



Review Paper

Principles for Managing Human Resources in Contemporary Organizations

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Available online at: www.isca.in

Received 22nd January 2013, revised 28th February 2013, accepted 9th March 2013

Abstract

The aim of this study is to investigate and find out all those principles which can really transform an organization into a developed one. Wisdom and view point delivered by the great eminent intelligentsia have been thoroughly studied and analyzed to reach an understanding of which of the activities and proficiencies are mandatory for every manager. It is observed that for a competent leader comprehension of roles of empathy, integrity and strategy are essential to manage the human resources in the organization adequately. Therefore, at each level effort should be put in order to create an environment of learning, independence and motivation for the very purpose of individual and organizational success. Adopting these researched out and recommended principles can change the destiny of the organization and the individuals.

Keywords: Proficiencies, human resources, competencies, management.

Introduction

Today's universal desire at organizational level, country level and national or international level is the attainment of leadership. However, leadership as classical or traditional is not desired but an appropriate, the popular creative and empathic leadership that can acquire, maintain and retain the potential to command the hearts and proving very beneficial for the respective organization. It is the perceptions, attitudes' behaviors and contributions of a leader which are observable and perceivable through the performance of their roles, and that can determine their worth character and level of personality. Jinnah, Roosevelt, Gandhi, Kennedy, Churchill, King and Einstein are known and respected due to their some very noticeable tracts and contributions. This each one's leadership that keeps them alive in the hearts, and people could not ignore these giants.

The contribution of prominent leaders, whether they are religious, political or organizational, is considered as part and parcel of the performance of people. Their actions, behaviors and lives are considered as public property. They are very much concerned with sentiments and feelings of the people because they support, guide and lead them to bring ultimate success in their lives. Good leaders lead by examples and character, and so they win their hearts. Irrespective of the nature and kind of leadership demonstrated. They work for the common cause which results in individual, group/team or organizational success.

Effective leadership is said to be a personal role which includes strategic, motivational as well as administrative skills in order to make an alignment of the drive, ability and focus through developing trends and setups that promote the sense of attainment and fine thoughts. Leaders push thoughts, Ideas and concepts towards advancements. It is a tool to gain the

confidence of others. Strategically, it is harnessing the energy which builds, unites and inspires the team to reach out some common target.

It has been observed that working practices underwent a lot of sudden changes; however, the essential attributes of a good leader remain unchanged. Here it is worth noting that with companies moving away from the traditional hierarchal structures, leaders need to learn more the management of innovative projects, inspiration competencies than previously. Some of the basic skills about leadership include Mutual "trustworthiness" that explains that a leader talks honestly without hiding anything and extends same expectations towards others. About being "visionary" he understands his targets, objectives and the means of their attainment. He should be "an influential" through use of his extra abilities of being argumentative and visionary to impose his opinion on the other stakeholders. A leader proves him as an "inspiration" while being a creative and an imaginary person. He remains "aware" about the talent and abilities of the subordinates and understands their Strengths and Weaknesses. Being a "managerial" he keeps track of the progress towards targets and can control and cover the gaps or slippage if any.

A wisdom oriented breakthrough has been reached at by the managers about leadership. Researches in HRM and psychology have developed the leadership and concepts to a great deal and extent irrespective of time and cultural barriers¹.

General understanding about the concept of leadership is that a leader is the individual who possesses the ability to make their people learn the "vision thing." Here saying of Napoleon holds good that "leaders are dealers in hope." Further "vision" is termed as their running currency. It is 'vision' that clarifies the goals/targets, the way forward and the important roles resulting

into enhancement of overall team performance and organizational outcome. US President George HW Bush being pragmatic in his perceptions showed his concern that he had no understanding of “this vision thing” before election of 1992. People do not like to listen to such a talk from a Person who is known as a talented and potential one with tremendous leadership ingredients².

Principles for Managing Human Resources

Principles for HR management comprise of the roles, competencies, behaviors and skills needed for every manager to run all the organizational activities and functions smoothly and effectively. Accordingly following researched out concepts are added here:

Instinctively Defining Leadership: “It is important to understand the concept of a ‘Leader’ and a ‘follower’. ‘Leader’ is defined as ‘a person who rules or guides’ others’ and ‘follower’ as ‘a person who accepts the teachings of another. Leaders of today should see their primary function as “Creators of Growth and Learning” (COGAL) in themselves and in those for whom they are responsible”³. Following five roles are important:

“Leadership,” explains whatever managerial role leaders hold they are responsible to lead those for whom they are made responsible of as effectively as possible. Leadership roles start the moment they are put in a position of authority over others.

Managers become surprised at lesser motivation and performance (when uncovered by some staff attitude survey), not realizing that may they (managers) be the cause of such negative effects.

Here flow of communication with the workforce is termed as an essential activity for managers to prove their leadership role. Communication may be in any form the i.e. meetings, telephone, writings and physical postures. Sufficient time should be spared for this purpose.

The concept of “*follower-ship*” elaborates that manager are also great servants because being followers they are as well working as “subordinates” somewhere. Training of needed skills and behavior's don not exists for “leadership” as well as “*follower-ship*”. According to the verbal rules; “*Follower-ship*” is not a person but a role. Effective followers and effective leaders are often the same individuals performing various roles every day at different hours of the day”

Although every organization maintains its *clients* and there is a need that managers should learn the skills for “managing relationships.” However, the “client” role was included in original model “Roles and Mix”⁴.

There is another very important role a leader plays in the organization which is a core business role; ‘The Technical role’.

This role is pertaining to the activities that define a leader’s professional competence and skills, for example, consultant, architect, lawyer, product manager, business development manager, salesperson, strategic planner, production supervisor, administrator, IT manager, and so on.

Since entire of the working lives are composed of authoritative issues and matters where managers deal with volume of paperwork, e-mails and duty rosters, etc., therefore “Administrative role” is considered very significant one.

The author feels that in order to become a good ‘COGAL’, the five work roles recommended by the researcher are a basic requirement for each HR manager in the organization. However, disagreeing here author is in an opinion that administrative role is more than emails and papers. It also relates to the organization of our subordinates, something, which if not done correctly can decrease morale and motivation, etc.

Hammond’s fifteen key roles of Leadership

“Hammonds a leading – learning company in New Zealand” have investigated and introduced the Fifteen Key roles of leadership⁵: i. It has been elaborated since leadership provides a way out and direction towards the future, therefore, it cannot be termed as an issue pertaining to personality. ii. A famous saying that leadership is everything is also of great worth as “Quality School” while giving it more importance evaluated it thrice than the normal leadership. iii. “Attitude” is a great attribute which is maintained by leaders. They perform more than expectations. They make them fit in the organization and do not adopt but adapt the organization’s vision. iv. It is the purpose that drives the leadership. Then consensus, commitment and peer’s relationship is created by the purpose. Subsequently, leadership proves as a key in order to develop shared vision. v. After establishing the goal of organization, they prefer innovation, quality than quantity. They provide knowledge of shared destination. Resultantly sense of hope and security is generated. vi. Leader shows the subordinate brighter side of the things acting as optimistic. By maintaining their values, they set examples and prove as a model in their personality. vii. It is very innovative concept that 360⁰ communication at each in the organization is essential; therefore, ensure that communication process should continue. viii. Leaders believe and expect the high level performance from everyone for continuous improvement. They ask other to perform by building trust. ix. They believe in maintaining people with empathy – a ‘Golden Rule’ forever. x. For maintenance of safe and conducive working environment, they provide the right to each employee, to know why? What? How? When? xi. Leader has to ensure that every employee knows all sorts of criteria of performance and evaluation. xii. Leader is to hold employees accountable for agreed targets and tasks showing toughness. xiii. They recognize the initiative or good behaviors of employees by promoting the concept of sharing and feedback. xiv. Leader supports the people who need their help. xv. They prove their trustworthiness. They are congruent in practice and preach.

The company has very intelligently designed the set of fifteen leadership roles to run the unit smoothly. Roles mentioned here provide a real recipe of competencies, behaviors and skills for the managers to carry the organization towards a bright future. Therefore, the author feels that this recipe must be declared mandatory for managers to thrive.

The FACETS of High Performance Leadership

The researcher has vast experience of over twenty-five years in dealing with each level of management and staff. He has worked on process sessions and strategy building. In his assignments, he showed a strong background in team facilitation and project management, which he acquired by serving in finance sector (banks), health and manufacturing sector, education and insurance sector. In order to align workforce and strategy a professional expert in Human Resources having certified status (CHRP) can use following five facets⁶: i. "Focus" Means effective leaders emphasize the values, goals, strategy, vision and mission and not just on methods and procedures in order to achieve desired outcomes. ii. "Authenticity" of leaders is the quality that causes the followers to be attracted despite leader's difficult behaviors. iii. "Courage" is an essential attribute to face the emerging challenges on the daily basis. Similarly, it is the courageous leaders who can play well in implementation of the activity "managing change" in the organization. iv. Understanding the right juncture of making critical decision is termed as "timing." Leaders maintain a well calculated speed toward the accomplishment of activities. They always prefer to prioritize the works, programs, activities and rightly needed people. v. Brain investigated five leadership proficiencies, which can improve the business units, however; these five facets cannot complement all the leadership attributes and skills necessarily to be needed for a manager. Author is agreed with these competencies, to some extent, but many more are required for adequate performance management in the organization. Although these five factors covertly encompass almost all the ingredients of effective leadership but in order to provide the thought with sufficient clarity and wisdom, there is a need to explain all the covert ingredients in overt style so that managers and employees of average intelligence should also absorb the concept in detail and depth.

Four Managerial Roles in Social System

It has been researched out that a manager should perform four roles as a leader which are "producing" "Integrating," "Innovating" and "implementing"⁷. "To run effectively an organization, these roles have been termed as part of social subsystem of an organization"⁸. "The principal qualification for an achiever is the possession of a functional knowledge of his field, whether accounting, engineering, marketing, or any other discipline"⁹.

According to researcher, synergy of these three roles "producing," "implementing," and "innovating" cannot prove

just sufficient in order to gain adequate outcome as performance of managers and leaders in the organization. Therefore, he researched out "Many an organization that has been managed by an excellent achiever-administrator-entrepreneur (usually their founder) nosedived when this key individual died or for some reason was replaced. For an organization to be continuously successful, an additional role must be performed i.e. integrating."

He added that whenever any one of four managerial roles is absent, next there will be a certain type of mismanagement. However, a role of "integration" has been given extra importance than other roles.

The author perceives that the research done by Hersy and Blanchard provides essential roles to be performed by a manager. However, although these competencies elaborate on certain technical aspects which are important to the outcome of the organization, many valuable attributes, including human psychological, inspirational and vision are missing. Moreover, proficiencies pertaining to learning, relationship, communication and many of the technical skills are found absent from this model of the social system.

Five Activities for Managing People

Activities like "staffing," "retention," "development," "adjustment" and "managing change" are much needed for managing the people. It has been found out that manager should perform a critical role of "managing people" which encompasses all above-said sub activities. "Staffing" mentions the work requirements, strength of personnel with requisite skills levels as well as acquiring and promoting most suitable from them¹⁰.

Activity of "retention" "encompasses the sub activities like rewarding employees, maintaining harmonious workplace relations with each level and providing conducive working environment. Similarly, the function of "development" demands the enhancement of employees through improving their abilities, skills and knowledge, which are called as competencies.

Activities that maintain the compliance with strategy of the business and HRM policies are squeezed into the function of "adjustment." A manager should be flexible enough that he may adjust himself in every situation.

Change management has been experienced as a very difficult task in the organizations. Therefore, "Managing Change" is the activity which continuously works. Manager must acquire this ability to help out the employees to proceed with changes.

Author has the point of view that five Human Resource Management activities recommended by Cascio are part and parcel of every organization, and every manager and leader should carry them out effectively. Author supports this model

with five activities because these activities are so broad in nature that they inheritably included aspects such as human psychology, inspiration and vision as without these skills, adjustment and managing change is impossible. Author further appreciates the intelligence level of the researcher that he accumulated all the requisite proficiencies required for a great leader and transformed them into a blend of Human Resource functions religiously; these activities are being performed in contemporary organizations.

Stephen's R Covey's Solution for Seven HR Problems

Stephen R Covey is a great contemporary leader and an author of many books. After investigation upon seven chronic problems, he recorded them in his book 'Principles Centered Leadership'. His following recoveries and problems being universal exist almost in every scenario and organization¹¹: i. Absence of values as well as shared vision in organization. There is no concept of understanding about the commitment to the mission in every level in organization. ii. There is no strategic procedure and path. This abnormality is dangerous for individuals and organization. iii. Non alignment of the structure, shared values, vision as well as systems. It is called as poor services by the organization. iv. Management philosophy carries an inappropriate style thus it is non alignment between vision and mission statement as well as between values and shared vision. v. Leaders do not have requisite skills to accomplish the tasks. vi. Lack of trust between all levels resulting into communication gap, non-cooperation and no concept of problem solving. vii. Absence of concept of integrity: People exhibit much difference between their talk and walk so no correlation in believe and deed.

In the Changing Paradigm Management, Stomach paradigm says, "Pay me well," Heart paradigm says, "Treat me well." Mind paradigm says, "Use me well," the principle-centered leadership paradigm says, "Let's talk about vision and mission, roles, and goals; I want to make a meaningful contribution."

Covey further recommended, "I suggest that we cultivate the principle-centered leadership paradigm, which not only embraces the principles of fairness and kindness and makes better use of the talents of people for increased efficiency, but also leads to quantum leaps in personal and organizational effectiveness."

Author feels that Stephen R Covey has rightly identified seven problems occurring currently in the organizations. So it is the responsibility of each manager to solve them through his wisdom, intelligence and competencies. Prevailing wisdom emphasizes that to ensure improvement and development of the organization and employees at all levels, firstly, there is a need to identify the problem or issue then 'Solution Management' becomes easy. So organizational audits should be carried out frequently to mend the deficiencies and flaws. Sometimes to

solve some problems, there is a requirement to train and develop the managers and employees therefore; organizations have to get its managers trained sufficiently in order to perform effectively, avoiding the recurrence of these problems.

Corporate Social Responsibility (CSR)

Concept of "Corporate Social Responsibility (CSR)" has spread over to global level. Implementation of HRM practices which is sounder and result oriented is now needed of CSR. CSR's role and impact is highly visible globally in all the communities, like health care, labor markets, human rights. Accordingly, this concept is much more valid and useful. "More and more companies are accepting corporate citizenship as a new strategic and managerial purpose requiring their attention. Once seen as a purely philanthropic activity a source of general goodwill, with no bottom-line consequence, citizenship is moving from the margins of concern to the centre at leading companies"¹².

While pondering about use and purpose of CSR, author thinks that an effective HR leader needs the right initiative, innovation, motivation, vision and communication skills that effectively implement CSR in an organization. Moreover, 'CSR' concept is an innovative proficiency; therefore, every organization ought to implement and promote this role in true letter and spirit.

A recently proposed model as an "Advanced Leadership Development Model" designated as "*CLICK'S Pride*" to emphasize that a proficient Leader Click's the Pride (Satisfaction / Self-respect / Self-Actualization) eternally. The leader should be increasingly adaptable – making sense of uncertainty and managing complexity. "The qualities and competencies of Communication, Learning, Influence, Confidence, Knowledge, Strategy, Priorities, Relationships, Integrity and Delegation catering along the electronic dimension are coming to the core and demand of a more participative leadership style." This model of ten competencies almost covers all the requirements of leadership in an organization. Communication at all directions at 360 degree level, priorities and strategies' setting, maintenance of good relation all around, environments of learning and knowledge, observing integrity with the mission of organization as well as delegating and empowering at the down level, are the part and parcel of each of contemporary organization¹³.

Conclusion

While deliberating for the innovative concept and modern skills needed for a leader, it has been found out that every manager is supposed to be a COGAL (Creator of Growth and Learning), an empathic, authentic and a knowledgeable person. He must understand the significance of all the HR activities in the organization, i.e. selection, staffing, training and retention as well as the process of implementation of these activities.

Management should ensure that managers are selected on merit and sufficiently trained to handle the current internal and

external challenges in order to perform critical business roles in the organization. It is therefore recommended that a leader should be a sociologist, anthropologist, economist and a futuristic one.

Every manager and the administration must understand the contemporary seven chronic problems existing in almost every organization as have been investigated and recorded by a highly regarded leader, researcher and author of many books, 'Dr Stephner R Covey', in his book 'Principle Centered Leadership'.

Author's researched model 'Clicks Pride' encompasses ten essential competencies like Communication, Learning, Influence, Confidence, Knowledge, Strategy, Priorities, Relationships, Integrity and Delegation, which should be learnt and applied by each manager. Every organization is recommended to adopt this innovative leadership model, which provides a solution of each of the issues or problems pertaining to human-resource management.

The Leaders and managers working in all kinds of units can read to adopt and follow the principles and proficiencies recommended in this study for better results in the future. All those leaders and organizations ignoring these fundamental and critical principles shall be left behind in this fast changing and turbulent industrial environment.

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