

# Globalizing human resource management essay



**ASSIGN  
BUSTER**

Job descriptions tell employees their responsibilities.

They answer the employee's question, " What am I supposed to do? "

Performance management answers the question posed by employee and supervisor together, " How will you and I know that the job is being performed well? " The use of the term " performance management" instead of " performance evaluation" or " performance appraisal" emphasizes achieving results, not rating an employee. The employees we want to keep are looking to us for guidance. They want us to set goals so they will have a sense of direction for their work. They want someone to tell them when they are going in the wrong direction and provide a course correction when they make mistakes. Employees may be confident about taking charge of their careers.

That is not the same as thinking they can do it without help. Many of our younger employees are accustomed to getting feedback and expect it. Employees want to believe that the work they do is valued and makes a contribution. One of the responsibilities of an administrative assistant is to pay invoices.

Paying invoices, by itself, is tedious and boring. But when paying invoices is seen as part of a larger purpose, then it no longer stands alone; it has meaning. Paying invoices is part of the process of obtaining resources for customer contact representatives so that they can work effectively with customers. Paying invoices also conserves our financial resources. Paying an invoice in time to take a discount saves money.

Paying only for legitimate invoices saves money. Thinking of one's work in a larger context may not make a responsibility exciting. But now it has a purpose. Sources of Difficulties in Managing Performance: Managing performance is an end in itself. It improves the ability of the organisation to achieve results and be successful. But it is hard to do well.

Employees and supervisor often experience it as subjective, superficial, and irritating. There is an annual form to complete. It always seems to be done in a rush. The words are vague such as, " Tim did a good job all year.

" Or the form has boxes for each of several skills or results. Supervisors check the appropriate boxes and no reason is given to Tim about why he received " 3" in initiative instead of " 4. " To complicate matters, the overall rating is often tied to our salary system. When we say to employees " we pay for performance, " the common understanding is that we give merit increases based on the overall rating of an employee's performance.

Managing performance is hard enough.

Linking the results to merit pay adds complications. Employees who are disappointed with the overall result, who feel that the rating is a surprise, who are unclear about what was expected of them, or who do not believe that they have been given the opportunity to correct problems, are unhappy with their rating. Basing increases on those results surely makes employees more unhappy and untrusting Do employees really want someone to manage their performance? Each of you is an employee and can answer the question for yourself. Would it be a help or a hindrance to have: ? Expectations that tell you how your work impacts the bottom line, customers, or whatever is

most relevant? ? A person you can comfortably go to for assistance and who won't hold it against you that you need help? Someone who will help you diagnose why you are having difficulties and offer training and development to prevent future difficulties? ? Clear signposts to tell you when you are on the correct path? The employees we want to retain will not be unhappy with their ratings. They are valuable to us and their ratings will be high. The combination of not managing, not evaluating, and not paying for performance makes employee cynical about the performance management process.

The discrepancies may not be enough to make employees leave. But a better system may encourage them to stay. Qualitative expectations are based on core behaviors expected of all employees. The method of developing them will be discussed shortly.

If all the discussed issues are kept in mind and actions are taken accordingly, the employees are likely to be retained and be utilised to their maximum by all the modern day organisations. Sources Armstrong M, " A Handbook of Human Resource Management Practice", (n. p. ), Palgrave, 2003.

Brewster C, Hilary H, Paul S, " Globalizing Human Resource Management", New York: Routledge, 2004.