

THE ROLE OF HRM AND ORGANIZATIONAL MANAGEMENT

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Abstract: This paper is a conversation on the administration challenges that directors are face so as to accomplish hierarchical objectives. The forward piece of this paper is a conversation about the more extensive Environmental Factors that influence the advancement of an Organization today. Factors, for example, economy, political and sociological are been examined assessing an organization's methodology. At the last section there is a conversation about the HRM division and how significant it is for an organization, considered as a chain between the association and its representatives. Leadership is an essential idea in present day control. The supervisor has the responsibility to revise, at times, the standards and regulations that practice to the management protecting for the steering of folks of the organization, while he sees that positive ideas and rules is basically out of date. Therefore, the supervisor should break up the responsibilities efficaciously many of the group of workers. The right department of labour is the maximum essential piece accomplishing strategic dreams. However, a business enterprise's method ought to analyse a few external surroundings conditions which can be very critical. Notwithstanding the CEOs the maximum critical component in a agency is the HRM. For any goal or challenge HRM is responsibly to discover the ideal human resource offering also the employees with protection making the great for them that allows you to do their high-quality at the same time as operating. The current, highly competitive and globalised surroundings requires a great deal extra activation of enterprise than in the beyond for his or her survival and, predominant, for their development. This activation calls for a thoughts-set exchange, extroversion, management, modern forms of management, flexibility, velocity of choice-making and harnessing the creativity and dynamism of the human element. Business growth calls for firstly the existence or locating a leading personality. The inspirational leader he will form with the senior a vision for the enterprise. Based on the agreed imaginative and prescient of the leadership group will proceed in shaping the company's medium-time period goal and to broaden the precise strategy for achieving this aim.

Keywords: organization, HRM, environmental factors, vision-mission, strategy, employees, targets.

1. INTRODUCTION

The first part is a discussion on the management challenges that managers are face in order to achieve organizational goals. More specific there is been a discussion considering the corporate mission and the organizational culture, structure considering also people management. The second part is about the employee perspective. There is a discussion regarding the motivation theories, the employee stress and how can a leader or a manager empower the staff. The third part of this paper is a discussion about the wider Environmental Factors that affect the development of an Organization today. Factors such as economy, political and sociological are been discussed evaluating a company's strategy. At the last chapter there is a discussion about the HRM department and how important it is for a company, considered as a chain between the organization and its employees.

2. ORGANIZATION / MANAGEMENT PERSPECTIVE

Leadership is an important concept in modern management, since it constitutes one of the necessary ingredients of each company, as a whole but in individual sections. Abroad, where the branch of business administration has experienced tremendous growth in recent years, the role of the Manager is explored in depth through extensive surveys of specific

organizational psychology and management. Management that will apply to the company, must, in any case, be adapted for each specific person chosen to work. The manager has the obligation to revise, at times, the principles and rules that apply to the management holding for the guidance of persons of the group, when he sees that certain principles and rules is de facto obsolete.

2.1 Vision-Mission of a structure

The mission statement defines the activities of a business, its objectives and how to achieve them. Is a description of the desired position of the company in a reasonable amount of time. Responsible for a company's position is its Manager. It is his duty to create the vision of a company by selecting attainable goals thinking the human resources of the company. According to Peter Drucker the role of a leader is to motivate the workforce giving him incentive and vision for accomplishing a specific goal in the future.

Setting a vision for an organization, Manager should consider the competitiveness. The managers should be cognizant of market and competitive companies. A good look at the goals and vision of the major companies in the industry will help him not to escape when establishing his own company's goals.

When setting the vision Manager should take on account the structure of the company and whether this will be left as it is or will take the manning with new staff. It is customary in such situations to assume leadership positions within the company and officials who already know the company well. However, if the manager considers it appropriate for the good of the company he could hire new experienced people who will have the experience to fulfil the new goals of the company.

Once the vision and mission of the organization have been established strategic goals should be determined. Strategic goals are short term goals necessary to achieve the overall goal and need to be set on all levels of the organization in such a way to make the workforce work together. Goals need to be specific, measurable, achievable, with a dead line increasing the probability of what can be achieved. Once the strategic goals has been measured, the Manager should be sure that there is an evaluation and control for these goals by evaluating the progress very often in order to understand what works what is going due to the schedule and which goal may need to be changed (Graves, 2012).

2.2 Management of Change

The change of a company occurs when a company makes a shift in the market following new paths for production or development according new technologies that will be available. The pressure for change is practiced by internal forces such as the company's workforce, the need for changing the structure of the company, the need for a change in the management way or even external pressures such as the evolution of technology. During the process of changing the managers should take seriously the reason of this change and the benefits for the company in case of change as well as the disadvantages of such a motion. Also they need to think and find a way to tackle some reactions that prospective created. Reactions coming even from the company's employees, who shudder at such events (fear of a reduction in remuneration, fear of the unknown, etc.).

2.3 Management of People

A successful Manager should have strategic thinking and planning skills. It is easier to influence employees to follow his strategy when they have a clear understanding of the present and a vision for the future. It is well known that a plan or a strategy will be good only if it is been followed by a good analysis. Therefore a manager should be sure for setting achievable and specific targets communicating them properly in the organization.

The process for communicating a company's vision or strategy is very important and requires discipline and focus on the goal. The difficult part in defining a vision is the proper management of human resources. In this piece the Manager will need to measure the capabilities of the company's human resources in order to set achievable vision. Another important part is the understanding of the vision and strategy by the existing staff. Every employee should be updated correctly for any new responsibilities and goals that should be met within a certain time. At this point it should be mentioned that each employee should be able to carry out its new challenging tasks in the future. Therefore, the Manager should split the tasks correctly among the workforce. The proper division of labour is the most important piece achieving strategic goals (Hiatt, 2003).

3. EMPLOYEE PERSPECTIVE

Motivation theories have passed through many phases, affect and are affected by the prevailing ideologies and philosophies of management in each region. Today, there are employers, managers and employees who insist on one or another theory, based on their views and not to research or empirical evidence but in an ideological context values and assumptions. This helps them to understand their own role and the role of others around them.

At the beginning of the century the prevailing theory about the management was the classical or "scientific" approach. This theory describes working people as reasonable, economic accounts make and follow a logical type of behaviour at work (see Taylor, 1947) employers, who have accepted this theory believe that the task force comes from the desire to win as much money as possible.

The effect of observation of people at work became known as "The Hawthorne Effect" and the results of research, as published at the end of the 1930s, had almost revolutionary impact on existing theories of motivation at work, rather than concentrated in money as encouragement, attention was given to the importance of "human relations" as an instrument of motivation of employees. A very simple view of human motivation was replaced by another simple, but equal theory. Thousands of managers sent in a series of training courses to learn the possibilities of "relationships" of officials, to understand their problems and to show interest.

Theories of motivation who supported or corroborated findings of "human relations". The new outbreak of the theory of motivation was the search for the satisfaction of human needs. This new approach has made it clear the thought of management in the 1950s.

Maslow (1954) offered the "hierarchy of needs", according to which human beings have their prearranged needs in a pecking order so they have an incentive to look for originally, the satisfaction of the lower levels of needs. Once the level of needs met is not considered an incentive and the person acting on the next level of the hierarchy. Basic needs such as shelter, food and warmth are in the bottom level of the hierarchy, which then evolve with the help of natural abilities, social acceptance, of personal appreciation to "personal-reforming» (someone realizes his own potential).

None of these theories is not entirely satisfactory, but most of the recent data have supported each other and are in accordance with the findings of empirical research. If we take an eclectic approach, the following key rules, which exist in research, it is worthy of inclusion in the strategies of pay systems:

- 1: Consists: employees need to mix in developing any new remuneration system and to consult for problems that may arise. Should be encouraged to develop a commitment to success and a sense of ownership which will lead the system average of teething problems (Aergis Resistance theory)
- 2: Carrying all the difficulties that belie the employees to achieve high levels of effort. It is pointless to provide highly motivated if employees are belied by not having the appropriate ability and all the equipment, tools, space, material items, additional items, instructions, support systems, cooperation from others, or other items you need. (Expectations Theory).
- 3: Justice: Each performance criteria used in purposes, objectives, or changes in behaviour, must be fair and equal for all the employees who do the same job in the same organization (theory of Justice)
- 4: support: the regulations must be in place in order to have the responsibility to give the officials the support, encouragement, guidance and adjustment so that they can be knowledgeable of their employers ' interests in their work and can quickly learn how to earn the desired rewards. (Theory of expectations).
- 5: the importance of on THIRD PARTY FEES: the time must be spent in such a way as to be sure that the officials concerned to make the proposed fees. (theory of probability)
- 6: Objectives: employees need to consult for the purposes, goals, or changes in behaviour that will earn the reward and that should be as precise and clear as possible (theory of Resistance).

It should be mentioned that many of the above rules require more effort by the monitors and managers as well as employees who manage. Too often in the past the responsibility for poor effort was to workers and only recently the authors have recognized that the poor quality of the effort of employees is often associated with the poor management.

Finding motivation to employees is deceptive element to accustom to throwing their attention to other, more than to have their own responsibilities and mistakes in this area (W.Buchner, 2008).

4. EXTERNAL ENVIRONMENT CONDITIONS

The selection of a company's strategy is pretty important and well connected with the success of a business. Without strategy is difficult to set the objectives and ways that will lead to correct results. The above table shows some important aspects of the external environment in which a business operates. The company cannot control these aspects can, however, be protected by their changes. The problem of a company focused on the company's own response to environmental change, especially when it comes to factors difficult to use due to their change of pace (Michael Hitt, 2013).

When choosing the strategy an analysis of external factors such as environmental, economic, political, sociological, business and technology should be followed.

Political factors

Include regulations and policies that could affect a company's management.

Economic conditions

The economic conditions of a nation have a positive or negative effect on spending patterns of citizens. An unstable economy, raising interest rates or even the level of unemployment is factors that affecting consumption of goods in a society. In such an economy where consumer priorities bounded the purchase of goods or cars are not priority. On the other hand goods which will be useful for client's everyday life are more preferable. Due to the crisis recent years have shown us the dramatic consequences that may exist in various markets.

Market (competition)

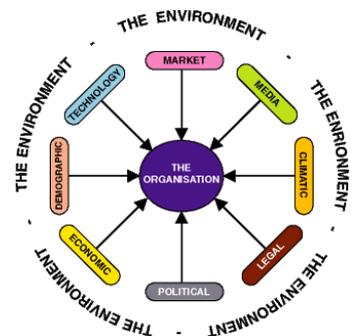
The volume of competition in an area plays an important role in the choice of the strategy of a company like changing factor in the external business environment. It is known that the competition is constantly changing; companies are closing or changing their strategy to score the competition strengthens or weakens. Both of these options result in changing the price of a product and every company should be in constant update with the market price of the product. For example a company won't go to sell rice in China with very expensive purchase cost because it is certain that he will not succeed.

Sociological

Sociological behaviours are changing constantly and is fully affiliated with consumer's psychology. In this case a market research about what is missing from the site according to consumers can have positive results for the company helping significantly the marketing department.

Technology

The technology is growing at a brisk pace and is a factor which puts pressure on the external environment of an enterprise. If a company stay stagnant in terms of technology that uses, probability to have several lost for a significant share of the market is possible. The technology also does not change only the designing for a company but also the production of products and the provision of services which in our years becomes increasingly easier for consumers since they may use their mobile phone and purchase a product from the couch of their home. This means for every business that should have directly tied with technology strategy and even the time of delivery is a criterion which affects quite a strategy.



Legal

Taxation in each country plays an important role in the selection of a company's strategy. The Director of the company should be aware on a daily basis because of the rapid changes of taxation in one night. Contract labour laws also, security and consumer protection is extremely important and need to be followed in an everyday bases.

Environmental

Environmental problems in recent years have the required dose of attention from various stakeholders worldwide. And in this case the selection of companies must be to produce products or provide customer services with environmentally friendly modes. Recent years have seen the mood of consumers towards environmentally friendly products which no longer sought by innovative companies (Michael Hitt, 2013).

For all these reasons that can affect a company planning a management tool used by managers is the PEST analysis. It is a tool which assists in the analysis of the external factors and gives the image of the region. For a successful strategy would be a good choice for the managers to use in order to have some right conclusions about a particular market.

5. STRATEGIC HRM AND ITS INPUT IN THE ORGANIZATION

The Department of human resources is considered as one of the most important parts of a company. Human resources management is more important than other activities for a business. This is why people who work in this Department are aimed at the proper functioning of the company itself as the target of the communication between the personnel of the company. Organizations should understand the aspirations of their workforce in order to achieve the desired objectives. Understanding the expectations of employees will enable the same behaviour in the organization. Some desired results of human resources is the responsibility, the cooperation between employees, the cooperation of officials with the developers and the enhancement of the capabilities of the workforce. The aim is to create a culture in which every person in the company will assume responsibility for achieving the objectives of a company. On the other hand, the strategic management of human resources of a company is aimed at improving the company's performance. For effective management of employees businesses need the Department of human resources (R.Sims, 2002). For a company it is difficult to create a good team of professionals without the Department of human resources. The main responsibilities of the Department include the recruitment of new staff, their training, each employee's performance evaluation, communication between different groups within the company, safety at work, etc.

Recruitment and Training

This is one of the major activities of the Department. A company's executives arrive at strategies which will move when recruiting new staff. More specifically, set appropriate criteria that must be met by the candidate, the tasks which will be undertaken as well as the salary that will be given. Based on the above prepared and the contract to be signed between the new employee and the company. Also when necessary provide seminars to staff to develop skills which will help the staff in future promotion.

Staff assessment

The Department of human resources encourages employees at a company to operate in accordance with their possibilities and makes suggestions for improvement. Through daily communication with staff is able to know the possibilities and to determine their respective roles. With this the employees are in a position to know better the objectives of the company as well as to have a clear plan for how it should act with a view to achieving those objectives. The performance appraisal is something that motivates employees to work best and highest quality.

Maintain working climate

The working climate in an enterprise is sufficiently important as to the efficiency of officials. The performance of each employee is guided largely by the working environment. A good environment also motivates employees.

Managing differences

In a company there are several issues which may cause differences between employees and the employer as a result of the conflict. The human resource Department in this case acts as an intermediary and mediator Advisor for immediate solution to the problem. Be able to listen to the grievances of officers and finding appropriate solutions for solving them.

PR Development

To a large extent the public relations of a company passes from the HR Department. The organisation of seminars, professional appointments and gatherings manage to create an interaction between the company and other entrepreneurs.

Based on the above the goal of HRM is to maximize an organization's productivity through optimal staff performance which is connected with the work environment. In other words, human resource management includes personal skills development efforts for employees as well as their satisfaction with the company's policy. The HPM managers define the

department's future activities and planning their implementation with a view to realizing the objectives of a company. The plan includes 4 major axes that have to do with hiring the right candidates for jobs in the company, the determination of the salary based on qualifications, the development of skills of workers and the maintenance workers in the company (Encyclopedia of Business, 2014).

6. CONCLUSION

The present coursework was about people and organizations, the organizational management and the role of HRM. Leadership is an important concept in modern management. The manager has the obligation to revise, at times, the principles and rules that apply to the management holding for the guidance of persons of the group, when he sees that certain principles and rules is de facto obsolete. The mission statement defines the activities of a business, its objectives and how to achieve them. Setting a vision for an organization, Manager should consider the competitiveness. Therefore, the Manager should split the tasks correctly among the workforce. The proper division of labour is the most important piece achieving strategic goals. Finding motivation to employees is deceptive element to accustom to throwing their attention to other, more than to have their own responsibilities and mistakes in this area. However, a company's strategy should analyse some external environment conditions which are very important. Conditions such as Political factors, economic conditions, market and technology should be measured in order to achieve the proper goals for a company. Despite the CEOs the most important part in a company is the HRM. For any target or mission HRM is responsibly to find the suitable human resource providing also the employees with safety making the best for them in order to do their best while working. A company is considered as an alive body included from many different people or even cultures. The current, highly competitive and globalised environment requires much greater activation of business than in the past for their survival and, main, for their development. This activation requires a mind-set change, extroversion, leadership, modern forms of administration, flexibility, speed of decision-making and harnessing the creativity and dynamism of the human factor. Business growth requires firstly the existence or finding a leading personality. The inspirational leader he will form with the senior a vision for the company. Based on the agreed vision of the leadership team will proceed in shaping the company's medium-term objective and to develop the appropriate strategy for achieving this goal. Given this context, the company should create an appropriate organizational structure and to ensure that the staffing of the organization chart.

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