HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL EFFECTIVENESS

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Although human resource management has been in existence since ages, only recently there has been some major redirection in thought concerning its importance as a discipline to the effectiveness of the organization. During feudalistic era the human resource management was mostly around the relationship of owner and the servant, in the industrial era it was of owner and blue collar worker and in the information era it is the management of knowledge worker and therefore the approaches which has been in vogue in past to manage servants and workers has to transform to manage a knowledge worker. It is in this context where paradigm shift in the approach of a manager has to take place to manage his men in the organization. The focus of this paper is not merely to articulate the academic significance of various human resource management processes but also to enable the managers to apply them in live situation based on sound behavioural and management principles.

This new perspective is that of strategic human resource management. This perspective essentially takes a broader and more integrated view of the personnel function to the longer-term strategies of the organization and ask how the personnel function can facilitate the accomplishment of those strategies.

Human resource management may be defined as a process by which people with diversified goals are motivated to match themselves with the goals of the organization.

Human resource management is required in the organization to produce key results in term of productivity, profit, creativity, innovation, services, satisfaction etc.,

The delivery of these key result areas would heavily depend on various processes like decision making, use of authority, use of strengths of colleagues and subordinates, position and professional conflict management, stakeholders management, motivation management pattern, etc.,

Each of these factors are further discussed as what they mean and what skills a manager require to apply them, ultimately resulting in effective delivery on key result areas.

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A - Decision Making

'To quit MBA or not in Harvard Business School was the dilemma faced by Bill Gates. A timely and effective decision to quite MBA and allot the time for making software programmes has paved the way for Bill Gates to become the richest man in the world. This is to show the importance of decision making, which not only change the lives of individuals but also that of the organization.

Decision making is the process of i) identifying the problem ii) defining and setting aims, iii) formulating the alternatives, iv) evaluating and choosing the best alternative v) implementing the choice vi) commitment for action and vii) following it up.

Identify the Problem

Problem is an existing negative state requires redressal and not the absence of the solution, which is understood this way quite often. A manager need to identify the existing focal problem based upon available information and brain storming with the members of the organization or decision-makers. It is always advisable to workout a cause and effect network around the problem so that all the members of the organization can understand and reflect to convert the problem into an actionable task statement.

Aim Setting

'Aims' is a useful collective term embracing goals, targets, objectives, purposes, intentions, aspirations, standards, ambitions, ideals, mission, all of which relate to the direction we wish to take or the future we want, or need to bring about. The setting of aims calls upon the skills of imagination and foresight. The manager should have the skill of knowing whether they are given, self evident, to be deduced evolved or latent.

It is the clarity of aims, which provides a manager the basis for decision and ways and means of realizing the decision. People in the organization also like to know why they are being asked to do things. And therefore sharing a common goal and vision is the requirement to ensure peoples' contribution in a focussed manner.

Questions, which help clarify aims include:

Why is the task being done?

Who or what is it for?

What benefits will it lead to?

What use will it be?

Establishing aims is a forward-looking activity requiring vision imagination, so it is worth remembering that the answers to the question 'why?' will fall into two categories Those which describe the future (purposes), often phrased 'to so that...., in order to ......', those which describe past events and give background (reasons), often phrased 'because.....'

Formulating Alternatives

This is the stage where all the alternative solutions and courses of actions can be used by a manager to achieve the aims. The solutions of the problem can be generated by asking the question 'how'?

Evaluating Alternatives

As all the possible alternative may not be equally feasible the best among them must be identified. Some may be more effective than the others and some may be difficult to implement and therefore the manager need to assess the implication of each of these alternatives. The following criteria may be useful to choose the most feasible alternative.

TECHNICAL	-	Appropriateness, use of Local Resources, Market Stability etc.,
FINANCIAL	-	Costs, Financial sustainability, etc.,
INSTITUTIONAL	-	Capacity, Capability, Technical Assistance, Inputs, etc.,
SOCIAL	-	Distribution of costs and benefits, gender issues, socio-cultural constraints local involvement, Motivation, etc.,
ENVIRONMENTAL	-	Environmental effects, environmental costs and benefits

TIME HORIZON	-	How long it will take to achieve the objectives
CHANGES OF SUCCESS	-	High, Medium, Low
RISK	-	High, Medium, Low

Implementing the Choice

The choice that has been selected, needs to put into action to solve the problem and monitor the effectiveness of the decision.

Stakeholder Analysis and Management

It has been our experience that the developmental programs do not succeed unless they are related to the needs of the people, addressing their problems, within their available resources on a sustainable basis. Therefore, the greater emphasis of late has been on participatory developmental efforts in partnership with people community. To realize this process in letter and spirit a manager can effectively make use of the understanding of concept of stakeholder and their management for over all designing and implementation of any developmental programme. Stakeholder analysis and management explained in the following paragraphs may be used as a mechanism to ensure peoples participation and partnership in the developmental efforts. If a manager is equipped with this skill any developmental programme is quite likely to produce result on time, of expected quality and at a reasonable cost.

What is Stakeholder?

Persons, Groups, Institutions with interest in the project or activity are stakeholders. They may be winners, losers, affected, involved, and excluded in decision making.

Types

Stakeholders may be determined by extent and nature of affect they have on activity or project.

PRIMARY stakeholder are one's who are ultimately affected + vely or –vely (beneficiaries / advisories)

SECONDARY stakeholder are the intermediaries in the aid delivery process (NGO/Private sector / Funding, implementing, monitoring, advocacy agencies/ Govt.)

Purpose of Stakeholder Analysis and Management

To know

1. the ways in which these interests affect Project Risking and Viability
2. The possible relationships of manager with stakeholder at an appropriate stage of the project for coalition / sponsorship / ownership / cooperation etc., in order to take advantage for the success for the activity / project.

Steps for Stakeholder Analysis

1 Identify and list stakeholder in terms of supporters or opponents / female / users / occupational groups / income groups /vulnerable groups / likelihood of emergence of new stakeholder as a result of project.

2 Identify interest overt and covert vis-à-vis problems. (In terms of stakeholder's expectations, benefits, conflicts with the project, how does stakeholders regard other stakeholders.

3 Briefly assess the likely impact on the project of each of these (+ve / -ve / uncertain / unknown) interest of the stakeholders.

4 Indicate relative priority, project gives to the interests of stakeholder

Stakeholder Worksheet

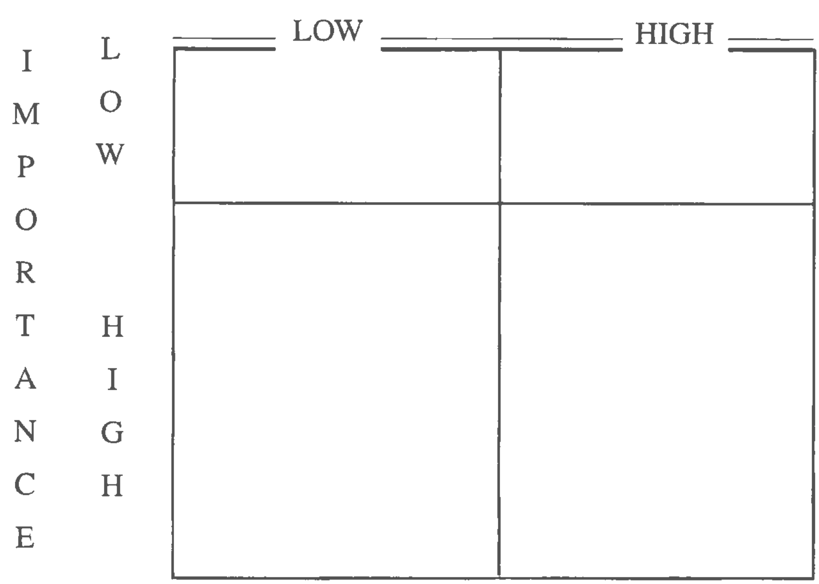
STAKEHOLDER	INTEREST	POTENTIAL IMPACT ON PROJECT	NATURE OF DEPENDENCE AND POSSIBLE LINKAGES BETWEEN PRIMARY STAKEHOLDER AND OTHER STAKEHOLDER
PRIMARY	-	-	-
SECONDARY	-	-	-
EXTERNAL	-	-	-

Assess the influence and importance of stakeholder with a purpose to draw up implications for the project as whom to eliminate / play safe with / be careful / have coalition / participation / sponsorship etc.

<u>IMPORTANCE</u> - <u>Needs</u> and <u>Interests</u> (if these are not met project cannot be deemed success)

<u>INFLUENCE</u> - in terms of the extent to which SH's are able to persuade / coerce / influence in making decisions. It could be positive or negative influence on the project. (Influence may be due to Budget Holders / Authority of leadership / control of strategic resources / Knowledge / Authority of position / Negotiating position / Social, economic, political status etc.)

<u>Key Stakeholder Matrix</u>



Summarize implications for each Box

Participation Matrix

What type of participation by the key stakeholders at what stage of the project to facilitate to achieve the project purposes may be determined by this matrix.

TYPE OF PARTICIPATION

IMPORTANCE

	INFORM	CONSULT	PARTNERSHIP	CONTROL
IDENTIFICATION				
PLANNING				
IMPLEMEN-TTATION				
MONITORING AND EVALUATION				

Position and Profession Conflict Management

determining how and when to critique and provide feedback.

1. focus on specific behaviours
2. keep it factual and impersonal
3. keep it goal oriented
4. make it well timed
5. ensure understanding
6. if negative, make sure it is suggestive and the behaviour is controllable by the recipients.
7. tailor the feedback to fit the person

Motivation Management

The biggest challenge any manager face in any organization is to motivate people to focus their mind and energies in doing a work as effectively as possible. It is basically the question of directing the mental and physical equipment of the individual towards work related performance. There is enough literature that suggests that people are motivated by i) meeting out their needs ii) setting clear and challenging goals iii) reinforcing quantity and quality of performance either positively or negatively, iv) creating relative equity in rewards for performance v) providing expected benefits and promotions. All the above mentioned factors in different combinations may be manipulated by a manager in different situations and organizations within the flexibility of the boundary of norms laid down for the organization. However, in the typical government set up many of the above factors may not find application for various reasons. Keeping this in view it is suggested that a *process related approach* may well be followed by a manager. The process here referred as what and how a manager interacts with his people. For instance the way (process) the manager exercises his leadership over his people would itself determine and affect the level of motivation. Similarly the exercise of the process of delegation, communication and coordination would definitely affect the level of motivation of employees. The other issues like decision-making, use of skills and authority etc., would contribute further to enhance motivation of individuals without costing money and committing great resources. In the following paragraphs an attempt is made to suggest strategies as how these four processes can be exercised by any manager to motivate his staff.

The limitation of this approach may be its high demand on the manager for his determined willingness, conviction, hard work, patience, commitment of time and efforts as it is manager centred and manager driven approach of motivation.

Exercising Leadership

The process of motivating people and guiding their behaviour in the organization is grossly dependent on the process of exercise of power and authority, which ideally should result in multiplication of power in the organization (empowerment of people). It is pertinent to mention here that power is the ability to influence whereas authority is the right to influence (by virtue of formal position).

One kind of authority, position authority, is linked to the position that a person holds in an organization. People hold different degrees of this authority according to their job and position in the hierarchy. This authority is delegated by other people, generally people in positions of higher authority. Correspondingly, this authority can be withheld or withdrawn, and it has no value outside the organization, which supports it.

Another kind of authority, sapiential authority, which is acquired by virtue of ones knowledge and information. This also has a limitation as one person can't be specialist in all the areas of knowledge.

Third kind of authority is inherent in each one of us: process authority. It finds expression in our ability to offer relevant information, listen to others, question to clarify understanding, make proposals, offer skills and expertise, synthesize and build ideas, encourage and help others. Equally, it lies within our power to withhold such help. Such authority is not given to us for we already posses it; neither can it be taken away or denied. We face choices repeatedly: whether to try to help others and improve situation, remain silent and inactive, or seek to hinder and destroy. We can choose to co-operate to mutual benefit or manipulate to personal gain.

An ideal manager uses three of them in right proportion matching the situation, as a motivation strategy.

The general assumption followed by most managers, most of the time to manage people is to exercise positional authority, which mostly result in compliance and merely compliance would not ensure quality and standard. It is in this context where the manager has to act more like leader if he has to be a motivator. It is all the more important for managers who are involved in developmental activities where routine and mechanical use of authority is not going to produce results. It may be worthwhile to highlight a distinction between a routine manager and a manager as a leader.

Pattern Of Delegation

Delegation allows a subordinate to make decisions by transferring authority from one organizational level to another, lower one. It should not be confused with participation, where there is a sharing of authority when making decisions, which quite often managers do in organization. Delegation to my mind is not off loading and distribution of the work of manager, which is a usual practice in organization. It is a process through which manger (Boss) helps develop subordinate, improve decision, enhance subordinates commitment and improves relationship which ultimately results in empowerment of the organization and people. Therefore, a manager should understand that core objective of delegation is to empower people in terms of task (technical knowledge) and process

Sl.No.	Routine Managers	Manager as Leaders
1	Advocate stability and status quo	Agitate for change and new approaches
2	Impersonal, passive and functional attitude – goals arise out of necessity and reality	Personal, active attitude goals, arise from desire and imagination
3	Views work as a process to enable people and ideas combination. Seeks moderate risks	Looks for fresh approach to old problems Take high risks if pay off high.
4	Avoids solitary activity / close relationship / conflicts	Comfortable in solitary activity Intense relationship and not conflict averse.
5	Make a straight forward life adjustment accepts life as it is	Engage in struggle for a sense of order in life, questions life.

It is strongly advocated that the agricultural managers must conduct themselves more like leaders to motivate their people

(interpersonal relationships). In the present day developmental organization, the authority, responsibility and accountability is not enough to talk about but it should be the 'empowerment' as main end product even if it involves committing allowable and tolerable mistakes. In our organization most often we go by typical hierarchy to delegate work even if the person whom the work is delegated is not functionally competent as if delegation is to honour hierarchy and not of the work for which people exist in the organization. People exist in the organization because there is a function exists and if this is the logic how come a manager can afford to delegate a function to a less competent person over looking a person with greater competence. If this line of thinking is practiced, than and only then the 'empowerment of people' as a core objective of delegation and quality of function can be realized. Understanding of this concept on the part of the manager would bring a shift in delegation pattern of managers.

Managers must learn to trust others and create a supportive culture. Delegation if done with right intentions, increases a manager's effectiveness and still provide control about which managers are generally suspicious and wavering.

The following skills would help a manager for effective delegation: -

(a) Clarify the assignment and determine what is to be delegated and to whom, the results you expect and any time or performance expectations you hold.

(b) Specify the subordinates range of discretion

(c) Allow the subordinate to participate in the task process before delegating.

(d) Inform other stakeholders that delegation has occurred.

(e) Establish appropriate feedback mechanism to check the work progress and ensure that authority guidelines are not being abused.

(f) Do not encourage reverse delegation. The subordinate runs into a problem and then comes back to the manager for advice or a solution. Insist on recommendations from the subordinate when problems surface.

Co-Ordination Process

It is a mechanism that refers to the relationship among different departments or persons around a common objective or activity with a definite framework of sharing responsibility, roles and required resources and benefits accrued. Good coordination is one, which serves the needs of the client and user, and maintain balance for the needs of the other stakeholder.

It is worthwhile to mention here that routinisation and mechanization of procedure is functional in bureaucracy, but in a development programme like that of agriculture it is likely to inhibit progress. A set of rules and regulation, through programmed coordination, though useful to some extent can't solve all the problems.

It is noticed that effective coordination depends on the extent to which individuals in an organization understand the common goals and share in the belief that these are capable of realization if they make a conscious effort to articulate their activities. In order to ensure coordination a manager must I) integrate and unite the objectives of the parties / departments involved ii) provide an orderly arrangement of parties / departments efforts iii) have interest, understanding and skill generated to carryout activities together and iv) proportionately share the benefits / end product or outcome.

Summary

In the changing scenario the cultures, structures and processes in developmental organization cannot afford to be static and therefore dynamism in them would require a shift in behavioural an interactional patterns of the managers vis-à-vis members in organizations. Today's managers in these organizations need to be more sensitive and responsive to the internal as well as the external environment. A development manager may not be able to alter the structures as it is given to him, however he may bring about changes in the organization culture by introducing changed practices of various organizational processes. In view of this the organization processes like decision making, critiquing of ones own self and of other people and programs feedback mechanism, motivational patterns, exercise of leadership and coordination etc., need to be practiced differently in the constantly changing environment. Therefore, this paper is an attempt to provide an insight to managers to explore and understand some of these processes in order to manage people for organizational effectiveness.

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