

Hrdpro

Literature, Russian Literature



HRDPRO I interviewed a human resources specialist at a local bank. The official's title was HR manager. They were responsible for the branch of the bank, and answered to both the sales manager and the regional HR director. I chose this person because they were accessible to me, and because they were the first to accept the invitation for an interview out of the local businesses I contacted. I also knew from their title and department that she would be able to answer my questions. I had a few questions written down before the interview, as follows: #1 How do you help your organization retain its employees, and fight turnover? #2 How do you improve employee motivation at your organization? #3 What does your organization do in terms of training for new employees? #4 Is motivation a problem among the employees at your branch? #5 How does leadership impact HR management at the branch? As the interview progressed, new questions came up, so these questions were just a loose set of notes which I looked down at from time to time. The manager started by stating that for new directions to really address the problem of attracting and retaining highly qualified professionals, they have to be implemented in an organization in which most of the organizational staff is ready to commit to the effective job design program. The HR manager said that a facilitator should be sent to the business to help with program implementation and maintenance. This is obviously an administrative decision with costs and benefits, depending on the region and business being assayed. After the program is implemented, she was of the opinion that monitoring projects should start at the various effective job design levels. She stated that inroads can also be made into family and parental situations by support counselors who work with the

program and are able to reach employees in at-risk situations, to increase the facility of the workplace missed. “ The scientific management approach of Frederick Winslow Taylor viewed job design as purely mechanistic, but the later human relations movement rediscovered the importance of workers' relationship to their work and stressed the importance of job satisfaction” (Messmer, 2005). I learned from the interview that employees need effective job design when they are feeling unmotivated. The professional in this situation who is suffering from burnout and emotional exhaustion may exhibit feelings of fatalism, stating that events are out of their control or giving up leadership opportunities out of a sense of the decision having already been taken out of their hands. This in turn, according to the bank's HR manager, affects the motivational level of customers, who are to be looking at the professional employee as an example of organizational leadership, but see only in the burnt-out employee an expression of fatalism or giving up, along with signs of frustration and even associated depressive symptoms such as wanting to sleep all the time. In other words, the average employee who has been in the teller position for some time is often burnt out through emotional exhaustion, which may have occurred due to several factors, including having to be the face of the organization. According to the manager, they will treat clients differently in this state of burnout and they will have a reduced sense of accomplishment. In terms of training, I learned that the consideration for informal groups can aid in mentoring opportunities. The bank had a mentoring program that blended together elements of environmental impact and interpersonal communication skills. The manager posited that the formulation of a mentor relationship can help

a new employee contextualize their own directions within a workplace amid competing issues by following the pattern of another individual. Mentoring can help new employees develop new skills. According to the manager, often, the mentoring relationship can vastly benefit both parties. I also learned that employee motivation is a major problem in many organizations, including the bank. “ Motivation should relate to individual needs. For instance, a staff member who enjoys collaborating with others may prefer team goals; an independent worker will strive for individual objectives.” (Messmer, 2005). Personal contributions can differ. For example, an employee could manage others well, but overall, they may not pay much attention to motivation or human resources. This would, in turn, possibly lead optimally to both greater stability within the organization, and a satisfied base of employees who are still able to receive the respect they deserve as human beings. An underlying issue that applies to many personal cases is using this same sense of balance to adjust for new motivational programs within the organization, so that programs will be kept in an adjusted way that is cost-effective for the organization at the same time that it is amenable to the employees. According to the interview, this process should be completed in a way that stresses key tenets of human resource development operation such as effective communication with employees and the employment of dynamic leadership strategies. Thus, this solution would be cost-effective at the same time that it would be amenable to the employees. In communicating the abovementioned changes to the employees in terms of company operations, this will further create a sense of cohesion and shared objectives. In this case, therefore, HRM leadership is

measured by how well the organizational professional is able to improve employee efficiency and contribute to growth in the revenue of the company.

REFERENCE Messmer, M (2002). Motivating your employees. National Public Accountant. http://findarticles.com/p/articles/mi_m4325/is_2002_Nov/ai_n25057746?tag=content;col