

Workforce management

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INTRODUCTION

The working atmospheres for the organizations are changing at a rapid speed along with the changing trends in the world business environment. The structures of the organization are facing the transitions in terms of its operational and as well as other aspects of the business in order to develop and incorporate sustainable growth of the organization in the international business. In recent times the organizations are trying to implement flexibility in their organizational structure as a part of their strategic development in order to make organization a learning one and to ensure continuous development to gain competitive advantages in the international business environment (Zu, 2009). Along with the changes in the internal environment and the working culture of the organization the managerial roles for handling the human capital in the organizations are also going through revolution. The old school of thoughts for managing the workforce of the companies is changing and it is more nourished with the changes required for the need of the modern time.

1. To analyse the importance of workforce planning and explain the difficulties

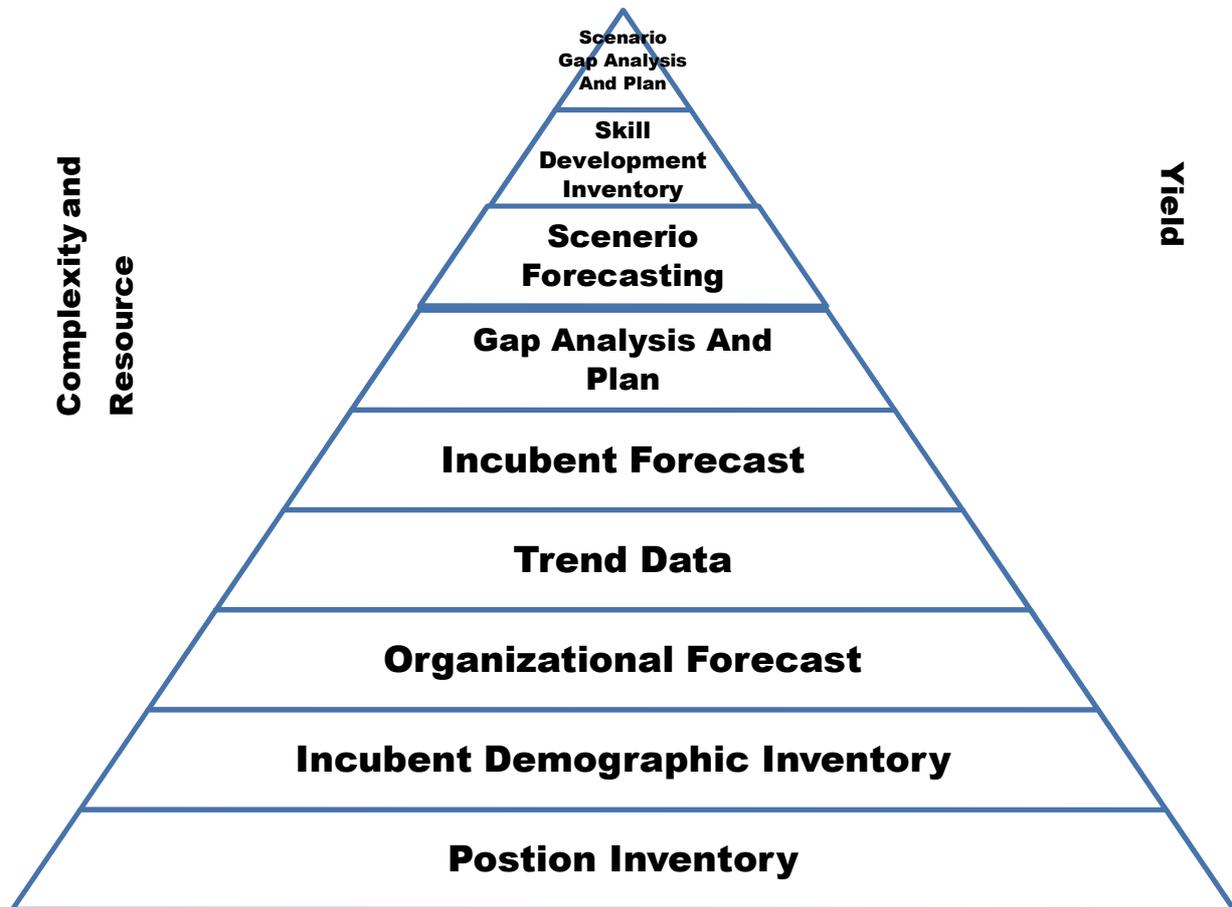
1.1 Analyse in detail the recruitment requirements of a major company

The management of the workforce in the large organization is not a straightforward process and involves a number of complex activities to fulfill the requirements of the organization. A major part of managing the workforce in a big organization is the workforce planning and recruitment of the right kind of employees for the organization. The workforce planning is essential for the management of the human capital especially for larger organizations. The work planning can be simply termed as the process of obtaining the right number and kind of people at the right time in order to fulfill the organizational needs. The workforce planning helps an organization to have more grips over the organizational needs and helps the top management with sound decision making (O'Brien, 2009).

The importance of the workforce planning in an organization can be determined by the forecasting of the environmental and the organizational structure. To fulfill the requirements of the organization along with the continuous changes that is taking place in the business structure and to beat the competition in the market. The workforce planning basically helps an organization to provide the management with the suitable design of the organization for the organizational development and the development of the workforce. This also helps the organization to stay equipped with the emerging needs of the workforce in the organization along with the legal requirement. The changes in the business trends are continuously posing threats to the workforce and other aspects of the business.

Workforce planning helps the organization to balance the demand size and nature of the workforce to fulfill the needs of the organization as well as to maintain the supply-side for the

same. The workforce planning also helps the organization to understand the recruitment criteria for the organization and the necessary steps to implement the accurate structure for selection the right kind of person for the organization (Soliman, 2000).



Workforce planning model

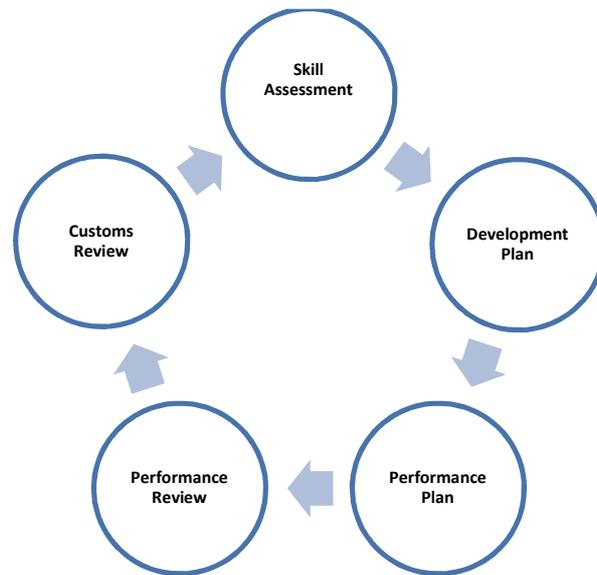
1.2 Develop a programme of professional development and training for a large organization

The training and development also forms a major part of the workforce planning which helps the organization to fulfill its present and emergent requirement. The appraisal system gives opportunities to the workforce to perform better and to incorporate a healthy competition in the work culture for promoting the motivation of the employees to perform better (Wright, 2007).

The training and development programs that can be incorporated;

- Management skill training
- Professional skill training
- General skill training
- Production knowledge training
- Corporate culture training

Understanding the gap in the organizational performance and getting the right people at the right time in the right place for the overall development of the organization. It is important for the organizations to attract and retain global talent in order to ensure competitive advantages in the international business environment (Draganidis, 2006). Training need identification;



Few ways of incorporating training in the organization;

- Formal training session
- Guidance from superiors
- Professional seminars and workshop
- Certification programs
- Consultation
- T-group training
- Apprenticeship

2. Evaluation of the significance of employee motivation and appraisal programmes in a business

2.1 Evaluation the Human Relations School of Management in relation to the motivation of staff

Throughout the development of the managerial approaches for the improvement of the organization there has been number of contributions made to incorporate the motivational factors for the employees of the organization (Wong, 2009). From the initial stage of the Human Relation School of Management the motivational factors of the employees has become an important issue. At the early stage, Taylor mainly emphasizes the on the motivational factor based on the monetary incentives for the employees. Elton mayo also conducted several experiments on the motivational factors of the workforce and found out that the employees gets highly motivated through the intrinsic factors, like, team work, effective communication and more and more involvement with the management of the organization.

The appraisal system is an absolute necessity for the organization for the evaluation of the employee performance as well as for attracting and retaining global talent in the organization.

The appraisal system is needed in an organization to identify the important and valuable employees of the organization and thus measures are taken to retain them. The appraisal system also helps the company to detect the poor performers in the organization and thus it helps the organization to find out the problems and loopholes which is causing this reduced performances from the employees (Roos, 2004). The system helps to detect the faults and the organization can take the needed steps to develop and train these people for improving their performance. The appraisal system in the organization helps the top management to understand the potential of the company and that helps them to take sound decision making in the business environment. The appraisal system can also be considered as a tool to ensure the motivational booster for the

employees (Chang, 2006). The system helps the employees in the organization to understand their job role and make them more responsible for their personal as well as for the organizational development. It helps to take out the best from the workforce.

2.2 Develop a programme of motivational factors for a small to medium sized business

The motivational factors for the small and the medium size business can be stated as;

- The firms should have a proper appraisal system for evaluation of the employee performance. The appraisal system should be effective and should be directly linked with the rewards for the employees.
- The firms should have effective communication system to understand the needs of the workforce and to satisfy both the extrinsic and intrinsic needs of the employees.
- More employee involvement in the decision making of the management for the business can also acts as a motivational program for the employees.
- Some firms adapt the carrot and stick method for motivating their employees though this method is often not advisable.
- The interpersonal relation formation and the democratic form of the leadership style are often encouraged as a part of the activity for employee motivation.

3. The different 'schools' of management thought that have been developed over the last century

3.1 Compare and contrast the classical and scientific schools of management developed during the 20th century

3.1.1 The development of the management thoughts and the classical school of management

The initial stage of the management development started off during the early 1990 prominently as a part of the managerial activities for the development of the organizations. The development of the management activities saw the rise of different school of thoughts; first came the era of the scientific school of thoughts and this period is hugely influenced by the management teachings put forth by Fredrick Taylor. He tried to give a new dimension to the work culture of the organization to improve its business operations emphasizing both the quality and quantity of the production.

During 1920's the classical school of management came into vogue with the contribution of Henri Fayol who is also known as the father of management. He proposed a more systematic form of management considering the different aspect of the functionalities of the business operations. Fayol stated the importance of the planning and structuring of the business operations along with the managerial abilities to deal the workforce of the organization. He proposed 14 principles for the development of the entire organization (Santos, 2002). Later the rise of the human relations management becomes one of the crucial thoughts for the development of the organization. Both the classical school of thoughts and the human relation management together developed the behavioral school of thoughts for the development of the management in the organization. This approach becomes popular with the time because of its understanding and measures taken for managing the human capital of an organization.

3.1.2 The contemporary school of management approaches

The recent times approach towards the management system in an organization has changes a lot emphasizing more on the development and learning for bringing in continuous changes and establishing the organization as a learning organization. The bases of the contemporary school of thoughts are based on the old school, of management approaches along with the improvement in the same for fulfilling the need of the day. The contemporary school of management can be broadly classified under systems approach, contingency approach and the process approach. The system approach basically states the importance of the understanding the entire business operations for the managers to develop the overall business environment (Lamond, 2006). The system approach helps to understand the functions of the bigger organizations better by integrating the subsystems of the organization in an improved way. The contingency approach became popular stating the importance of the subunits of the organization which functions in the open system and is interdependent of each other. This management thought helped the organization to understand the workings of the different units of the organization and the relation of the performance of each one with the performance of the organization as a whole (Palpacuer, 2006). The process approach states the importance of the various core jobs and responsibilities as a part of the management activities for the development of the organization. The process approach of management can be considered as the most widely accepted approach for the management development. The process approach helps the managers to concentrate more on the daily activities of the management and how the performance of the organization can be improved by nourishing these regular activities.

3.2 Evaluate the relevance of Maslow's theory in today's work force

The Maslow's hierarchy theory has great influence on the contemporary management approaches. The Maslow's hierarchy of needs is so popular even today as a part of the managerial approach because of its simplicity and broader insights about the human psychology.

The Maslow's hierarchy needs are helps in understanding the psychological and motivational needs of the human being which are so important to understand the workforce in an organization.

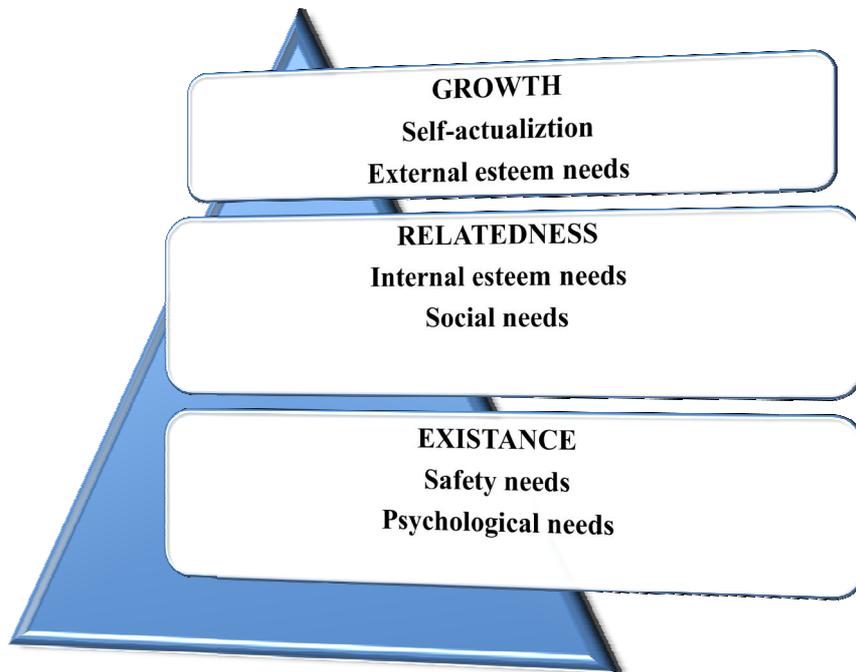
Even in this era of continuous change Maslow's hierarchy of need states the basic psychological factors which may influence the behavior and the motivation of the workforce in an organization.

The Maslow's hierarchy of needs also helps the managers to adopt the leadership styles and understand the motivational factors for the workforce for the organizational development.

Herzberg's hygiene factors also help the managers to understand the motivational criteria of the workforce in an organization. According to this behavioral scientist it is important for the workforce to have a democratic form of leadership and to provide them with challenging and

complex job roles to satisfy the intrinsic needs of the high performers (Densten, 2002). It is

Herzberg who proposed favorable contribution prescribing job enrichment, job enlargement and empowerment for the employees to develop the motivational factor.



4. Understand the problems of introducing and implementing change in today's workforce

4.1 Evaluate the autocratic and democratic ways of implementing change within an organisation

For the autocratic form of the leadership- for this the high level of supervision and the command-of-control is maintained and the motivational factors are often due to the threats and fear from the authority. The motivational factors for the employees in autocratic leadership are generally as a reaction to the force by the authority and there can be internal resistance to change for the same. The efficiency for the transitional process and change management with the autocratic form of leadership is quite low and often fails to bring in changes effectively.

The democratic form of the leadership- in this form of leadership the employees are given more decision making power and the supervision is less. The motivation base is generally self-motivation and team motivation and in this case the efficiency level is generally high and the employees may have resistance towards the change but the leadership style definitely helps the employees to overcome that and develop themselves to bring in the change effectively in the organization.

4.2 Propose ways in which management styles are linked to motivational programmes

The continuous changes in the business environment are demanding the changes in the internal environment of the organization to change the work culture and make it more flexible for adopting the sustainable growth for the organization. The transitional process for the organization is not simple and the manager faces many problems in handling the change management for the effective changes to take place within the organizational structure. The challenges faced by the managers for this transitional process can be stated as;

- To attract and retain global talents
- To standardize the performance criteria for the employees along with the change
- To design competitive compensation and benefit structure for the global talent in the organization
- Setting ethical standards and maintaining corporate governance.
- Workforce planning
- Training and development for embracing the transitional process
- Effective communication and build team spirit amongst the employees.

Often it is noticed that the transitional process for the organization fails due to the lack in the implementation of the change management tools. The major issue for the accurate implementation of the change management is the leadership style in which the change management is being handled for the organization.

CONCLUSION

The workforce forms an important issue for the smooth functioning of the business operations and thus the management must take proper care of the human capital in order to bring effectiveness and efficiency in the organizational structure. The changes in the business environment are forcing the organization to adopt flexibility and continuous development in their structure in order to get competitive advantages in business place. The motivational factors for the workforce are to be considered by the modern organization in order to bring in the effective changes in the organizational structure. The transitional process of an organization should be backed by effective leadership style and motivational programs for the development of the performance of the entire organization.

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