performance management and talent acquisition due to the irregularity of the HR system. Thus, this diverse object of study can provide a more comprehensive insight into the problems small organizations face. Research data sources include primary and secondary data. Primary data is obtained through in-depth interviews with key stakeholders in small organizations, including HR managers, members, and executives. Secondary data is collected from organizational documents such as performance reports, HR policies, and recruitment records. This combination of primary and secondary data allows for data triangulation to increase the validity of research results.

The research techniques used were semi-structured interviews, participatory observation, and document analysis. Research tools include interview guides, voice recording devices, and observation notes. Semi-structured interviews provide flexibility in exploring issues arising during data collection. Participatory observation allows researchers to understand the context and dynamics in the field directly.

The analysis technique used is thematic analysis. Data collected from interviews, observations, and documents were analyzed by identifying key themes related to HR system irregularities and their impact on the division of work

scope. This process involves several stages, including data transcription, coding, theme grouping, and interpretation of results. Using this method, the research is expected to provide an in-depth picture of how HR system irregularities affect small organizations' operational effectiveness, especially in performance management and talent acquisition.

### 3. Results and Discussions

#### Results

This study examines irregularities in the HR system at the small XYZ organization, which focuses on mental health services for adolescents. This organization needs help in performance management and talent acquisition, which affect the effectiveness of the division of work scope. Based on analysis of data collected through interviews, observations, and internal documents, here are the main findings of the study:

#### Unclear Roles and Responsibilities

The vagueness of roles and responsibilities in the XYZ organization creates conditions where members need a sufficient understanding of their duties and responsibilities. Without a clear job description, they find it difficult to determine work priorities and allocate time efficiently (Savandha et al., 2024). As a result, there needs to be more clarity, which will decrease productivity and overall performance (Al-Swidi et al., 2021; Kuckertz et al., 2024).

**Table 1. Categories and Indicators of Unclear Roles and Responsibilities**

Category	Indicator	Number of Members HR (N)	Percentage (%)
Vagueness of Tasks	Not understanding the main task	6	60%
	No clear job description	7	70%
Priority Difficulty	Difficulty determining work priorities	5	50%
Time Allocation	Inefficient allocation of time	6	60%
Work Confusion	Feeling confused about responsibilities	4	40%
Decreased Productivity	Decreased productivity	3	30%
	Decreased overall performance	3	30%

Based on data from 10 HR members in the XYZ organization, the lack of roles and responsibilities appears to be a significant problem. As many as 60% of members report not understanding their main duties, and 70% state that there is no clear job description. In addition, 50% of members have difficulty determining work priorities, and 60% feel inefficient in allocating their time. Confusion regarding responsibility is felt by 40% of members, contributing to a 30% decrease in productivity. Overall, 30% of members also reported a decline in performance due to this ambiguity. This data indicates that the lack of role and responsibility in the XYZ organization has the potential to greatly reduce the efficiency and effectiveness of member work.

#### Uneven Workload

The uneven workload in XYZ organization creates conditions where some members feel they have too much work while others feel underutilized. Members with too much workload tend to experience burnout and stress, which can result in decreased motivation and productivity (Smiley et al., 2024). On the other hand, members who feel underutilized may lose motivation because they feel they need to be recognized and appreciated. This creates dissatisfaction among members and reduces overall team collaboration and effectiveness.

**Table 2. Uneven Workload Categories and Indicators**

Category	Indicator	Number of Members HR (N)	Percentage (%)
Excessive Workload	Feeling too much workload	5	50%
Less Workload	Feeling underutilized	4	40%
Impact on Well-Being	Experiencing fatigue and stress	4	40%
Impact on Motivation	Decreased motivation	5	50%
Impact on Productivity	Decreased productivity	4	40%

Member Dissatisfaction	Feeling disowned or unappreciated	3	30%
Reduced Collaboration	Reduced collaboration and team effectiveness	3	30%

Based on data from 10 members in the XYZ organization, it can be seen that there is an imbalance in workload. As many as 50% of members reported feeling too much workload, while 40% felt underutilized. Members with too much workload tend to experience burnout and stress (40%), which can result in decreased motivation (50%) and productivity (40%). On the other hand, members who feel underutilized may lose motivation because they feel unrecognized or unappreciated (30%). This creates dissatisfaction among members and reduces overall team collaboration and effectiveness (30%). These data illustrate that uneven workload in XYZ organizations can negatively impact member well-being, motivation, and productivity, as well as on team relationships and performance.

#### Lack of structured feedback

Irregularity in performance management in XYZ creates a situation where members need help getting consistent and helpful feedback. With adequate feedback, members feel more valued and have a clear direction for their professional development (Kanat-Maymon et al., 2020; Roy & Houser, 2024). This can hinder their career advancement and also negatively impact overall motivation and performance.

**Table 3. Categories and Indicators of Lack of Structured Feedback**

Category	Indicator	Number of Members HR (N)	Percentage (%)
Feedback Consistency	Difficulty getting consistent feedback	6	60%
Quality Feedback	Feedback that is not helpful or adequate	5	50%
Influence on Well-Being	Feeling underappreciated	4	40%
Influence on Development	Does not have a clear direction for development	5	50%
Impact on Career Advancement	Hinder career advancement	4	40%
Impact on Motivation	Decreased motivation	5	50%
Impact on Performance	Overall performance degradation	4	40%

This table shows that in XYZ organizations, most members have difficulty getting consistent feedback (60%) and helpful feedback (50%). Impacts include feeling undervalued (40%), not having a clear direction for professional development (50%), and experiencing barriers to career advancement (40%). In addition, the lack of structured feedback also negatively impacts the motivation (50%) and overall performance (40%) of members.

#### Undefined Recruitment Process

The unavailability of a clear structure in the talent acquisition process in XYZ organization creates challenges in attracting and retaining quality talent (Kaliannan et al., 2023). A less regular recruitment process leads to the slow filling of vacant positions and reduces the quality of selected candidates. These conditions can negatively impact an organization's ability to develop strong, high-performing teams, as well as hinder the overall growth and progress of the organization.

**Table 4. Undefined Recruitment Process Categories and Indicators**

Category	Indicator	Number of Members HR (N)	Percentage (%)
Recruitment Process Structure	There is no clear structure in the talent acquisition process	7	70%
Position Filling Speed	Slow filling of empty positions	6	60%
Candidate Quality	Reducing the quality of selected candidates	5	50%

Impact on Team Development	Hinders the development of strong, high-performing teams	6	60%
Impact on Organizational Growth	Hinders the overall growth and progress of the organization	5	50%

This table shows that in XYZ organizations, most members experience challenges due to the unavailability of a clear structure in the talent acquisition process (70%). This leads to the slow filling of vacant positions (60%) and reduces the quality of selected candidates (50%). The impact includes hindering the development of strong, high-performing teams (60%) and hindering the organization's overall growth and progress (50%). The lack of definition in the recruitment process can be a serious obstacle for organizations in attracting and retaining quality talent.

## Discussion

### Unclear Roles and Responsibilities

Vagueness in the roles and responsibilities of members in the XYZ organization often leads to confusion and uncertainty. With a clear job description, members feel clear about what is expected of them, negatively impacting performance and motivation. This hinders operational efficiency, as members can only work optimally if they understand their duties and responsibilities. This research supports the findings of Mueller et al. (2024), who show that a clear HR structure can improve operational efficiency. Mueller et al. (2024) state that role vagueness is one of the main causes of job dissatisfaction and low productivity among members. This vagueness creates tension and stress, reducing members' ability to collaborate effectively and achieve organizational goals. The study found that the vagueness of similar roles led to decreased efficiency and performance in the context of XYZ organizations. The synchronization between Mueller et al.'s findings and this study underscores the importance of designing detailed and structured HR systems to ensure that each team member clearly understands their responsibilities. Implementation of detailed job descriptions and effective communication regarding roles can help reduce confusion, increase motivation, and ultimately drive better organizational performance.

### Uneven Workload

Uneven distribution of workloads is one of the major problems in XYZ organizations. Some members report receiving excessive workloads, while others feel underutilized. This imbalance causes dissatisfaction and lowers morale among members. Those who are overburdened tend to experience burnout and burnout, while those who are less burdened feel less useful and unappreciated. This condition creates an unproductive and detrimental work environment, both for individuals and the organization as a whole (Hu et al., 2024).

Members who accept excessive workloads often feel depressed and stressed, which can have a negative impact on their physical and mental health. Studies have shown that fatigue from work can lead to a variety of health problems, such as sleep disturbances, an increased risk of heart disease, and mental disorders, such as depression and anxiety. In addition, burnout experienced by members can reduce their effectiveness in carrying out duties and responsibilities, ultimately impacting the quality of work output and overall team performance.

On the other hand, members who feel underutilized may feel frustrated and demotivated. They feel that their skills and abilities need to be recognized and valued, which can lead to decreased loyalty to the organization. Lack of challenge and involvement in work can also result in stagnation in professional development, hindering growth and innovation within the organization.

Therefore, a more balanced distribution of tasks is needed to increase member satisfaction and productivity. Management must proactively identify and address workload imbalances through better monitoring and fair task allocation. This approach involves open communication with team members to understand their needs and capacities, as well as ensuring that each individual has a workload that matches their abilities and roles. Thus, organizations can create a more harmonious work environment where every member feels valued and motivated to make their best contribution. The more effective implementation of a workload distribution strategy will not only improve the well-being of members but also have a positive impact on the overall performance of the organization.

### Lack of structured feedback

The lack of structured feedback in XYZ organization causes members not to get consistent and constructive feedback. Members often feel unappreciated and need clear guidelines for their professional development. Regular and constructive feedback is essential for member motivation and development. This study confirms the results of a study by Li et al. (2021) that emphasizes the importance of structured performance management in improving member motivation and performance.

Li et al. (2021) highlight that effective performance management relies heavily on consistent, specific, and development-oriented feedback delivery. With regular feedback, members have clear indicators of their performance, making it easier to correct weaknesses and develop the necessary skills. Li et al. also emphasize that constructive feedback helps members feel valued and recognized, which in turn increases their motivation and involvement in work.

In the context of XYZ organizations, the study found that the lack of structured feedback creates feelings of uncertainty and dissatisfaction among members. They feel confused about expected performance standards and need guidelines for professional development. This situation leads to a decrease in motivation and productivity, as well as an increase in member turnover rates. With clear guidance, team members find it easier to know which areas need improvement and how they can progress in their roles.

The synchronization between the findings of Li et al. (2021) and this study underscores the importance of implementing structured performance management in XYZ organizations. The implementation of a regular and constructive feedback system can provide clear guidance to members on how they can improve their performance and achieve professional goals. In addition, development-focused feedback can also help members feel more valued and motivated to contribute to the maximum.

To improve performance management, XYZ organizations need to adopt a more systematic approach to providing feedback. This involves scheduling periodic feedback sessions, training managers to provide constructive feedback, and developing clear and transparent performance measurement tools. Thus, organizations can create a more supportive and productive work environment where each member feels supported in their professional development and motivated to achieve optimal performance.

#### **Undefined Recruitment Process**

The talent acquisition process in XYZ organization needs a clear structure, resulting in various difficulties in attracting and retaining quality talent. Vagueness in the recruitment stages causes uncertainty among candidates, which ultimately lowers their interest in applying. In addition, with firm guidance, recruitment teams often have consistent evaluation standards, making it easier to ensure that the selected candidates actually meet the needs and qualifications required by the organization. The impact of this chaotic recruitment process is the slow filling of vacant positions and the quality of selected candidates who are often below expectations.

To address this problem, organizations need to develop a well-defined and systematically structured recruitment process. With clear guidelines in place, recruitment teams can work more efficiently, speed up the filling of vacant positions, and ensure that only the best candidates are selected. This research shows that by improving the structure of the recruitment process, organizations can improve the effectiveness and efficiency of their recruitment process, as well as improve the quality of candidates hired. This step will not only help meet urgent human resource needs but will also contribute to the sustainability and long-term growth of the organization.

#### **Strategic Implementation**

To overcome irregularities in the HR system, XYZ small organizations need to implement several strategies that are comprehensive and focused on improving operational efficiency as well as the well-being of team members. First, crafting a clear job description for each position is an important step. A detailed job description will give members a better understanding of the responsibilities and expectations associated with their role, thereby reducing confusion and increasing accountability. A good description also helps in the recruitment process, ensuring that candidates applying have a proper understanding of what is expected of them.

Second, the distribution of workloads must be balanced. This can be achieved using effective project management tools and techniques, such as Gantt charts or Scrum methods. The use of this tool allows for better supervision of the workflow and ensures that tasks are distributed fairly among team members. With an evenly distributed workload, team members will feel supported, which can increase their motivation and productivity.

Third, the implementation of a performance management system that provides regular and constructive structured feedback to members is essential. Regular feedback helps team members keep improving and makes them feel valued and cared for. This system may include periodic performance evaluations, coaching sessions, and mentoring aimed at helping members reach their full potential.

Finally, the development and implementation of a structured and efficient recruitment process is necessary. A good recruitment process can help attract and retain the quality talent needed to achieve organizational goals. It covers various steps from requirements determination, advertising, and candidate selection to onboarding and initial training. By implementing these strategies, XYZ's small organizations are expected to improve operational efficiency and productivity, as well as the well-being of team members. These improvements will not only help the organization achieve short-term goals but also support sustainable growth and sustainability in the long term.

## **4. Conclusion**

This research identified that irregularities in HR systems, particularly in performance management and talent acquisition, significantly impact the effectiveness of the division of scope of work in XYZ small organizations. Research findings show that the vagueness of roles and responsibilities, uneven workload, lack of structured feedback, and poorly defined recruitment processes all contribute to similar problems in those organizations. Implementation of a comprehensive and focused strategy can help XYZ small organizations overcome irregularities in the HR system. Steps such as crafting clear job descriptions, offsetting workloads, implementing a structured performance management system, and improving the recruitment process can improve operational efficiency and team member well-being. This research contributes to developing literature related to human resource management in small organizations. In addition, the findings of this study also provide practical recommendations for HR practitioners in overcoming system irregularities and improving the effectiveness of the division of work scope so that small organizations can operate more efficiently and effectively and achieve their business goals more optimally.

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