

## HUMAN RESOURCE - MANAGEMENT OR ELICITATION???

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### ABSTRACT

Human Resource Management deals with the management of the personnel or human beings in the organization. It is neither new to any form of organization nor avoidable. Success or failure to deal with the personnel depends upon various factors which have been called motivation-hygiene factors as called by Herzberg or theory X & Y as named by Maslow. Everyday new studies have been conducted to manage the staff at any of the levels of the organizations which was called personnel management, later human resource development and these days popularly known as human resource management. It basically deals with upgradation of personnel in the organization for the mutual benefit of both i.e. organization as well as the employees. Why not better call it human resource elicitation as every organization deals with exploitation of every bit of talent in every individual employee for upgrading the performance of both individual as well as organization.

**KEYWORDS:** KSA, Human Resource Management, AMO, Performance, Human Mask, Human Face

### INTRODUCTION

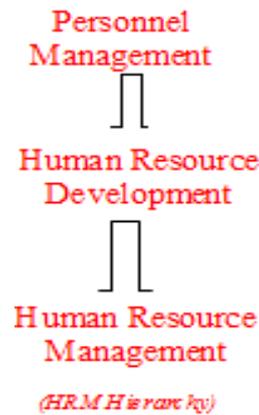
Managing of human resource has been a very intricate subject since beginning of civilization. Looking at the history of management, it was traditional management initially focusing on the work (Production and Efficiency) and considering human being as a machine which can be made to work by providing them monetary benefits only. Administrative thinkers like Taylor, Fayol, Gullick, Urwick etc. have their thoughts in the same lines. Follett has talked of socio-psychological factors in the organization.

Afterwards, new phase of human relationists began when great thinkers and practitioners like Mayo, Rolithsberger gave an idea about the role of emotions and human relations in the organization. Hawthorne studies have been of great importance in establishing the authenticity of the same. Advanced studies in the same line, focusing on the behavior of the employees and employer-employee relations flourished under Simon and Bernard which is known as behavioral approach. Both of them recommended for the participation of employees in decision making process to make them a part of the product.

Talcott Parsons came up with the structural-functional approach; he talked about the role of structures and their functions in the society. F.W.Riggs came with ecological approach, which discuss about the role of ecology in the study of an organization.

This is followed by system approach theory of organization which considers organization as a part of the society which further gives a push to Open Model of an organization. Ecology and Open, both models consider the interaction of employee with external environment and effects of different environmental factors on employee's performance.

In a nutshell, we can say that lots of work has been done in this perspective to improvise upon the working conditions and linking the performance with internal factors and environmental factors to optimize the performance of the personnel and subsequently help them to retain the talent for maximum period of time.



**Figure 1**

Employee centered approach is most prevalent in the current scenario. This approach focuses on the employees and internal motivation factors to achieve the best results out of the optimum efforts applied by any employee with zest and zeal showing up the enthusiasm for work and using the talent in the appropriate direction. Every organization looks for the maximum output and hence maximization of profit which could only be achieved with the self motivated employees and self controlled employees who are ready to work with a —yes, I can do —attitude.

The empirical results suggested the value addition of human resources interventions. Strategic contingency theory, ability, motivation, and opportunity (AMO) theory and the resource-based view appear to be the most popular theories. The Human Resources Management function includes a variety of HR activities like recruitment and selection, and training and development to ensure employees are high performers and dealing with performance issues, and ensuring that HR practices conform to various regulations.

HRM deals with employee's overall development in terms of knowledge, skills, and abilities (KSA), and directly improvisation upon employee's behavior which affects an employees' performance in terms of higher motivation, increased job satisfaction, fewer absences, and increase in productivity. The top four HR activities were effective recruitment and selection, training and development, compensations, and performance management. All these practices could be seen to reflect the main objectives of the majority of —strategic HRM programs to identify and recruit strong performers, provide them with the KSA and confidence to perform effectively and efficiently, and reward them upon meeting the given targets within stipulated time. (Safdar, 2011)

One of the key considerations within HRM is the peculiarity between the so-called best practice and the best fit approaches. It seems logical to believe in a best fit approach in contrast to a somewhat simplistic best practice approach, but the empirical evidence still supports the best practice approach (Delery, 1996, pp. 802–835). Some basic principles, such as employee development, employee involvement, and high rewards, were universally successful, but the actual design of the HR practice depends to some degree on unique organizational contexts. Wood made a distinction among four different fits: internal, organizational, strategic, and environmental (Wood, 1999). Although these were in line with what many other researchers considered to be the possible range of fits in HRM research, one of the most important seems to be missing—the fit between how the employee perceives HR practices and whether that perception aligns with the values and goals of the organization. That kind of fit was well known under the heading of person- organization fit (P-O fit), which Kristof defined as the compatibility between employee and organization that occurs when at least one entity provides what the other needs, or they share similar fundamental characteristics or both (Kristof, 1996). Several authors in the field of HRM and performance emphasized the importance of including employees' perceptions. (Gerhart, 2000) demonstrated the low inter-rater reliability among employees, line managers, and HR managers. This was an interesting and highly relevant

notion, but difficult to solve since these empirical results demonstrated fundamental differences between employee groups within an organization. These results suggested that different employee groups have fundamentally different priorities and needs, something that should be taken into account in future research. Lepak and Snell argued that HR differentiation towards specific employee groups was necessary for overall effectiveness. The classification of employee groups within an organization depends on factors such as the nature of their jobs (e.g., production, technical support, administration, management), their professional backgrounds (e.g., level of education, degree of professionalism) and needs and wants of individuals (e.g., degree of job security, need for challenging tasks) (Lepak, 2002).

An integrated human resource (HR) strategy supports the fulfillment of Business strategy and the attainment of organizational goals. This integrated HR strategy represents a network of human resource processes, geared towards the achievement of business Goals and introduces links of performance to sourcing, staffing, development, rewards, recognition, and employee relations. In an effort to track and measure job performance, Outputs, and behavior, organizations make use of key performance indicators (KPIs). (Safdar, HRM: Performance Relationship: Need for Further Development?, 2011)

Attention has been given to the variety of performance indicators used in empirical research in the light of distinction between shareholder and stakeholder approaches, and the kind of implication this has for our understanding of the concept of performance. The use of financial indicators emphasizes a shareholders' approach to the concept of performance, emphasizing that HR practices and systems contribute a sustained competitive advantage through enhancing skills and human capital. This assumes that Organizations can maintain or create sustained competitive advantage through unique, rare, scarce, inimitable, and valuable internal resources (Barney, 1991). HR is a powerful potential internal resource that fits this general resource based view.

Further, it was noticed that employees or workforce are manageable (maneuverable) for development. In other words, HR practices can increase the value of the human capital pool through development (e.g., skills training, General training, job rotation, coaching) and influence employee behavior in the desired direction. The search for the value addition in HRM is the search for those —best practices or —best fit practices that ultimately result in sustained competitive advantage of the organization. This can take place only if employees are willing to stay with the organization. Thus, employee commitment in terms of willingness to stay and willingness to put in extra efforts are very important in this context. This is probably why research in the area of HRM and performance is becoming more interesting in creating high commitment work environments through HR practices or high involvement-high performance work practices (HIWPs and HPWPs).

The range of fits analyzed in HRM research needs to be supplemented by the person organization fit in order to include perceptions of employees, and to be able to differentiate between employee groups. In measuring performance there should be a clearer focus on more proximal outcomes, and research design should allow for the analysis of HR practices and outcomes in the right temporal order—causes should precede effects. Simply defining performance in its contribution to bottom-line financial performance does not do justice to the various actors (both inside and outside the organization) involved in either the shaping of HRM practices or affected by it. It is better to go for a stakeholders' approach, which also implies opting for a multi-dimensional concept of performance.

Along with corporate or business strategy, a whole range of other factors plays a role in shaping the relationship between HRM and performance, among which the institutional context is critical. A crucial linkage in the relationship between HRM and performance is their focus on organizational climate, which they define as —a shared perception of

what the organization is like in terms of practices, policies and procedures, routines and rewards, what is important and what behaviors are expected and rewarded. Wright et al. discussed in 1999 the question about the linkage of human resource policies and practices with the Organizational performance. However, linking HRM practices to employee job performance was unexplored and required a great attention particularly in the context of public sector organizations. Some researchers like Cascio and Bowin and Harvey moved a step forward by stressing upon the significance of an important human resource practice, job analysis, as a strategic human resource management practice with potential contribution to organizational performance. (Cascio, 1998) (Bowin, 2001)

The key to success of Japanese companies like Toyota, Matsushita are the practice adopted for efficient management of workforce. As these companies started opening its manufacturing plant in western countries, the practice of these companies also started practiced by western companies. The practices included are :

- Strict and rigorous selection and recruitment
- High level of training, especially induction training and on the job training
- Team working
- Multi-tasking
- Better management-worker communications
- Use of quality circles and an emphasis on right first time quality
- Encouragement of employee suggestions and innovation
- Single status symbols such as common canteens and corporate uniforms

The reason of adoption of above practices is to create an organizational atmosphere where workers can grow and identify their own success and goals which can match with that of organization.

Thus, with this discussion it could be concluded that with the changing trends, the structure of the organization is also changing. The hierarchical organization has now turned into amoeba like structure which keeps on changing its shape and size as per the requirements of the projects or standards required to finish any specific job. The concept of outsourcing of almost every service & parts, customized products, globalization, customer as THE BOSS, new philosophies, international standards, employee friendly culture, coping up with the organizational as well as individual needs at the same time, flexible working hours and removal of geographical boundaries, emergence of virtual organizations and hi-tech communication channels etc. has shifted the management paradigm from work –centric to employee-centric approach which could further be called employee participation in the strategic decisions of the organization to achieve the highest order needs in terms of job satisfaction as well as the profit generation. The concept of corporate social responsibility has blurred the image of government as the sole institution to work for the welfare of the citizens.

## **CONCLUSIONS**

The world has become a global village & boundaries are just physically apparent with almost no boundaries in the working culture of the organizations. People from various linguistic backgrounds, religion, and nation, ethnic, racial and social-make-up, work together sitting miles apart in different nations on the same project at the same time connected virtually. Looking into various perspectives, the need of THE HUMAN RESOURCE ELICITATION arises which could redefine various philosophies, working culture, rules and habit patterns of the employees to achieve the best out of the

social capital present with the organization in a satisfactorily, efficiently, effectively and productive way with high levels of human motivation with a passion towards work and high level of loyalty towards the organization.

Hence, it can be concluded with the fact that in an organization Development with human face, not with human mask, is required.

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