

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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### ABSTRACT

*Employers today face a different labor market than in the past, and they are finding it difficult to get and keep high-potential employees and top performers. Best innovative practices for talent management in today's rapidly changing workplace support a larger, more strategic role for HR. Understanding and influencing employees is critical to the success of an organization. Not only reviewing talent, aligning individual goals to business strategies, rewarding top talent is important but also motivating and retaining are key steps. HR leaders can provide the strategic insight, workforce planning to attract and retain the best talent and stay ahead of the competition. Some of the issues faced by the corporate were not providing feedback, not making time for the teams, being too "hands-off", being too friendly, failing to define goals, misunderstanding motivation, hurrying recruitment, not walking the walk. In this research paper, we will be discussing about a number of resources and innovative practical techniques for maintaining good working relationships and working with others efficiently and harmoniously. We will also discuss the tools and techniques that are instrumental for effective communication, motivating employees, conflict resolution and how to deal with potentially unproductive situations and co-workers. Some other innovative ways of managing and dealing with employees are also discussed in detail.*

### KEYWORDS

people management, challenges, issues, corporate, innovative managing employee.

### INTRODUCTION

Many people become managers because they are good at their jobs. However, as Gerard M. Blair, author of "Starting to Manage: The Essential Skills," said, "the human factor is crucial to success." A manager has the power to encourage, motivate, and inspire innovation, hard work and dedication. In contrast, they also have the power to crush workplace morale, hinder career advances and promote laziness. A good manager should know how to balance reward with discipline.

With some employees, it isn't a matter of ability, it's a matter of attitude. And while you can't control someone's horrible personality, you can decide how you're going to respond. Use these scripts and strategies to confront problem employees and effectively manage employee discipline so you can bring motivating back to the forefront of your workday.

Probably the most important task a manager will face when dealing with the people under his direction is that of bringing out the best in them. Unlocking people potential is often seen as the key to any business's success. When an employee's talents are not channeled correctly, their behavior can seriously compromise the success of an organization. Some of the roles that an employee who is not being used to his potential can take on are as follows: procrastinator, gossip, manipulator, backstabber, narcissist, black hole, stonewalled, bully, and predator.

People management can be defined as "the process of controlling and monitoring individuals".

The concept of people management is widely used in organizations where the manager's most important task is to manage people. In order to increase the efficiency of the people the manager has to lead, motivate and inspire people. Sometimes rules are defined to manage people like time lines, duties etc. In order to manage the people Human Resource Departments are established in the organizations. These departments are specifically responsible to deal with people of organization.

There are many kinds of people management. Supervisors will take different stances of leadership, like being an autocratic manager, a paternal manager or a democratic manager. People management is essentially making sure that all people within an organization are able to coordinate themselves effectively and work to a high standard. People management is the higher part of an organization that ensures that work is being done correctly and to a consistently high standard.

The first rule of people management is not to let one bad apple spoil your whole bunch. Difficult people can put a strain on the productive members of your team. When managing the people within an organization, a manager must focus on both hiring the right people and then getting the most out of these people. New personnel must provide the organization with the best talent available that meets the needs of the business. The organization must look ahead to how a new employee can be used to their fullest. Getting the most out of an employee means a business has consistent policies and practices in place to provide its people with appropriate training and development. Employees are involved as "partners" in the business.



People management practices are most effective when used in combinations which mutually reinforce one another. There is increasing evidence that if people management practices are used in bundles, they yield superior performance outcomes. It is therefore useful to think of each of the areas covered in this unit not in isolation, but as a part of an integrated approach to people management. What do we mean by 'bundles'? Put simply, bundles are collections of people management practices that are consistent with one another. To be effective, practices must be combined in consistent ways; the different aspects of people management in an organization reinforce one another. Virtually all this literature has focused on 'bundles' of people management practices and examined links



between such bundles and a range of performance measures; we should accept that the balance of the evidence supports the claim that effective people management is likely to contribute to organizational performance.

## OBJECTIVES

1. To achieve through the results of others.
2. To win followers
3. To build personal leadership.
4. To build the habit of setting short term goals to achieve long term goals.
5. To build positive working relationships.
6. To build effective team and processes.
7. To celebrate success of team performance.

## BASIC MODELS RELATING TO PEOPLE MANAGEMENT

Motivation is a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way or at least develop an inclination for specific behavior. According to Maehr and Meyer, "Motivation is a word that is part of the popular culture as few other psychological concepts are"

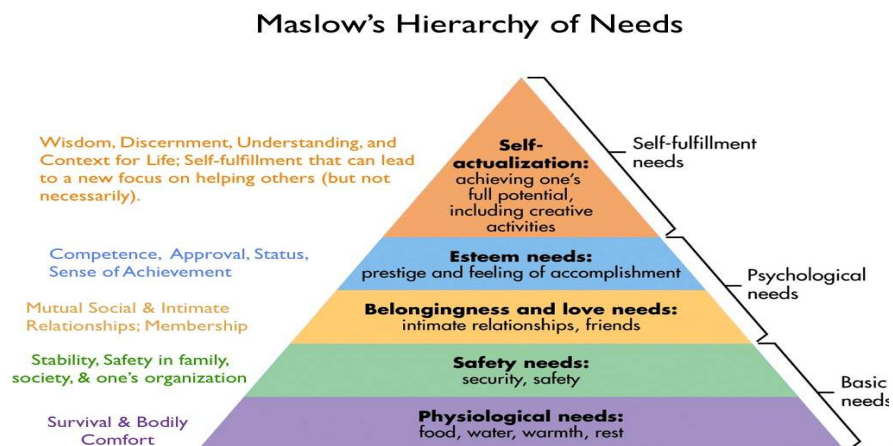
## CONTENT THEORIES

The content theory was one of the earliest theories of motivation. Content theories can also be referred to needs theories, because the theory focuses on the importance of what motivates us (needs). In other words, they try to identify what our "needs" are and how they relate to motivation to fulfill those needs. Another definition could be defined by Pritchard and Ashwood, is the process used to allocate energy to maximize the satisfaction of needs. Content theory of human motivation includes both Abraham Maslow's hierarchy of needs and Herzberg's two-factor theory. Maslow's theory is one of the most widely discussed theories of motivation.

## MASLOW'S HIERARCHY OF NEEDS

Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system, devised by Maslow (1954), which is a commonly used scheme for classifying human motive. The American motivation psychologist Abraham H. Maslow developed the hierarchy of needs consisting of five hierarchic classes.

FIGURE 2



According to Maslow, people are motivated by unsatisfied needs. The needs, listed from basic (lowest-earliest) to most complex (highest-latest) are as follows:

- Physiology (hunger, thirst, sleep, etc)
- Safety/Security/Shelter/Health
- Social/Love/Friendship
- Self-esteem/Recognition/Achievement
- Self actualization/achievement of full potential/can never be fully accomplished

The basic requirements build upon the first step in the pyramid: physiology. If there are deficits on this level, all behavior will be oriented to satisfy this deficit. Essentially, if you have not slept or eaten adequately, you won't be interested in your self-esteem desires. Subsequently we have the second level, which awakens a need for security. After securing those two levels, the motives shift to the social sphere, the third level. Psychological requirements comprise the fourth level, while the top of the hierarchy consists of self-realization and self-actualization.

Maslow's hierarchy of needs theory can be summarized as follows:

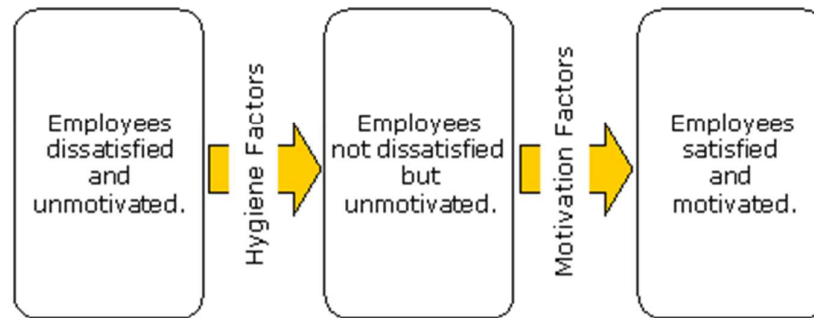
- Human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior, satisfied needs do not.
- Needs are arranged in order of importance to human life, from the basic to the complex.
- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.
- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

## HERZBERG'S TWO-FACTOR THEORY

Frederick Herzberg's two-factor theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life.

FIGURE 3

## Two Factor Theory - Herzberg



He distinguished between:

- Motivators (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and
- Hygiene factors (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in de-motivation.

Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivating factors (satisfiers) and hygiene factors (non satisfiers). Some motivating factors (satisfiers) were: Achievement, recognition, work itself, responsibility, advancement, and growth. Some hygiene factors (non satisfiers) were: company policy, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.

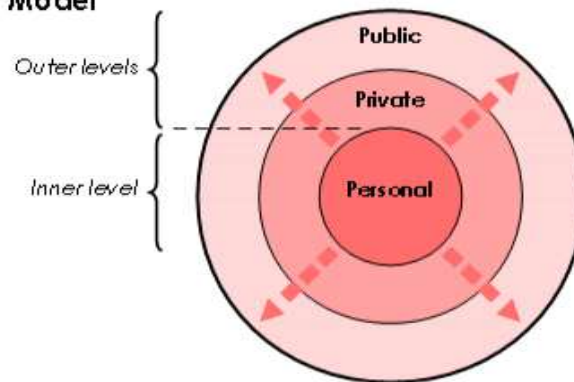
The name hygiene factor is used because, like hygiene, the presence will not improve health, but absence can cause health deterioration. Herzberg's theory has found application in such occupational fields as information systems and in studies of user satisfaction such as computer user satisfaction.

#### THREE LEVELS OF LEADERSHIP MODEL

The model is intended as a practical tool for developing leaders' leadership presence, knowhow and skill. It aims to summarize what leaders have to do, not only to bring leadership to their group or organization, but also to develop themselves technically and psychologically as leaders.

FIGURE 4

#### James Scouller's Three Levels of Leadership (3P) Model



The three levels referred to in the model's name are Public, Private and Personal leadership. The model is usually presented in diagram form as three concentric circles and four outwardly-directed arrows, with personal leadership in the center.

The first two levels – **public and private leadership** – are "outer" or "behavioral" levels. Scouller distinguished between the behaviors involved in influencing two or more people simultaneously (what he called "public leadership") from the behavior needed to select and influence individuals one to one (which he called private leadership). He listed 34 distinct "public leadership" behaviors and a further 14 "private leadership" behaviors.

The third level – **personal leadership** – is an "inner" level and concerns a person's leadership presence, knowhow, skills, beliefs, emotions and unconscious habits. "At its heart is the leader's self-awareness, his progress toward self-mastery and technical competence, and his sense of connection with those around him. It's the inner core, the source, of a leader's outer leadership effectiveness." (Scouller, 2011).

The idea is that if leaders want to be effective they must work on all three levels in parallel. The two outer levels - public and private leadership are what the leader must do behaviorally with individuals or groups to address the "four dimensions of leadership" (Scouller 2011). These are:

A shared, motivating group purpose or vision.

- Action, progress and results.
- Collective unity or team spirit.
- Individual selection and motivation.

The inner level – personal leadership refers to what leaders should do to grow their leadership presence, knowhow and skill. It has three aspects:

- Developing one's technical knowhow and skill.
- Cultivating the right attitude toward other people.
- Working on psychological self-mastery.

Scouller argued that self-mastery is the key to growing one's leadership presence, building trusting relationships with followers and enabling behavioral flexibility as circumstances change, while staying connected to one's core values (that is, while remaining authentic). To support leaders' development, he

introduced a new model of the human psyche and outlined the principles and techniques of self-mastery. The assumption in this model is that personal leadership is the most powerful of the three levels. Scouller likened its effect to dropping a pebble in a pond and seeing the ripples spreading out from the center – hence the four arrows pointing outward in the diagram.

"The pebble represents inner, personal leadership and the ripples the two outer levels. Helpful inner change and growth will affect outer leadership positively. Negative inner change will cause the opposite." (Scouller 2011).

### MANAGING PEOPLE INVOLVES FIVE BASIC FUNCTIONS

- ✚ Identifying the kind of people you want is a strategic analysis of what your organization is trying to do, analyzing the jobs involved and the skills required.
- ✚ Generating the right workforce means developing the existing staff, recruiting appropriate new people, losing the staff who you do not want and ensuring that essential stay with the organization.
- ✚ Establishing a productive environment means that you work to create the right culture, you operate in an ethical manner, you organize a workplace which is safe and healthy and you adapt working conditions to individual requirements.
- ✚ Getting the work done effectively requires motivating and challenging the employees, defining clearly what needs doing, empowering staff.
- ✚ Improving the performance involves understanding how people management can affect performance positively.

### CHALLENGES AND ISSUES OF PEOPLE MANAGEMENT

#### 1. NOT PROVIDING FEEDBACK

When managers don't provide prompt feedback to his team members, he is depriving them the opportunity to improve their performance. Hence giving regular feedback would definitely gain in-depth of understanding.

#### 2. NOT MAKING TIME FOR TEAM

In many a times, manager is so loaded with work and responsibility, that he has little or no time for his team. And so they need to prioritize blocking out time in their schedule.

Once in leadership or management role, the "TEAM" should always come first. They also need to develop the skill of "LISTENING" actively to their team. As a manager, they need to spend more time in analyzing the needs of the team.

#### 3. BEING TOO FRIENDLY

Today's managers want to be seen as friendly and approachable to their team members. It is always noted that people perform better and are happier working only with whom they get on with. And so many a times' managers need to take tough decisions and set clear boundaries. They need to balance their role as a manager, mentor and a friend.

#### 4. MISUNDERSTANDING THE ROLE

The role moves from peer to leader. This leads, the manager not doing what he is hired to does instead working effectively on the skill set of leading and managing people.

#### 5. NOT DELEGATING

As a manager, he needs to delegate the work to his team and give them the opportunity to perform better. By doing this he not only develops his team members, but also will prepare them to take the pressure off from him.

#### 6. RETAINING HIGH PERFORMANCE GOOD EMPLOYEES

One of the biggest challenges of today's manager is retaining the best employee. For this the manager needs to know his team members better, and keep him motivated and should match up with their expectations.

#### 7. NOT "WALKING THE WALK"

A leader should focus on leading by example in all aspects of their work. Be a role node for your colleagues and your team by exceeding a positive presence. Show compassion, understanding and respect, while focusing your tasks to be inclusive of team work and dedication. It is important that managers and supervisors exhibit the best possible values inside of the work place.

#### 8. BUILDING GOOD LEADERSHIP STYLES

The top issue for 2015 will be leadership. In a recent world economic forum survey of global thought leaders, 86% of them said they have leadership crisis. The only sustainable competitive advantage is people. Smart leaders are finding out new ways to tap that huge pool of talent.

#### 9. FAILING TO DEFINE GOALS

The managers need to set SMART goals.

They need to be consistent. Communication should be clear and should make goals unambiguously. Listen and provide frequent feedback especially when positive. They need to remove the obstacles for their team's success. We need to use principles from management by objectives to align your team's goals to the mission of the organization.

#### 10. MISUNDERSTANDING MOTIVATION

Many a times, the managers tend to assume that team is working only for monetary rewards. However, it may not be true always. As people are unique and so is their motivating factor.

#### 11. HURRYING RECRUITMENT

Getting the right people at right time for the right job becomes crucial.

Whenever team has lots of workloads, filling the vacant role too quickly can be a disastrous mistake. Recruiting wrong people for team is one of the biggest blunders one can make. And hence care ha to be taken in choosing the right person with good skill set and attitude.

#### 12. BEING TOO "HANDS OFF"

Many mangers fail to strike the right balance. In order to avoid micro management, they fail to monitor set goals. The deadlines should be specified. They need to balance right, that is when to set them free and when to monitor. Only then the short term goals can be accomplished. Day –to-day whereabouts of the team should be noted and necessary feedbacks should be given at appropriate times.

#### 13. FAIL TO COMMUNICATE NEGATIVE FEEDBACK

As a manager, communicating feedback to the team becomes important. However managers often fail to communicate negative feedbacks to their teams. Managers should inculcate skills of effectively communicating negative feedbacks in such a way, that the team members should not be de motivated and instead they should develop a positive sprit and work on their negative aspects.

#### 14. MANAGING INTERPERSONAL CONFLICT IN THE TEAM

Successful leaders /managers are dependable on their abilities to deal and manage interpretations, conflicts and stress. However managers need effective communication and should be able to deal with conflict resolution. They should be able to deal with potentially unproductive situations and co-workers in a team.

#### 15. DEALING WITH EMPLOYEES WHO LACK BASIC SKILLS

Identification of the employees lacking basic skills, need to be recognized. The managers need to arrange for the training programmes.

These training programmes should not only enhance the employee's skills, but also train them to accept more responsibility.

### FEW OTHER CHALLENGES TO SPECIFY ARE AS PER FOLLOWING

\* Managing people of a different generation.

\* Dealing with employees showing bad attitude.

- \* Insufficient authority and discretion to reward.
- \* Managing people in remote locations.
- \* Managing people with language gap.
- \* Managing employees with unreasonable expectations and demands.

## PROCESS TO BE FOLLOWED FOR EFFECTIVE PEOPLE MANAGEMENT

The following are the steps which can be considered to outline the process of goal setting and managing people:

### STEP 1

#### IDENTIFYING THE REQUISITES REQUIRED FOR THE ROLE CHANGE AS AN MANAGER

As a manager, you are going to be responsible for the work of others; your success depends on how well your team performs. You are now responsible for far, far more work than you could ever possibly produce by yourself. Hence the focus now changes from individual performance to team performance.

### STEP 2

#### PREPARING FOR THE TRANSITION

The below, lists a few things that the manger needs to prepare for himself before deep diving to his role. The main job of the manager is to find a mentor. Not your immediate manager, but find another manager with lots of experience and ask that person to help you transition. This is a very important and often overlooked tool. It will also gain you considerable esteem in the eyes of the upper level management team. It shows maturity.

### STEP 3

#### SETTING UP OF SMART GOALS

This is one of the critical role of setting up of short term goals to achieve long term goals. Periodic reviewing of the goals accomplished becomes important. The manager needs to set the deadlines for the short term goals. He needs to set new goals such as reviewing productivity. The manager can have hourly, daily or weekly targets that the team must meet. A checklist can be made, by writing down everything and posting it prominently. Even minute of details have to be taken care of. A word of caution here, this list will change over time; it is a living document. Some things may stay the same (service levels, policies for example) but other things may change depending on the strategies handed down to you from the top management. The manager needs to review the list as frequently as possible, with a critical eye, and revise it when necessary.

### STEP 4

#### KNOWING YOUR TEAM

The current trend in the organizations is not only knowing each team member professionally but also at a personal level. The manager should have the capability of identifying the strengths and weaknesses of each team member. One may work extremely fast but occasionally misses some of the details. Another is incredibly thorough but has issues with the volume of work processed. Few others may have spectacular customer relationships but can never say "no" to the clients whereas many may have excellent technical skills but falls short in people skills. As a manager, he needs to really need to know all this very, very well. He may use this knowledge to balance the productivity of your team.

### STEP 5

#### MATCHING TASKS WITH TEAM MEMBERS

This step highlights the matching of the skill sets of the team members to their tasks. The information gathered from the above steps can be used to match people with work. This is termed skill-based work assignment.

The manager needs to assign tasks such that each member's strengths are optimally used and minimize work assignments that would target his or her weaknesses. Whenever an opportunity is found the manger needs to, put people together that have complimentary skill sets.

### STEP 6

#### MEET WITH YOUR TEAM MEMBERS

Regular one-on-one meetings are critical for a manager for good management.

These meetings have several purposes like mentioned below:

- Give feedback on job performance:
- Outline the goals for the next meeting:
- Learn about staff issues:
- Ask for ideas:
- Motivation:

### STEP 7

#### BE VISIBLE

The manager must not isolate himself from the team. Sometimes the initial workload will seem overwhelming and might have a tendency to sequester away from the staff to keep up – especially with the new paperwork load he may have. Absolutely must not give the appearance of being an "ivory tower" inhabitant. If your team members don't see their leader, they'll develop an attitude of anarchy. Things will go very badly for you. Even if you're managing remote staff, you need to make sure they "feel" your presence. If you manage multiple shifts, make sure you visit all shifts regularly.

### STEP 8

#### DOCUMENT TEAM ACTIVITIES

The manager's personal performance review will focus largely on your team's performance so should make sure to keep a written record of issues and accomplishments. This will be especially important if there are significant issues that arise. Problems are expected; how the manager and team handles those problems must be a focus of the efforts.

### STEP 9

#### REWARD PERFORMANCE

This doesn't mean money, although money is nice; it's not a primary motivator for on-the-job performance. Recognition is much more effective. If you have the authority, perhaps grant performance leave (an extra day off for doing something exceptional). Make the rewards regular and make them attainable but difficult. When you give a reward, make it well known (reward publicly, admonish privately).

### STEP 10

#### LEARN COACHING

There will inevitably be times when the manager needs to correct the behavior of the employees. The manager needs to learn to do this properly. If he does it correctly, he will get the results he wants otherwise, things can go horribly wrong.

## HOW TO IMPROVE PEOPLE MANAGEMENT

### • FLEXIBLE LEADERSHIP

The goal is to be authoritative, but not authoritarian. A manager should know how to be flexible with others, while maintaining control of the situation. He needs to be flexible, open up to the team for all kinds of possibilities and new ideas. It also encourages staff to be frank and open with their boss.

### • PROBLEM SOLVING

Instead of calling an employee lazy or hot tempered, we need to, identify the root causes of their behavior. If the employee is constantly late because of a health problem, for example, then the manager can suggest the employee seek medical assistance, or help connect him with a company-subsidized medical program, if such program exists.

"Each person is different, each situation is different, so each solution must be carefully crafted."

- **RECOGNITION AND MOTIVATION**

A manager can have a profound effect on her staff. The simple act of recognizing someone's talent can provide intense motivation for that individual and the rest of the team. It's important to acknowledge achievements and reward those who go the extra mile. Employees are constantly seeking pay raises, and a manager's job is to equate that goal with improved skills, experience and hard work.

- **PEOPLE EMPOWERMENT**

People Empowerment can be a very effective tool within the field of people management. This technique can be used to involve employees in any improvement program within an organization. Authority, accountability, and responsibility are delegated to the employees for improving the processes which are under their control without first having to obtain permission from management before making changes. This can be successful only when employees are recognized, congratulated, and rewarded for their commitment to problem solving.

## **INNOVATIVE WAYS OF PEOPLE MANAGEMENT**

### **1. COMPLIMENT YOUR STAFF**

Little things go a long way. Appreciating someone that they are doing a good job really really does make a huge difference. However the manager need not do it so often as it becomes meaningless.

### **2. COMMUNICATE, COMMUNICATE AND COMMUNICATE**

The staff will feel much more engaged if you let them know what's happening. Everybody wants to see the "Big picture" sometimes.

### **3. BE FAIR, BUT FIRM**

There will be a time when you need to consider disciplinary action up to and including dismissal. This can be incredibly difficult even for experienced managers. How to discipline employees without hurting their ego state is a huge challenge. However the managers need to be consistent and has to document everything.

### **4. BECOME FAMILIAR WITH EAP: (EAP – EMPLOYEE ASSISTANCE PROGRAM)**

Most of the companies have started of with "Employee Assistance Program", which can be incredibly useful. Whenever an employee has an personal or professional issue, you can refer them EAP. This is one of the most innovative step taken by the organizations for employee assistance.

### **5. HIRE A COACH**

In addition to a mentor, hire a coach if possible. A mentor can be a great help, but may not always have time to devote. A coach is a trained professional with no agenda to pursue and hence would help you in guiding and developing an authentic style of management.

### **6. NEW STYLE OF MANAGEMENT**

We see new leadership styles emerging with an emphasis on loose structure, rapid responses, self-organizing teams and broad based collaboration.

### **7. CONNECT WITH NOT ONLY EMPLOYEE BUT ALSO WITH HIS FAMILY**

Many a times, managers fail to consider the personal side of the employee. They need to spend time knowing the employee and his family members. Whenever any company celebrates, they need to invite with their family and find an opportunity to know more about them. This would help the employees to stay loyal to the company. Whenever need arises, you can also involve the family members to participate. This would definitely motivate the employees.

## **OTHER INNOVATIVE WAYS OF MANAGING AND DEALING WITH EMPLOYEES INCLUDE**

- Interactive dashboards that let HR rank talent based on potential and performance and incorporate both formal data (such as performance reviews) and informal data (such as peer kudos)
- At the best workplaces, managers share the personal side of information such as emotional reactions to news, personal takes on values, or simply their hobbies and interests
- Embedded and predictive analytics to identify at-risk top performers so that managers can intervene before valuable talent is lost
- Spending enough of time with employees on career development.
- Good organizational support, by empowering employees to take decisions.
- Open door policy, to come up with innovative ways of dealing things.
- Applying informal, personal and meaningful connections with the employees.
- Comprehensive learning solutions that map to the needs of individual employees and organizational goals

## **CONCLUSION**

Understanding and influencing employees is critical to the success of an organization. In 2015, one of the main challenge is leadership crisis. Not only reviewing talent, aligning individual goals to business strategies, rewarding top talent is important but also directing, motivating and retaining are key steps. Managers need to be effective leaders who can provide the strategic insight, workforce planning to attract and retain the best talent and stay ahead of the competition.

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