Organizing employees for success by using human resource strategy

Title: Organizing employees for success by using Human Resource Strategy Course code: HRMT 20007 Course Name: Human Resource Management Lecturer: Melissa Sullivan Assignment number: 2 Due Date: 28 September 2011 Weighting: 50% Student Name: Student Number: Word count: 4, 381 Student, Master of Human Resource Management Central Queensland University 106 Ann St Brisbane, QUD 4000 October, 2011 Melissa Sullivan Lecturer, Faculty of Human Resource Management Central Queensland University 106 Ann St Brisbane, QUD 4000 Dear Mellisa As requested, the report had been prepared to examine the Human Resource problem that are becoming evident in the case study and to provide strategic human resource that solve the problem Finding of the report shows how strategic HR solve the problem and direct the company properly. Yours Sincerely i Executive summary Human Resource Strategy play important role in order to make the organization become more competitive and effective. Thus the purpose of this report aims to figures to address the Human Resource problem arise in John's company and to provide proper Human Resource Strategy and practices to help the company overcome all the problems and to direct to company in to the right direction. This report provides solution for an organization in term of human resource perspective by using human resource practice and tools such as using transformation leader character to motivate employees, providing the method to make culture of continuous improvement in the company.

Finding reveals many problems relating to Human Resource Management such as lack of communication, inappropriate job allocation, imbalance work load, unclear job description. There are many practices and strategies in

human resource perspective to be use to help the company achieve its goals. However not all practices are suit for all organization, so human resource manager should address all problems the company is facing and its strategies to find best appropriate approach and apply to the company To assist the organization to overcoming all the problems its facing, the following recommendations have been made, the company should encourage: * The general manager should prepared for taller by training employees * Give more power to first line workers * Give work shop manager authority to decide for budget required for quoting Job * Allocate job clearly in boilermaker department. Proper Job allocation should be execute in labour hire department. * John have to act as transformational leader * The workshop manager must use top down approach to communicate with his subordinates * John should conduct the seven practices to develop culture of continuous in the company ii Table of Contents Letter of Transimittal……..

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1. 0 Introduction 1. 1 Background Nowadays the world of business has become more competitive and the marketplace is much larger and more demanding. In order to be successful in such a cruel environment, an organization has to develop it to become more effective and competitive. Strategic human resource management has vital role to drive the company to the right direction in order to achieve its goal by providing support to organization's executives to formulating successful strategies.

Strategic Human Resource Management aim to provide direction in turbulent environment so that business enterprise needs can be transformed in to practical program and policy. So it is very crucial for Human Resource manager to address the problems relate to human resource and decide what Human Resource strategy are best appropriate to cope with the organization problems and to direct the organization to the right direction. . 2 Aim The purpose of this report is to identify Human resource problems that causing problems to a particular business enterprise and to utilize Human resource theory and strategy to solve the problems 1. 3 Scope The context that

covered in this report is include basic human resource practices, the advantage and disadvantage of each human resource management concept and how to use human resource management tools solve the problems in an organization.

2. 0 ORGANIZATIONAL STRUCTURES 2. 1Tall structureAccording to Lussier & Kimbll(2009) organizational structures is categorized according to their number of hierarchy levels, the structure that consist of many levels of management are called " tall organization". They have considerable number of management in middle level and each manager supervise a small number of subordinates. Thus they have very limited control.

This type of organizational structure is likely to be more complex and complicated, as a result, it would has less responsive level to changes than those where managers have a larger area of control. 1 . 1. 1 Management Tall organizations contain numerous and many layer of middle management between executives and workers. Each layer of management usually generates its own procedure and rules, this practice cause employee in the lower layer have many procedures and rules to conform. This will greatly slow the work down and make it too centralize (Jones 2004).

This organization structure can confuse the work operation, since some functions are performed by more than one position. From few layers of John's company structure, the organization is considered to be flat. However, the result from poor management and too much centralize, Function form Ted, the work shop manager, down to sixteen boiler maker in workshop are operate the same way as tall structure organization do. Where Matt and

Dave, the supervisor play a role of middle manager in the theory. The problem cause by too much centralize form Ted and middle management cross function result in ted responsible for all the staff in workshop all quoting jobs while Ted and Matt cross function which lead in workers confuse whether whom they should listen to. 2.

1. 2 EmployeesAs manager in tall organizations have only small amount of employees to instruct, they have more chance to supervise more closely and have more available time to train them. And the very crucial advantage is the system provide clear picture of advance in career path and promotion system to motivate employees (Flors 2009). Unbelievably, the workers satisfactions are unlikely to boost in this organization structure as they do not prefer many layers of bureaucracy, too many rules, tight work procedures, and few opportunities to make decision regard to their works. Too many layer and parallel could bring group barrier which eliminate unity and work atmosphere among the employees 2 Despite the chance of career advancement most of the worker in the workshop could be unhappy with many work regulations and tight work schedule provided to them by John, Craig, and Ted. Unable to making decision can also be the factor that lowers their motivation.

2. 1. 3 Where are they used? Tall structures are most appropriate for large and complex organizations, where many decision making need to be taken at low level, while executive concentrate themselves only on large decisions. More over this structure encourage organization to grow as they allow new layer to be added without interfere the existing levels. Despite many of the

disadvantages mentioned, theory above suggests that John's company should prepare to have taller organizational structure in order to make the company growth in the future.

2. 2 Flat Structure Many small business enterprises use flat organization structure as they have scarce manpower For example, newly establish consulting company will likely to employ senior manager whom capable in the field of sales, marketing and finance before they would hire lower layer of work force. This is because the manager will likely be able to cope with many type of work load without hiring more employees at the beginning stage of forming the company (Griffin 2010). Thus, the small companies' organizational structure is somewhat flat comparing to larger company. 2.

2. 1 Function Organization that uses a flat organizational structure can gain greater benefit from work forces' knowledge and skill. For example, a workshop supervisor, whom works in a boiler maker company, may have more independent and creativity to create a faster process of making a boiler in flat organization. This is because there are fewer levels of managers who have to approve his work. Thus the president can promote creativity and new ideas more easily (Stuhlfaut 2006).

So John should take advantage of small size company and encourage and give more 3 power to first line worker to utilize their knowledge in order to increase performance. 2. 2. 2 Advantage Miller (2010) suggest that, a flatter organization tend to boosts more communication among workers than the taller one. Moreover, the employees' morale tends to be higher. The reason behind this is that the employees have more participate in decision making.

Also a flat organization stricter has less bureaucracy because they have fewer management position and layer. Thus, in flat organization structure the decision making is quicker. For example, the workshop manager may only need budget approval from general manager to quote for the job, not multiple vice presidents. To fully gain advantage from theory of flat structure, John the general manager could do quoting job himself or give Ted authority to decide for budget requiring for quoting Job in order to gain competitive advantage over larger firm and can solve quoting problem. Mo 2.

2. 3 Disadvantages Numbers of employees may have to report to more than one boss in organization with flat structure (Palmer ; Hardy 2000). Additionally, the small business enterprises that have flat organization can discourage growth because the role manager in each department may become unclear so there are minimal chances that the company will establish new management level. For example, the workshop manager may take additional roles in selling, which is not normally part of the workshop manager job's description. The workshop manager may even perform more of the administrative task , such as filling bill and acquire a new boiler worker, which are suppose to performed by accountant and human resource officer, respectively To solve the problem that workers have to report more than one boss, John the general manager should allocate job more clearly and make sure Ted, Matt and Dave are not performing the same task. 2.

3 Consideration from Organization Applying flat organization properly can help the company remain as productive as they had been in the past

because workers will be more productive when they are involve in the decision making process. However John the company want to company to grow 4 more and in order to do that the company have to increase control through management expansion which result in taller structure. There for the balance of organization should be considered cautiously. 3. 0 Multitask People get used to multitask through their using of computer, since computers can easily swap form one task to another and they can do more than one task at the same time. Workforce in an organization can too do multitask when they switch form one job to another (Gross 2008).

Unlike computing machine this kind of multitasking performed by human can have some advantage and some negative effect on the productivity on business enterprises. 3. 1 Reason for multitasking There are two major motives why many companies apply multitasking to their staff. The first reason is their business required more flexibility to response to rapid change in market or surrounding economic condition, there for they required employee whom have versatile skills (Aubin, Brian & Carlsen 2008). Another reason of using multitasking is an organization is newly established or it is facing budget cut form whatever the case employee must learn to do more task since there are few employees available in the company, making multitasking vital for the company's operation.

3. 2 Multitask and workforce learning There are trade-off between two learning strategy, specialization and multitasking. Specialist employees are much more productive when they are assigned to a single task. Multitasking employees, on the other hand, are capable of using knowledge and skill

acquired in one job to increase productivity another. Thus multitask workers are more likely suit for broader task.

3. 3 Individual and Organizational performance When a particular single task performed by multitasking employees is evaluated, 5 performance and productivity appear to be decrease, the reason behind this is that they have been added stress and distraction from others task. However, the productivity of the overall organization usually increase, as mentioned before, knowledge gained from one job assignment can be transferred or apply in order to boost another assignment of job(Brown, John; Heywood 2002). 3. 4 The Tasking balance curveAfter a certain period of time, the efficient of productivity of workers who specializing in single task is usually lowered because of their limited perspective and the idle time resulting from single-task work flow.

On the other hand, employees who were assigned too many multi work load have very low productivity due to distraction problems, communication problems, and team misalignment (Driver 2000). 3. 5 Guide for multitask Making plan and crate a schedule ahead. List out all activities and determine the amount of time needed for the demands of your work hours that required accomplishing the task simultaneously. The book written by Reilly ; Robert (2011) recommended that planning schedule ahead can help multitasking employees optimize his ability to multitask. * Combine complementary is also important.

Multitasking requires pairing activities properly in order to maximize the performance. One model is to pairing less cognitive activities such as,

exercising, cleaning and data entry to computer with higher cognitive activities such as, writing business letter, listing to video conference. * Burnout is a regular problem for people who do multitask. When multitasking employees feel overwhelmed by too many tasks they responsible for, there are high possibility that they will make mistake and have their stress level at risk. Allocating their tasks is one of the best ways to keep their brain from going too overload. The delegating tasks should be given detailed instruction and realistic deadline in order 6 to make the job flow smoothly.

Assessing employees' limitations accurately and delegating some of their task to others will save them from too much stress and needless mistakes. Give multitasking workers adequate time to sleep and exercise is also important. Sufficient rest makes human mind time to rest and reorganize. From the law of diminishing returns(lovell 2004) , when people work continuously they will reach a point at which their work's performance decrease while work error increase if they do not give their brain rest to reduce stress and recuperate from daily various demands. Thus, the number of task that workers are able to handle is decrease.

From the reason mentioned, regular sleep pattern and periodic breaks can help improve multitasking. . 6 Consideration for multitask The theory mention the disadvantage of employees being distracted by multitasking and advantage of multitasking that it give knowledge to employees and the employee s can use the knowledge gained to help foster another task he is responsible for. In the report found out that Ted, the workshop manager, who is dedicated and motivated usually miss the company target. The reason

behind this could result from his multitasking by doing to many jobs and they distract him. So Ted should delegate his workshop task to Matt and use his knowledge gain from the job supervise Matt and Dave while his major concern is too responsible only the quote jobs which requiring a lot of time to do.

Louise, the assistant manager is another person who does too much multitask and result in the department performances cannot reach its maximum. Craig could take some of the job to give Louise more time to rest and reduce his distraction. The jobs he takes from Louis also need to consider job allocation theory. 4. 0 Job allocationBefore sports team goes and plays the game, the major consideration is to decide which 7 player will play a particular position. The position the players is placed on is usually base on their expertise and skill.

Similar to sports, in organization the top management is responsible for putting the right employees to work in a certain position, and this is called task allocation. Task allocation is as important in organization management as it is provide benefit in sports. Choosing the right man in the right task or position will mean the different between achievement and failure. It is very important that the top manager choose workforce based on their experience and skill. Before leader can pick the right employees in the best position, they will first have to understand what requirement of skill each specific task required in order to perform the task or assignment successfully (Wallace ; Webber 2010). Once the requirement skill is clarified, the leader will next

need to start picking his subordinates in assignment or position that encourage them to maximize their natural talents(Buckingham 2010).

Astonishingly, this common sense sound like thing is common mistake which often made by many of leaders, and usually it leads to failure. The leader may first want to start by create a goal for the employees first. And then the task should be given to team member who are capable to help the company achieve the goal. All necessary tasks must be written down before the job was assigned to each employee. Each task also should be listed according to its level of importance.

After written down the tasks, next step is to write down the skills that need to fulfill each task. After the skill required for the job is written down, the step follow is to list the skills of each member of the employees. Employees who have skills which match to a particular task or assignment should be picked in that position. Thais is the basic method for task allocation (Voudouris, Owusu, Dorne 2008) In real life situation, top manager can choose qualified people in the position that they can perform important task, or the top manager can decide to place a bit lower qualified candidate to do the same job with lower cost. However if the skill gap is too large the company need to acquire new staff or train its existing staffs.

And there can be different advantages and disadvantages from each decision. According to Holman, Devane, Cady (2007) training the existing employees is less expensive and faster. Hiring new employees have its risk, since the company does not 8 know if they can be trust, payment is another issue to be considered. Many companies ften find that it is more benefit to

train their existing workers they are familiar with as some of them usually have natural skills that can be train in order to be qualified for the job. Once they have gain necessary skill, they can be positioned where allow them to work at higher level.

Hiring new workers, in some case, can take very long time, and they skill shown on their resume can be deceptive and the company would only found out after they already hired them. 4. 1Consideration for job allocationBefore allocate job from Louse who do all of the administrative work and the actual filling position to Craig, John the owner must take their skill and natural talent in to account. As position people to use job that they are talented in will generate maximum performance to the company. In order to help the company to grow in the future the company should select the prospect workers who have potential to become a supervisor or manager and put them in the training program.

So they will have required skill that suit for the higher job position in the future. . 0Three types of leaders 5. 1Transactional leaders The transactional leadership style is based on hypothesis that employees is motivated by a system of reward and penalize. If the subordinates do something good, then they will be rewarded, but if they do something wrong, then punishment will be applied (Lussier ; Achua 2009). A high assertive leader would found of transactional model and prefer to use them to govern their subordinate.

Nevertheless, using this leadership approach will obstruct employees' growth as leader. As people only do what they are told and just as much as 9 they are told, they stop thinking. Instead obedient workforce whom lack of

creativities will be created. The major drawback of using this model is that it ignores human's needs of self-actualization(Kidwell ; Martin 2005). 5.

2 Laissez Faire Leaders Another leadership dimension is laissez faire leader. This model gives least possible guidance to subordinate. Subordinates are given maximum freedom to decide their method of achieve their tasks. The subordinates often go to wrong direction, as leader not helps them in making decision. Many times subordinates are leave to do the wrong thing with realizing it.

This model of leader ship is work best when subordinates are highly motivated and skillful people whom have generate excellent performance in the past (Northhouse 2011). 5. 3 Transformational leadership This leader ship approach creates value and positive change in the subordinates with end goal of developing them into leaders by increase morale, performance and motivation through various tools of leadership. The method include generate workers sense of identity and self to the mission and the collective of workers to the company, inspiring workers by being their role model, create ownership value for employees' work, and willing to learn and understand distinctive points and weaknesses of subordinates, so the leader can position subordinates with the task that optimize their performance (Bass & Avolio 1994) 4 Different components of transformational leader (Renea 2008) * Intellectual Stimulation- Transformational leaders always urge creativity among subordinates. This type of leader often encourages his subordinates to examine new method of doing their task and seeking for new opportunities to learn.

* Individualized Consideration- Transformational leader also keep line of communication open to his subordinate so that they feel free to share ideas and leader can provide each subordinate unique contribution 10 * Inspirational motivation- Transformational leader state clear vision and communicate it to their subordinate clearly. The leader are also encourage his subordinates to share the same motivation and passion to accomplish the goals * Idealized influence- The transformational leader acts as a role model for his subordinates. This makes his subordinate trust and respect the leader, there for willing to emulate him and corporate with his ideas. The assumption behind Transformational leader is that People are willing to follow a leader who is able to inspire them. The passion and vision of one man can transfer to his followers and they can do great things successful together. Energy and enthusiasm are keys to make task accomplished.

Advantage of this leadership model is that it will form dynamic work atmosphere and it will generate innovation to the business enterprise. The higher performance and efficiency is guarantee by employees working through self motivation. The system will eventually develop future leader form many of the subordinate, since it encourage people to think out of the box. There are high possibilities that the worker will remain in the company and work for the leader, even if the benefits offered are a bit lesser, this is because they are inspired by his vision(Bass & Avolio 1994). The risk for apply this approach for the company is that they depend solely on the ability of leader to inspire the workers to put their best effort to the company. If the leader does not have what it takes to become a transformational leader the approach will not be able to apply.

From the research of (Rejas 2005) which is studied about the effect of leadership on the effectiveness of the small business enterprise it is confirmed that transformational leadership has a positive on performance, while transactional leadership and laissez faire leadership model had negative impact 5. 3. Consideration of transformational leader On the report sheet show that John, the owner, need to take back some control of the company to give some direction and keep his staff dedicated, motivated and happy. All of the needs mentioned is gain from the influence of transformational leader, so all John have to do is to come back to direct his company more and stimulate his employees the way 11 transformational leader do by encourage creativity among the employees, give subordinate unique contribution, communicate clear vision to all level of employees, and act as role model to his subordinates. By doing so he would gain his control back quickly. 6.

0 Communication Effective communication in the company is very crucial part of every organization. The businesses that have communication problem among the workers usually result in poor performance, frustration and high staff turnover. Regardless of how much the skill employees have ability to communicate effectively will determine achievement and failure. Effective communication in workplace requires time and resource. It is a formed process and usually starts with the manager.

Only information-flow system between manager and subordinates is not sufficient to create effective communication, constantly plan for communication plan needed to be created (Molen, Hoogland 2005) . 6.

1Consideration of communication The paper informed about lack of communication between the workshop manager and supervisors. This problem is very devastating and can ruin the whole department morale and productivity. However the only reason behind this problem is merely that Ted, the work shop manager did not communicate to his subordinate sufficiently.

To solve the problem Ted must use top down approach which manager provide constant stream of information to staff about the quoting progress and what should do next, should the worker prepare of the boiler work or should they move to do offsite work. 7. 0 Culture of continuous improvement The culture of continuous improvement is the key to maintain organization achievement. Many organization under achieve because they under look the important of worker who actually do the job, instead the concentrate more on leader only. For the company in order 12 o have culture of continuous improvement they need to empowering all staff members within the company to seek opportunities for improvement that lead to a company strength within(Goldsby, Robert Martichenko 2005).

7. 1 Seven methods of continuous improvement(Willian S& willians N 2007) * Communicate expectations. All expectation should be communicate clearly and consistently. The expectation could be demanding to be punctual deliver projects on time. * Deliver information and training. Clarify specific skilled required for the job, make schedule of training sessions.

Assess knowledge and skills. Determine evaluate knowledge employees gain form training. * Explain the important of every worker. Their ideas can create

new way of doing things * Provide encouragement in order to develop a culture of continuous improvement. Ad mire them or give them some reward when the show progress in improve skill * Show consistency in your approach.

If the method is working, stick with it. Since it takes some times, before people can improve their skill. * Allow room for experimentation and mistakes. May times people improve their skill form trial and error. 7. 2 Consideration of culture of continuous improvement John wants to create culture of continuous improvement to the team.

In order to do that he needs to communicate expectation to employees training them and empower them to be able to seek improvement themselves the company can also provide promotion for continuous improvement as a motivation to employees. 8. 0 Conclusion One Human Resource Management practices and strategies suit for one business enterprise 13 ay not suit for another. So the Human resource manager should consider organization's goal and its structure, business environment, and in order to choose the most appropriate practices and strategy to help company to be successful Many human resource practices can be utilize to help an organization foster it efficiency and become more competitive. The practices develop in this report consider perspective of organizational structure, multitasking, job allocation, transformation leadership, communication, culture of continuous improvement. .

0 Recommendations To help the company overcomes all the problems and to drive the company in to the positive direction, the following

recommendation have been made * The general manager should prepared for taller company structure to bear organizational growth in the future by select prospect employees and train them so that they can responsible for higher position in the future * Give more power to first line workers * Give Ted authority to decide for budget required for quoting Job. Budget limitation , which is acceptable by the company, also need to be created * Allocate job clearly in boilermaker department, put Ted to do only quoting job, Matt take care only workshop staff, while Dave responsible for offside worker. When there is no task to be done in workshop, Matt should call Dave, so he can prepare to give workers task, and told workers to go for offside work. * Craig and Louis should do skill test exercise. After getting the result allocate their job according to their talent. John have to direct his company more and stimulate his employees the way transformational leader do by encourage creativity among the employees, give subordinate unique contribution, communicate clear vision to all level of employees, and act as role model to his subordinates * Ted must use top down approach to communicate with his subordinates * John should conduct the seven practices to develop culture of continuous in the company 14 References list Bass B M, Avolio B J 1994, Improving Organizational Effectiveness Through Transformational Leadership, Sage publication, CaliforniaBrown M ; Heywood J S 2002, Paying for Performance: an International Comparison, M.

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