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TOPIC: HUMAN RESOURCES MANAGEMENT

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MAJOR: MANAGEMENT

ATLANTIC INTERNATIONAL UNIVERSITY

CONTENTS:

Subjects.....	Page
Page cover.....	1
Contents	2
Course Objects	4
Acronym	5
Human Resources Management.....	6
1.0 Introduction.....	6
2.0 Human resources management and its contents.....	6
3.0 Background History of Human resources Management.....	7
3.1 Early years.....	7
3.2 Enter Human Resources Management.....	8
4.0 Goals of Human Resources Management	9
4.1 Four Major Areas of HRM Responsibility.....	10
5.0 Human Resources Functions	12
5.1 Human resources Planning	12
5.2 Job Analysis	12
5.3 Recruiting	13
5.4 Selection.....	13
5.5 Orientation.....	13
5.6 Training and Development	13
5.7 Performance Appraisal	13
5.8 Career Planning	14
5.9 Compensation	14
5.10 Benefits.....	14
5.11 Health and Safety	14
5.12 Labour Relations	15
5.13 Employees Records	15
6.0 Challenges facing Human Resource Management	16
7.0 Managing Human resources Strategically	18
8.0 Human Resources Planning	24
8.1 Goals and Objectives of human resource planning	24
8.2 Forecasting the supply of personnel and developing planning strategies.....	24
8.3 Forecasting the Internal supplies	25
8.4 Forecasting the external supply and demand of Personnel...	28
8.5 Formulating Human Resources Plans	29
9.0 Health Human Resource Plans	30
9.1 Needs-based Approach	
9.2 Utilization Based Approach	32
9.3 Effective Demand-based Approach	34
9.4 Simulation, is it the answer?	34

9.5	Other approaches	35
10.0	Current theories of Motivation	36
10.1	Importance of Motivation	38
10.2	Relationship between Emotion & motivation	38
10.3	Explanations of influences/ caused of arousal	39
10.4	Content Theories	40
10.5	Process theories	49
11.0	Conclusion on theories	53
12.0	Motivation Methods and Techniques	53
12.1	Management systems and styles	53
12.2	How do you find out what an employee is motivated by?.....	55
13.0	Other Managerial Approach Theory Z and Japanese Mgt	56
13.1	Evaluation of Theory Z	58
14.	Conclusion	58
	References	59

1. COURSE OBJECTIVES:

I as a student will become knowledgeable about:(1) Proper use of Human aspects of Organizational Context in order to unsheathe the potentials necessary for production (2)Identify Current theories of Motivation (3) How to plan HR requirements for the projects

2. COURSE DESCRIPTION:

This course aims at utilizing the current Approaches for the optimal use of HR in the Project Organizations

3. ACTIVITIES TO CARRY OUT THE PLAN:

I will attain the objectives of the course in the following manner (1) I will research the issue through collection of references (2) I will write a research paper with minimum of 15 pages

4. SOURCE OF DATA

My source for description of this course is online catalogue from AIU and Other websites, Text books, Journals et

ACRONYMY:

HR - Human resources

HRM - Human Resource Management

HRP - Human Resources Planning

HHR - Health Human Resources

HHRP - Health Human Resources Planning

HUMAN RESOURCE MANAGEMENT

1. Introduction:

Managing human resources effectively has become vital to organizations of twenty-first century. The heightened levels of global competitiveness have alerted all firms to the fact that all their resources must be well utilized than ever before. Human resource management has received much attention recently because of the recognition that much more could be gained from a better handling of the field. Consequently academics have begun to devote more attention to the topic.

Academics and human resources management professionals together have identified several human resource activities that are critical for organizational survival. Survival is enhanced because of the ability of effective human resources management to attract, retain, motivate and retrain employees. These goals have become particularly important over the past decade because of the rapidly changing environmental forces such as global competition. For human resources to be effective, however, requires that not only do the several human resources activities need to be performed effectively, but also that the human resources department need to have a broader and deeper range of competences than previously required.

2.0 Human resources management and its importance

Human resource management is the use of several activities to ensure the human resources are managed effectively for the benefit of the individual, society and the business (Schuler 1995: 5).

The concept of **human resources** has at least two meanings depending upon context. The original usage derives from political economy and economics, where it was traditionally called labour, one of the three factors of production. The more common usage within corporations and business refers to the individuals within the firm and to the portion of the firm's organization that deals with hiring, firing, training and other personnel issues.

Now more than ever, human resource management is recognized as being critical to the survival and success of organizations. In 1991 the IBM Corporation and human resources consulting firm of Towers Perrin conducted jointly worldwide study of nearly 3,000 senior human resource managers and chief executive officers (CEOs). Results indicate that about 70% of human resource managers see the human resource function as critical to the success of organizations. By the year 2000 more than 90% expect the human resource department to be critical. While the human resource respondents were perhaps

slightly more positive about this trend, the CEOs were very similar in their level of agreement (Towers Perrin, 1992).

Before defining human resource management and its importance, however, it might be informative to step back for a moment and establish the historical context of where we are today.

3.0 THE BACKGROUND HISTORY OF HUMAN RESOURCES MANAGEMENT

3.1 Early years

As with many disciplines, the study of managing people has changed dramatically during this century. Beginning with the works of Taylor around the turn of the century, the focus of managing people in the organizations was on developing precise analytical schemes to select and reward an individual. This was typically for the purpose of motivating, controlling, and improving the productivity of entry-level employees. During the 1920s work on these analytical schemes expanded to encompass issues of appraising and training individuals essentially for the same purposes.

While the focus during the first quarter was on individual employee, the second quarter was to see it shift to the group. Mayo's plan at the Hawthorne plant focused on improving the productivity of individuals by experimenting with groups. His efforts included changing the group composition and incentive schemes. They also included changing environmental conditions, namely lighting and physical arrangements. Knowledge of the groups and impact of group on individuals advanced with the work of Lewin and Sherif and Sherif during the 1930s and into the 1940s. Yet with few notable exceptions, such as work of Barnard on CEOs, this work was focused primarily on the people doing the work.

During the 1950s and 1960s much of the work concerned with managing individuals in Organizations highlighted individual needs and motivation. Advances were being made in selection and development: the Second World War work with assessment centres expanded to private sector and the development of tests for selection and placement continued. Work in performance appraisal and training progressed. Yet again, most of the work focused, explicitly or implicitly, on improving performance of individuals doing the work in the organization. At this time, however, the more applied work in this area related to managing and motivating individuals because the domain of those identifying primarily with personnel psychology and industrial and organization psychology. The more theoretical work came under the new domain of organizational behaviorists.

3.2 ENTER HUMAN RESOURCE MANAGEMENT

During the 1970s another discipline evolved under the name of human resource management. Encompassing the methodological tradition of personnel and industrial and organizational psychologists and theoretical framework of the organizational behaviorists, human resource management took on a broader focus than earlier work.

This focuses included concerns for the safety and health of the worker as well as individual satisfaction and performance. Industrial relations and planning for personnel needs also come within the domain of human resource management. Yet throughout the work on all the human resources management topics, the primary focus of attention remained on the entry level employee.

In the late 1970s and 1980s, the discipline of organizational strategy started to make an impact upon human resource management. Environmental forces, namely, more intense international and domestic competition for companies, also began to make an impact. This dual blow reflected the continued theoretical and applied sides of human resource management. The result of this within human resources management was recognition that a substantial number of organizational characteristics not generally addressed actually had have substantial impact upon managing human resources. Thus organizational characteristics such as structure, strategy, size, culture, and product and organizational life cycle began to be incorporated into the work under the human resource management label.

Today, forces of global competition, worldwide labour availability, business ethics, and the environment, are winning the attention of human resource management. Of course, this does not mean that the issues of 1970s and 1980s can be forgotten. To the contrary, these are carried forward, making the job of human resource management challenging, rewarding, and exciting.

Collectively, all these events, until the late 1970s and early 1980s, described the discipline and study of “personnel management”. Then the discipline and study began to change and gradually assume the label of ‘personnel and human resource management’ or just ‘human resource management’. Significantly, human resource management addressed new areas of activities.

Human resources management has moved from a domestic focus to more multinational and global focus. There is more concern now for the environment, including ecological issues and for health care and illiteracy. Organizationally, human resources management has gone from being concerned only with the operational issues of personnel to include the more strategic, business level concerns of the organization itself. Human resource departments might also be concerned about the operations of key suppliers and customers. Managerially, human resource professionals are working more closely with the line, to some extent a customer of human resource department. As the human resource profession has become more involved in the global, external and strategic issues of the organization, so has its critical goals changed. Whereas the goals in personnel are attracting, retaining and motivating workers, the goals of human resource management are concerned with the bottom line: competitiveness, profitability, survival, competitive advantage and workforce flexibility. While the goals of attracting, retaining, and motivating are still important, they are critical primarily as means by which to reach and improve the bottom line goals.

This is a move away from a functional orientation where the concern was with developing human resource products and services rather than understanding the human

resource implications of the business and the managers. Concurrently, human resource professionals have become more generalists. This trend is articulated at individual level (each human resource professional becoming multi-skilled) and at departmental level (team of different specialists work together to serve the customer). In relation to the employees, the human resource department and the professional have moved from philosophical orientation of conflict and differentiation to one of harmony and egalitarianism. In the area of human resource practices, whereas personnel management is associated with practices that are more broadly conceived and team-focused.

4.0 Goals of Human resource management

The objective of human resources is to maximize the return on investment from the organization's human capital.

Human resource management aims to improve the productive contribution of individuals while simultaneously attempting to attain other societal and individual employee objective (Schwind, Das & Wegar; 2005)

The big numbers of larger multinational firms have made progress in increasing awareness of HRM to the line managers, and, similarly, have made the move to a more **proactive role** for Human resource management. As its value to organizational effectiveness is increasingly recognized, HRM can be expected to take a more proactive place in smaller, less progressive firms as well.

While serving the very success of the business can certainly be regarded as an important goal of human resource management, it is rather broad conception. Several specific goals help lead to this overall achievement of success and importance. The three general goals or purposes traditionally associates with human resource management are attracting applicants, retaining desirable employees and motivating employees. Increasingly another goal is being added: retraining employees.

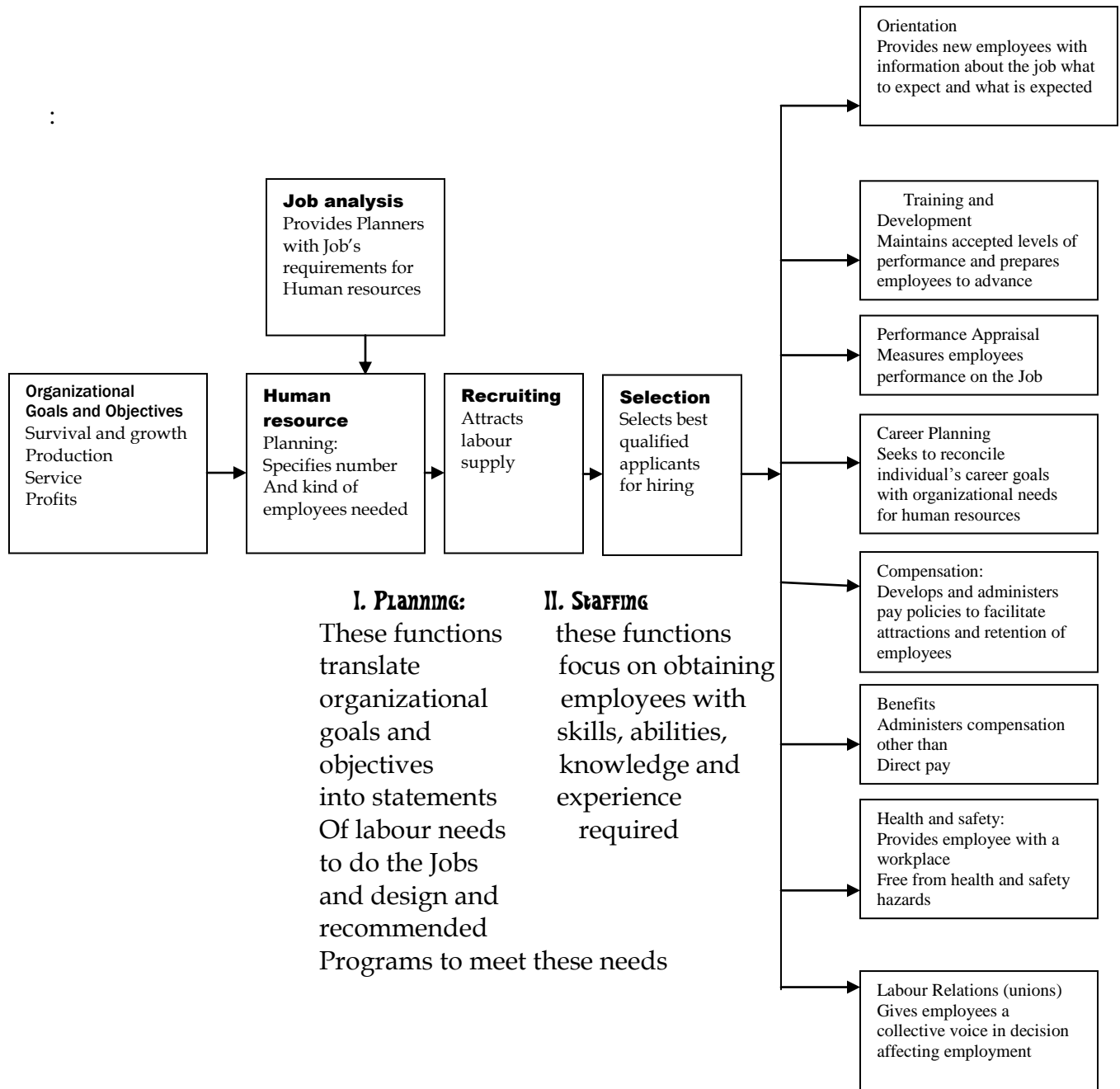
The heightened attention paid to how a firm manages its human resources is attributed to the recognition that effective management of human resources has a positive impact on the firm's overall success, and ultimately, its bottom line. This term refers to the organization's survival growth and Profitability, competitiveness and flexibility in adapting to changing conditions. Human departments positively affect the bottom line through: (1) improving productivity; (2) improving quality of workforce; (3) increasing firm's legal compliance; (4) gaining competitive advantage; and (5) assuring workforce flexibility – the more specific goals of managing human resources (Schuler and Huber 1998).

Human resources management can be divided into four major areas of responsibility and a number of specific functions which are performed in the organizations:

4.1 FOUR MAJOR AREAS OF HRM RESPONSIBILITY

The major areas of responsibility in human resource management are: (1) Planning, (2) staffing, (3) employees development, and (4) employee maintenance. These four areas of HRM functions have the common objective of ensuring that the organization has an adequate number of competent employees with the skills, abilities, knowledge, and experience needed to further its goals

The Role of Human Resource Management

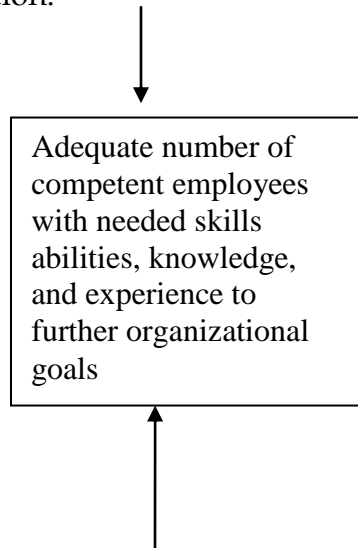


I. Planning:
These functions translate organizational goals and objectives into statements of labour needs to do the Jobs and design and recommended Programs to meet these needs

II. Staffing
these functions focus on obtaining employees with skills, abilities, knowledge and experience required

III. Employee Development

These functions seek to ensure that employees possess the knowledge and skills to perform satisfactorily in their jobs or to advance in the organization.



IV. Employee Maintenance

These functions relate to retaining a competent workforce by providing employees with satisfactory pay, benefits, and working conditions

SOURCE: Thomas, H. Stone, Noah M. Meltz: 1988, pp. 8 - 9)

The above model shows responsibilities and functions of human resource management. Although each function has been assigned to a particular area of HRM responsibility, some functions serve a purpose in more than one of the four. For example, performance appraisal measures employees' performance for development purposes as well as for salary administration (a part of the employee maintenance responsibility). The compensation function facilitates retention of employees and also attracts potential employees to the organization (as part of the staffing responsibility). The model is a logical schema which has listed HRM functions according to major areas of responsibility.

The starting point of a model is organizational goals and objectives specified by top management. Planning functions including human resources planning and job analysis, translate these goals and objectives into a statement of labour needs (number and type of employees needed). Designing and recommending programs to meet these needs is also part of planning. The second area, staffing, includes the recruiting and selection functions. It requires a strategy for attracting employees with requisite skills, abilities, knowledge, and experience to do the job,

Employee development is a third major area of human resource management responsibility. After workers have been hired (and often after they have been on the job for a fair amount of time), activities in this area seek to ensure that employees possess the knowledge and skills to perform their jobs satisfactorily. It is also concerned with the individuals' career plans and the company's efforts to prepare some employees for positions of more responsibility within the organization. Included in the employee development are the human resource management functions of orientation, training and development, performance appraisal and, career planning.

The maintenance of human resources: retaining an optimal number of competent employees; is the fourth major of human resource management responsibility. Employee maintenance refers to providing employees with adequate pay and benefits for their labour, with good, safe working conditions, with other desirable aspects of employment, such as a voice in decisions affecting human resources policies. Accordingly HRM functions of major importance to employee maintenance are compensation, benefits, health and safety, and labour relations.

5.0 HUMAN RESOURCES FUNCTIONS:

The individual functions are illustrated in a summary form in the above model, and are hereby briefly described:

5.1 Human resource Planning

In human resource planning (HRP), a determination is made as to the number and type of employees needed to accomplish organizational goals. Research is an important tool in this function because planning requires the collection and analysis of information in order to forecast the available supplies of human resources and to predict future needs. Once an organization's employment needs are determined, HR professionals can plan strategies for obtaining the required human resources. Two basic HRP strategies are staffing and employee development. A staffing strategy involves recruiting and selecting from either external or internal applicants with the required skills and abilities. A development strategy on the other hand entails providing current and new employees with required job skills and knowledge through extensive training and development programs

5.2 Job Analysis

Job analysis is the process of describing the nature of a job and specifying the human requirements in terms of skills, experience, training etc. needed to perform it. The output of the process is Job description, which defines work duties and activities of an employee. Job descriptions are a vital source of information to employers, managers and HR professionals because job content has a great influence on human resource programs and practices relating to

recruiting, selection, training, performance appraisal, career planning, compensation, and labour relations.

5.3 Recruiting

Recruiting is the process of attracting qualified applicants to fill job vacancies. This process includes both external recruiting, and attracting employees from among current employees. Recruiting, messages list the skills, abilities, knowledge, and experience required for certain jobs. The requirements are determined from the Job analysis, while the pay for position is based on the organization's compensation policy

5.4 Selection

The most qualified applicant or applicants are selected from among the pool of applicants generated by the recruiting process, with respect to selection, HRM professionals are involved in developing and administering methods that enable the organization to decide which applicants to select and which to reject.

5.5 Orientation

Orientation is the first step towards helping an employee adjusts to the new job and employer. Typically, HRM professionals plan and administer programs to acquaint new employees with particular aspects of their jobs, including pay and benefit programs, work hours, and company rules and expectations.

5.6 Training and Development

Training and development gives employees the skills and knowledge to perform effectively in their jobs. In addition to providing training for new or inexperienced employees, organizations often train inexperienced employees whose jobs are under going change or becoming obsolete. Large organizations often have developed programs which prepare employees for higher level responsibilities within the organization. Training and development programs are a way of ensuring that employees are capable of performing their jobs at acceptable levels.

5.7 Performance Appraisal

Performance appraisal involves monitoring employees' performance to ensure that it is at acceptable levels. HRM professionals are usually responsible for developing and administering appraisal systems, although the actual appraisal is responsibility of supervisors and managers. Besides providing a basis for pay, promotion and disciplinary action, performance appraisal provides information essential for employee development, since knowledge of results (feedback) is necessary to motivate and guide improvements in performance.

5.8 Career Planning

A recent HRM function, career planning developed partly as a result of the desire of many employees to grow in their jobs and advance in their careers. HRM professionals engage in such career planning activities as assessing individual employees' potential for growth and advancement in the organization and planning for job experiences and other development opportunities to encourage this growth. In some organizations, most professionals **chart career path** showing how employees can logically progress from one job to another within the organization.

5.9 Compensation

HRM professionals seek to provide rational method for determining how much employees should be paid for performing certain jobs. Pay is obviously related to the maintenance of human resources; employees must earn a living, and they may seek alternative employment if the organization's pay levels are inadequate.

However, the compensation function also affects the planning, staffing, and employee development concerns of HRM professionals. Since compensation is a major cost to many organizations. It is a major consideration in human resources planning. For example, an organization may find it less costly to maintain an employee development strategy than to rely on external staffing for higher level positions in the organization. Compensation affects staffing in that people are generally attracted to employers who offer relatively high levels of pay. In exchange for work provided. Finally it is related to employee development in that pay can supply an important incentive for motivating employees to higher levels of job performance and to higher-paying jobs in the organization.

5.10 Benefits

Benefits are employee compensation other than direct pay for work provided. Thus, the HRM function of administering employee benefits shares many characteristics of the compensation function. Benefits include both legally required items (such as pension plan, worker's compensation, health insurance, etc). The cost of benefits has risen to the point of becoming a major consideration in human resources planning. However, benefits are primarily related to the maintenance area, since they provide for many basic employee needs

5.11 Health and Safety

Legislation of many countries requires employers to have labour management committees to enforce health and safety rules. Compliance with health and safety rules is a major HRM responsibility, as are the development and enforcement of safety rules and regulations and creation and administration of health and safety programs.

5.12 Labour Relations

The term labour relation refers to employer's interactions with employees who are represented by a trade union. The HRM responsibility for labour relations includes negotiating collective agreement, administering the agreement, and resolving disputes and grievances pertaining to it. Since many aspects of labour relations directly concern employees' welfare, it is a major function of the maintenance area. In fact, the collective agreement affects all major areas of HRM responsibility in unionized organizations.

5.13 Employee Records

The oldest and most basic HRM function, one which crosscuts each of the major responsibility, is employee record-keeping. This function involves recoding, maintaining, and retrieving employee-related information for a variety of purposes including government compliance. Records that must be maintained include: application forms; health and medical records, employment histories (job held, promotions, transfers, and layoffs); seniority lists detailing length in present jobs, departments and/or organizations; earnings and hours of work; absences and turnover; and tardiness; and deductions, living allowances and vacation pay. Complete and up to date employee records are essential for most HRM functions. Fortunately for HRM professionals, the recent availability of inexpensive micro-and mini-computers and human resource software has made data storage, manipulation and retrieval much easier and less time consuming than ever before.

The above HRM functions are major ones and are carried out in most organizations. Depending upon individual organizational needs and stage of growth, HRM staff may engage in other activities. For example, the substantial layoffs of the early 1980s resulted in some HRM staff conducting outplacement programs to help terminated employees to find new jobs. In other cases, HRM professionals may be involved in a variety of organizational change programs ranging from improving the quality of working life to assisting with a merger or take over by another company.

It is likely that the relative importance of various HRM functions changes over the life cycle of an organization. It is likely too that the specific focus of each HRM function changes over time. In a new organization, recruiting, selection, and compensation play key roles in acquiring talented managerial, professional and technical personnel. At the growth stage, recruiting and selection emphasize obtaining an adequate supply of qualified employees, and internal recruiting becomes more important. Compensation policies become more formalized during this time and internal equity (perceived fairness of the pay structure) receives great emphasis than external market competitiveness. Training and development also becomes more important during the growth stage. As the organization matures and declines recruiting and selection decline in

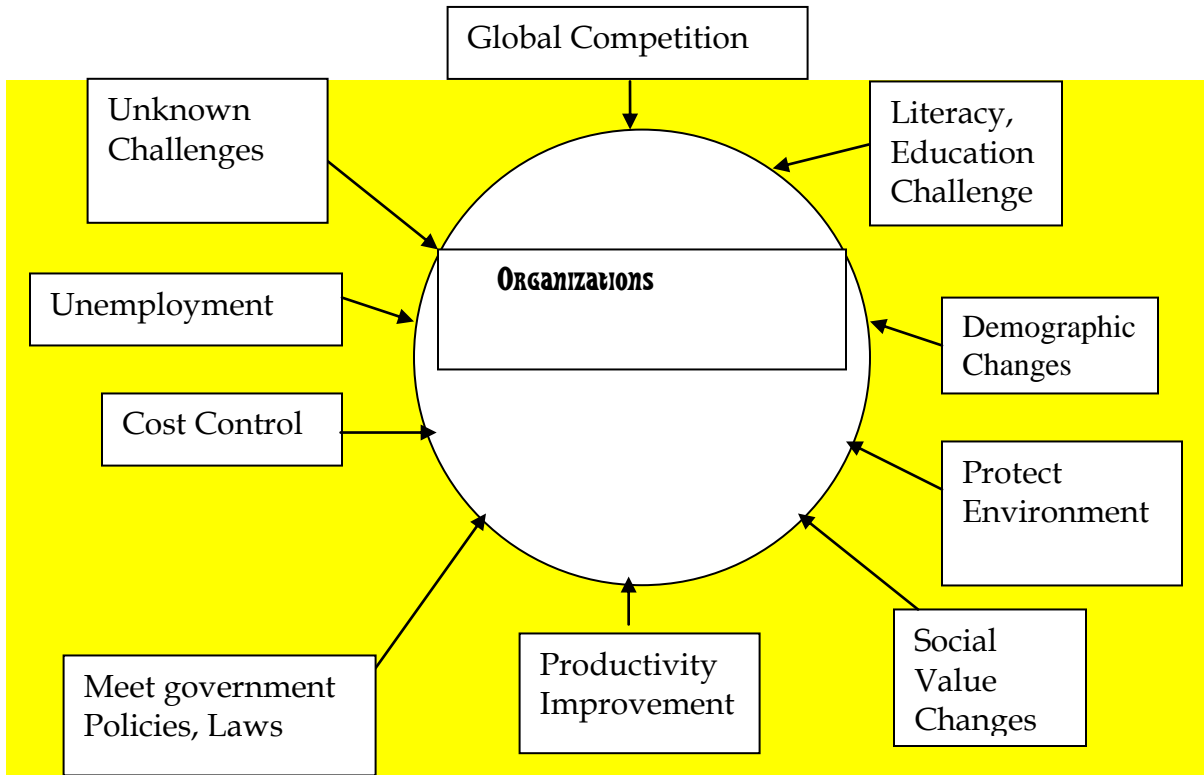
importance, compensation emphasizes cost control, and retraining of older employees becomes an important aspect of training. While labour relations remains important overtime, its emphasis changes from one of keeping peace at the growth stage to controlling costs (while also keeping peace) at the maturity stage. During decline, issues of productivity and job security dominate labour relations (T.A Kochan et al 1985, pp. 104 - 9).

6.0 Challenges facing Human Resource Management:

A fundamental shift is under way in how and where the world's work gets done, potentially serious consequences for wealthy, industrialized nations such as USA and Canada. The removal of global trade barriers the fall of communism, which opened up several new markets and investment opportunities, incessant (continual) and rapid changes in technology and emergence of a highly skilled work force with vastly different expectations; have fundamentally changed the way we work and live. Similarly, they have contributed considerable turbulence in the environment surrounding many organizations. Many business organizations find that today's "global village" means major changes in the way we think and operate. As Jim Parr, pointed out "those...firms that are going to succeed (in future) will be the ones that are successful in international markets" (Daniel Stoffman, 1991, p. 39)

Organizations today face challenges; the most important ones are shown in the diagram below:

MAJOR CHALLENGES FACING WORLD BUSINESSES



Source: (SCHWIND, DAS, WERTHER, DAVIS, 1995: p.5)

Thus to be internationally competitive may often require exponential improvement in a firm's performance improvement and drastically changed ways of operating. Several companies have gone to foreign locations to reduce their cost of operations and become more competitive. In other instances organizations may have to shift to production facilities to overcome government regulations.

Cost pressures are not new to most organizations based on the conditions of economy and the financial health of particular organizations. These have historically acted as major constraints within which any organization has to operate. What is new, however, is the strength and relative permanence of these competitive pressures (Harold C White: 1981, pp. 37-42).

The competitors of a Canadian manufacturer of computer software for example, are typically living not to next door, but abroad. They may be operating in some remote part of the world such as small town in South Korea, Singapore, India, or Mexico. Often, Canadian organizations have to compete for investment capital not with other Canadian or U.S organizations, but with a firm in Hungary, the Czech Republic, Chile or China

Given such immense challenges (see above Model), today's organizations have to adapt continuously to their environmental changes and have been very successful even in the turbulence times. Timely diversifications into growth industries and divestiture of poor performing units have spelt success for one organization

In most cases carefully chosen strategies led to organizational success. In particular, quality and commitment of its work force may often spell firm's success or failure.

7.0 Managing Human Resources Strategically

A strategy is similar to a game plan. In Greek, the word strategy means "general" and in military senses **"involves the planning and directing of battles or campaigns on a broad scale"**. In an organizational setting, **it involves large-scale, future-oriented, integrated plans to achieve organization objectives and respond to uncertain competitive environment facing organization.**

Strategies are formulated at three levels: corporate, involving the entire organization; business, involving a major activity, business, or division in a large multibusiness organization; and functional involving managers of different activities, services (e.g., finance, marketing) or geographical areas. Depending on the size, nature of business, and organizational resources, strategies may be developed at any or all of these three levels.

Carefully planned human resource strategy reflects a larger organizational mission and priorities. Such a strategy can significantly contribute to an organization's health, productivity, and capacity for innovation through activities of Job Analysis, quality of work life programs, innovative compensation and communication systems, and organizational development efforts:

The experience of Camco Inc., the largest appliance manufacturer, illustrates the importance of sound resource management in raising employee productivity and organizational profits. After eight years of operation, Camco management decided to break its organizational chain of command and listen to the workers. The organization structure becomes "flat" when every worker was encouraged to talk to every one else. The results went beyond the most optimistic expectations. Employees made several recommendations that at first seemed not workable, but because of the commitment of employees, they became realities. For example in the production of glass microwave shelves, the employees made a suggestion originally considered to be impractical, but when implemented it saved Camco

\$25,000 annually. Productivity improvement in just one year after the change was 25 per cent (Andrew Campbell, 1995, p.109)

Strategic human resource management is a systematically linked to the strategic needs of an organization and aims to provide it with an effective work force while meeting the needs of its members and other constituents in the society. Human resource management aims to improve the productive contribution of individuals while simultaneously attempting to attain other societal and individual objectives. The field of human resource management thus focuses on what managers- especially human resource specialists do what they should do. In practice the above definition requires that the organization engage in activities that enhance the contribution of individuals to the organizations' productivity and effectiveness and meet societal and individual goals.

Improving individual contribution of human resources requires unsheathing the human potentials. However, there are many factors that shape the employees contributions such as capital, material and procedures. Without gain in employee's productivity the organization will remain stagnant and fail. It is therefore, important for the organization to have a human resource department, which will control such factors and eventually enhance the contribution of people.

However, to guide its many activities a human resource department must have objectives.

Objectives are bench marks against which actions are evaluated. These have to be formulated after detailed analysis of the organization and its environments. In many aspects, human resource management in most organizations attempts to achieve for key objectives: organizational, functional, societal, and personal.

- 1 Organizational objective: the major aim of HR department is to contribute to organizational effectiveness. Human resource management is not an end in itself; it is a means of helping the organization to achieve its primary objective. It should help an organization to identify the right quality, type, and number of employees
- 2 Functional objective: the objective here is to keep the department's contribution on a level appropriate to the organization's needs
- 3 Societal objective: HRM should be responsive to the needs and challenges of society while minimizing the negative impact of such demands upon the organization. The failure of the organization to use its resource for society's benefit may result into restrictions being imposed on the organization.
- 4 Personal objective: human resource strategies should assist employees in achieving their personal goals, at least insofar as these goals enhance the

individual's contribution to the organization. If the personal objective ignored, consequently, will result into poor performance by an individual. Many employees today desire to play a more active role in organizational decision-making. This calls for a change in management style to suit the personal needs and career aspirations

The above four objectives are beacons that guide the strategies and day-to-day activities of human resource departments. However, not every human resource decision meets the above four objectives every time. Trade-offs does occur. The relative importance of the four objectives in a single situation is decided after careful analysis of all relevant variables involved in a particular situation. But these objectives serve as check on decisions. The more these objectives are met by human resource department's actions; the better will be its contribution to the organization, its people, and the larger society. Further, by keeping these objectives in mind, human resource department staff is better able to focus the department's activities, which in turn help to achieve greater coordination among them.

7.1 Steps in strategic human resource management

Human resource management as a specialist function evolved from very small beginnings. In the beginning the role of a human resource manager (or "welfare secretary" as it was known then) was merely to assist employees within their personal problems such as housing and medical help. Over a period of time, the personnel function grew beyond its clerical, liaison service role. Today it is an integral part of the strategic position that an organization assumes-inseparable from key organizational goals, product-market plans, technology and innovation, and last but not least, an organization's strategy to respond to governmental and other pressures.

A human resource management strategy, to be effective should be formulated after considering an organization's objectives, environmental threats and opportunities and the firm's internal strength and weakness. Typically the strategy formulation and implementation process consists of the five steps outlined below.

1. Step one environmental analysis: care full analysis of environmental threats and opportunities should precede the identification of a strategy. By continuously monitoring trends in the economy, society, and labour market and noting changes in governmental policy statements, human resource manager will be able to identify new action guidelines.
2. Step two organizational analysis: detailing what the organization is capable of doing in view of its resource profile. To perform the

internal analysis, the human resource manager should collect information on employee characteristics, technical skills, experience, existing organizational structure and systems, and standard operating procedures that are currently used within the organization. The objective is to match corporate objectives and strategies with the realities that surround the organization and its managers.

To perform effective internal analysis, the human resource department usually conducts job analysis. A job analysis helps the organization to collect important information about various jobs, including required job behaviors and performance standards. It also helps the organization to identify its strengths and weaknesses and to improve future hiring decisions and training programs. An analysis of the required job skills is critical component of strategy formulation.

3. Step three: Prioritizing objectives: every human resource department has four major objectives. However, the relative weight given to these objectives may differ from one organization to another and within the same organization from one occasion to the next. As the resources, opportunities and expectations facing an organization change, the objectives of the human resource department should adapt to reflect these changes.
4. Step four: Choosing and implementing Strategies: given the objectives, the environmental threats and opportunities and the organization's internal capabilities, an organization must assess each strategic options for its viability. It should also anticipate likely competitive responses to each option. Can competitors match, offset, or go beyond any advantages conferred by chosen option? Unsuitable strategic options have to be dropped from consideration. The one that appears viable have to be scrutinized in detail for their advantages and weaknesses before being accepted for implementation. Some of the questions to ask at this time include:
 - Our assumptions realistic?
 - Do we really have skills and resources to make this strategy viable?
 - Is this strategy consistent internally? Do the various elements of strategy "hang together"?
 - What are the risks? Can we afford them"
 - What new actions have to be taken to make the strategy viable?

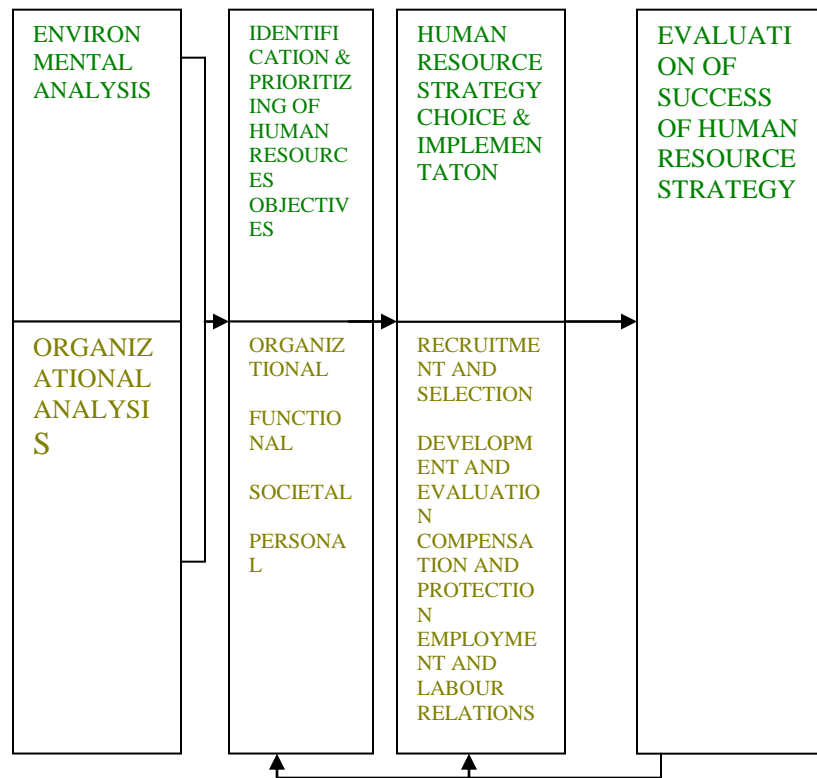
Strategic choice and implementation involves identifying, securing, organizing and directing the use of resources both within and outside the organization. In the human resource management area this is translated into the following for

major groups of activities: recruitment and selection, development and evaluation, compensation and safety employees and labour relations.

5. Step Five: evaluating strategies. Strategies however effective they prove to be, have to be examined periodically. Organizational contextual factor, such as technology, environments, government policies, etc., change continuously; so do several of its internal factors, such as membership characteristics, role definitions, and internal procedures. All these changes necessitate periodic strategy evaluation to ensure their continued appropriateness.

The evaluation process produces feedback which is information that helps to evaluate success or failure

A MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT



The central challenge for organization today is to survive and prosper in a very turbulent world. To do this, most organizations find it necessary to maintain high productivity and effective levels and have a global focus.

Strategic management of organizations is suggested as one method of coping with this environment turbulence. Several research studies indicate the usefulness of strategic management approach in uncertain situations. Strategic human resource management aims to provide an organization with an effective work force while meeting members and societal needs. Human resource departments in most organizations have four major objectives: to contribute to organizational effectiveness; to be efficient and cost effective, to be responsive to larger societal concerns; and to meet the personal needs of its employees

Strategic human resource management necessitates an exhaustive evaluation of organizational environments and internal strengths and weaknesses. Job analysis and human resource planning are two tools necessary for evaluation.

Proactive human resource management is suggested to be superior to reactive style of management. It was pointed out that human resource management consists of several interrelated components, each of which affects the others and is influenced by external environment.

8.0 Human resource planning

Organizations need people just as they need raw materials equipment and other materials in order to function successfully organizations undertake human resource planning to enable them to meet their future “people” needs in the same way in which they plan for their non human resources.

Human resources planning can be defined as an informative-decision-making process designed to ensure that enough competent people with appropriate skills are available to perform jobs where and when they will be needed

Human resources planning process analyzes, anticipates, and meets the entity’s needs for sufficient and appropriate human resources and does so in a manner which supports, the entity’ mission, goals, and objectives.

Human resource planning is the process of analyzing and organization’s human resources needs under changing conditions and developing the activities necessary to meet these needs. Such planning helps entities anticipate the impact of change and respond to such change in a systematic and integrated way.

8.1 Goals and objectives of human resource planning

Effective human resource planning can help managers meet organizational sub-goals as well as wider objectives such as profitability, growth, survival and the needs of employees in the organization.

Effective planning may serve to stabilize employment levels when demand for firm's products is variable, thus reducing firm's unemployment compensation liability costs due to layoffs, providing more job security to the firm's employees, and minimizing the costs of overtime during periods of peak demand.

Similarly, HRP prevents young college recruits from leaving the firm after expensive training programs because they lack opportunities for promotion. However, human resource planning reduces the problem of managerial succession by permitting plans for replacements to be drawn up in advance in case key executives die or resign.

Finally, HRP, make it possible to allocate financial resources so that departments will have the necessary people to produce the firms desired outputs

8.2 Forecasting the supply of personnel and developing planning strategies.

Human resources planning and strategic planning are intimately related. On the one hand, strategic planning provides the basis for the development of all human resources functions. On the other, human resources planning play a key role in the strategic planning process as the organization defines (Nadler & Nadler, pp. 2.13 - 2.15).

- What is our business, and what should our business be?
- Who are our employees, both demographically and educationally?
- What learning experiences are necessary to prepare our employees to deliver our services and to function effectively?
- Can we develop these knowledge, skills, and abilities internally, or we will have to seek outside help.

Job Analysis is a systematic process for determining the number of jobs and the skills mix required to meet current and anticipated entity needs. Job analysis is necessary step in determining staffing strategies (Pope: Chapter 6). The general purpose of job analysis is to understand the requirements of the job. In human resource management, job analysis is often used to gather information for use in personnel selection, training, classification and/or compensation.

Job analysis contains two elements - demand analysis (determining what the entity needs) and the supply analysis-determining what is available.

- Demand analysis: i.e. determining what the entity is, specifies the knowledge, skills, and abilities required for each position within the entity.
- Supply analysis - determining what is available; specifies the quantity and quality of the available work force

Human resource planning includes both supply and demand side. In the first instance, an organization develops an understanding of the tasks to be performed, and the jobs to be filled through job analysis. Job analysis provides necessary information for firm to develop both job descriptions and Job specifications. It is only after organizations understand the nature of the jobs to be filled that they can then turn their attention to forecasting their anticipated demand for human resources.

Once an organization has developed a reasonably accurate forecast for each job, it must then determine what qualified personnel will be available to meet this anticipated demand. Firms utilize both internal and external labour supplies to meet their anticipated human resources needs

Ideally, organizations would find an exact balance between their anticipated demand for human resources and the internal supply of personnel. Such ideal conditions seldom if ever exist, however, and organizations often discover that they have either shortages of personnel or overstaffing in individual departments, plants or the firm as a whole. This imbalance necessitates adopting strategies for either adding needed personnel or decreasing unnecessary personnel through attrition, transfer, or layoff.

8.3 FORECASTING THE INTERNAL SUPPLY OF PERSONNEL

Some statistical techniques may be used for forecasting the internal supply processes. For example firms can correlate turnover of various occupational groups within the firm with age and year of experience with the organization. In addition, a number of other techniques have been developed that are very useful in forecasting the internal supply of personnel according to this paper we shall discuss skill inventories and replacement charts:

- **SKILLS INVENTORIES:**

A skills inventory is a device for pinpointing information about individuals and their suitability for different jobs. Skills inventories include the name of employee and a listing (or "inventory") of job-related skills, training, and/or experience which could prove useful in future assignment. The purpose of skills inventories is to provide the organization with quick, accurate information to all employees in order that management can choose the best-qualified person for

promotion or transfer. For example a skills inventory may consist of the following information: *age, address, health, education, willingness to travel, experience in past and present jobs, and foreign languages spoken*. If an overseas assignment requiring the speaking of German should suddenly become vacant, the skills inventory could quickly identify those candidates who possess the needed qualifications for such an assignment.

There are at least two ways in which personnel may benefit from the use of skills inventories. 1 Employees must know of the existence of a skills inventory system; and, they must see the system produces positive results. For example, when an employee is promoted as a result of the system, the promotion communicates to friends, acquaintances, and all employees that there is an ongoing mechanism for filling positions by promotion which includes them.

When employees recognize that the program works they are assured that they will not simply get lost in the shuffle, especially in large organizations, and be overlooked for a better job when a vacancy for which they are qualified

2) Being chosen for a higher-level position can mean the satisfaction of more human needs such as power, achievement, and esteem. As a consequence, skills inventories may serve to meet simultaneously both the firm's objective of finding the best-qualified person and the individual's needs for personal and professional growth and satisfaction.

Manual skills inventories have been successfully utilized for many years. However, when computer capabilities for filing personnel inventories became operational, personnel managers had a tool that permitted data to be obtained quickly for examination of all employees.

Steps in designing skills inventories:

Several steps are involved in designing skills inventories:

- First step: An information gathering instrument must be constructed which specifies the skills that will be included in the inventory. In some cases, forms are utilized which provide "vocabularies" of words describing skills. The employee simply goes through the list and checks those which are applicable. For example in one IBM skills inventory, major fields' vocabularies (for example, movie photography) were included. An even more flexible modification of this technique is to provide the employee with a defined check off vocabulary with an open-end provision. In this format an employee may also list words describing skills not found in the fixed vocabulary.

- Step two: involves management's decision on how to elicit information from employees. Interview with individual employees, group interviews, or the questionnaire approach may be utilized. The most expensive of these approaches are the individual interview. It is also the most advantageous, because leading employees through the interview step by step increases the accuracy of the data collected
- Step three: is the coding of the collected skills data for computer processing. This final stage is necessary for computer storage and retrieval of information.

An important aspect of this entire design process is precise and brief definition of each skill which enables the computer to quickly and accurately provide the skills inventory output desired.

- **Replacement Charts**

Skills inventories can provide data for replacement charts. Replacement charts are visual display devices that focus attention on factors such as current levels of performance, experiences, and potential promotability of managers. Replacement charts can complement skills inventories by providing summary data to management in a different form. Rather than presenting all of the data that may be obtained from skills inventories. They condense and summarize data.

Replacement charts also differ from skills inventories in that they do not normally include data on all employees. Instead they are concerned primarily with managerial, supervisory and professional personnel.

Replacement charts may also indicate which individuals are ready for promotion now. If such persons are not promoted in the near future, they are likely to seek employment else where. Similarly, charts enable top executives to visualize career patterns for different individuals.

Skills inventory probes may also reveal the names of promotable people. However, the replacement chart can bring human resource planning needs and problems continuously conspicuously to the attention of line management. Such charts may also indicate when an individual's work is below average which may require training in order to improve performance. If it is unlikely that training will correct the problem, a demotion or dismissal may be alternative solutions. Large organizations may require a number of replacement charts. This needs results because charts would become unmanageable if data on all 300 or 400 managers and profession employees in a large firm were displayed together.

However, centrally located computerized skills inventory is advocated in order to make the process running smooth.

Eventually, if the placement charts are to be successful, a number of conditions must be met: line managers must use them, top management must support them, and periodic updating must be undertaken. Conclusively, an appropriately designed and updated replacement chart continuously provides management with a current summary.

A third technique that can be used to determine the numbers and classes of employees in a firm's internal labor supply is the Markov model. Markov analysis utilizes transition matrices, and is a form of time series analysis used in human resource planning to measure "the probabilities of different personnel classes moving between states or categories from one time period to the next."

However, the technique is not highly recommended because its results are weak.

8.4 Forecasting the external supply and demand of personnel

In addition to predicting its own human resources supply and demand, an organization must also be concerned with demand and supply conditions externally-in its own industry and in the economy as a whole.

Several comments are in order, concerning such external forecasts by organizations:

First, a number of information sources to improve human resources decision making are available for external forecasts that do not exist for internal demand and supply forecasts. Both unions and industrial trade associations publish reports concerning supply and demand forecasts for the labour force.

Second, some of the same types of forecasting techniques useful in projecting a firm's internal human resource demand and supply may be applicable for external human resource forecasting as well. The Delphi technique, for example, can be used to project occupational supply and demand trends. In addition, statistical techniques such as regression or correlation analysis often provide the basis for human resource reports published by the government.

Third, the supply of human resource in the external labour market is generally forecast with special attention to enrollments in various educational institutions and anticipated losses due to retirement, transfer, or death. An analysis of

graduation figures and the age distributions of individuals in different occupations are very important.

Finally, firms may employ specific strategies to meet their own human resource needs based on cues derived from external demand and supply conditions. For example, in spite of the disadvantages of stock piling mentioned earlier, a firm may engage in this practice and offer very high starting salaries to this year's computer science graduates if external supply and demand analysis indicates that the economy's demand for such individuals will start exceeding the supply within the next two years. In somewhat different vein, the organizations may contribute to a scholarship funds at colleges and universities in order to encourage students to study specific discipline in which there is shortage of HRs.

8.5. FORMULATING HUMAN RESOURCES PLANS

Once an organization has developed a forecast for human resources supply and demand, it is in a position to deal with either of the following contingencies:

1. The projected number of employees for any given job is less than the anticipated demand for personnel.
2. The forecasted number of personnel working at any given job is greater than the number of employees needed to perform that job (that is internal supply is greater than the demand).

These two situations are lengthily discussed hereafter:

▪ FILLING JOB VACANCIES:-

Two basic strategies may be undertaken whenever vacancies are forecast for any job in an organization. First, the firm may hire an outsider to fill position. Procedures of filling position are falling under the recruitment and selection processes. The second strategy is to promote or transfer someone already in the organization to fill the position and to hire. The words "and to hire" pose as an alert signal; indicating that an organization is going to reduce its total number of employees. The job of individual who is moved into vacant position will then itself become vacant. In reality, it is a common for any such move to kick off a chain reaction of human resource movements within the firm. For example, if a firm's marketing vice president is retiring, the assistant may be promoted to fill the job. This may in turn leads to the firm's marketing manager being moved into assistant's job, and so on, until no one within the organization is capable of being promoted or transferred and the firm is forced to enter the external labour market for replacements.

9.0 HEALTHY HUMAN RESOURCE PLANNING

Integrated human resource planning involves estimating requirements for human resources and identifying efficient ways of providing those requirements.

There is no unambiguous right number and mix of health professionals. Instead health provider requirements will be determined by broader societal decisions about the level of commitment of resources to health care, the organization of delivery and funding for health care programmes, and the level and mix of health care services. Although more may always be done in terms of service delivery to meet population's needs, whether more should be done will depend on what other things have to be forgone in order to provide the additional resources – considerations which are essentially subjective.

Assuming that the role of HHRP is to reduce uncertainty, public policy makers must weigh research-based facts along with several other factors – to determine action. Yet, today we know that public policy is not based on good human resource research. To add value to traditional research activities and improve evidence-based decision-making requires the involvement of a number of actors including decision-makers, research funders, researchers, and other professionals in interactive synergistic process. Each step in the process requires relationship-building and improved communication between decision makers and researchers as well as across health sectors. Further, using evidence in decision making is a “virtuous cycle” and any weak link in the chain may interrupt the optimal flow of research into decision-making.

To complicate matters, the science underpinning HHRP is young. Approach to estimating human resource requirements have been few and plagued with methodological and conceptual limitations. One key challenge has been the lack of easily accessed clinical, administrative and provider data bases to conduct complex modeling activities such as the use of data based on health needs, systems and caregiver outcomes, as well as management information systems which reflects utilization costs

Governments require a variety of human and material resources to inform the policy decisions related to HHR. Ministries also need the following resources: **visionary project leaders** who have epidemiological, human resources planning and modeling knowledge and who are familiar with the health services being modeled. These individuals must work with the government structures that have responsibility for HR policy decision-making and benefits from political support and financial resources in order to take action on HHR decisions.

As O'Brien-Pallas (O'Brien-Pallas: 1993) notes with respect to nursing resources, nurse planning does not exist in isolation from the world in which these services are delivered. Future planning models must explicitly place the health care industry in the general context of the economy. Lavis and Birch (Lavis JN, Birch S: 199, pp. 24 - 44) also note there is no unambiguous right way to model human resources. Instead, the conceptual basis for human resource planning will

depend on the question(s) being asked. D - O we want to know how many nurses or physicians are required to continue to serve populations in the ways they are currently served. Or how many are required to support the services required to meet all (or part) of the expected need of the population? Or how many are required to satisfy the expected development and plans for the future provision of health care services?

Birch et al (Birch S et al, 1994, CHEP WPS - 94 - 13) refer to these approaches as utilization-based, needs-based, and 'effective demand'-based approaches to human resources planning. The 'unit of analysis' across different approaches is the same -physician consultations, dentist courses of treatment, and nursing hours, but the underlying 'driver' of this measure differs and reflects the various ways in which the society think about the delivery of health care, provision of resources. In some ways, each approach builds upon the principles of the previous approach and introduces additional considerations (Birch S et al, 1994, CHEP WPS - 94 - 13). Although this might be seen as enriching the applicability of the approaches to epidemiological, economic, and political realities - and hence enhancing the policy relevance of the analysis, the philosophical basis of the particular health care systems being studied is of importance. For example, in societies where health care services are delivered through private markets and access to service is determined by the individuals' willingness and ability to pay for services, there would be of little value in basing future requirements for nurses or other health providers on the estimated needs for the care of population, or on the estimated future commitment of government resources to available health providers, in this way, the future plans for funding, delivery, and configuration of services determine the appropriate to be followed.

9.1 Needs- based APPROACH

A need based approach approximates most closely that describes by WHO. The needs- based approach estimates future requirements on the basis of estimated health deficits of the population as well as on the potential for addressing these deficits using a mix of different health care human resources to provide effective intervention in efficient ways. Nursing requirements are therefore an epidemiological concept, based on the age- and sex-specific needs of population - needs that are independent of current service utilization but are interdependent with the requirements for other health human resources. This approach avoids the perpetuation of existing inequities and inefficiencies in the deployment of nursing and other health provider services. Insofar as current needs are not all met, unmet needs will be included in the estimation process. Similarly, the estimation process will not be contaminated by any current inappropriate use of services.

The approach is based on three underlying assumptions:

1. All health care needs can and should be met.

2. Cost effective methods of addressing needs can be identified and implemented
3. Health care resources are utilized in accordance with relative levels of need.

Although it has the advantage of focusing attention on the efficient use of resources within the health care sector, this approach ignores the question of efficiency in the allocation of resources between health care and other activities. The allocation of resources between sectors of the economy is essentially a political decision. Need for care may be an important input into this decision, but they are unlikely to be the only one.

A second issue that arises from the need-based approach is that there is no a priori reason why resource requirements derived from need-based approach will necessarily be used to meet needs. Human resource may be used to meet demands that do not coincide with underlying needs while the needs of 'hard to reach' populations may remain unmet. In this way, even estimates based on needs-based approaches may appear to be inadequate to meet all needs - because of inefficiency in the use of nursing resources, for example - and this may lead to demands for further increases in nursing resources. In other words, the epidemiological principles underlying the need based approach must be linked to economic principles about the opportunity costs of resources, both within and beyond the health care sector.

9.2 UTILIZATION-BASED APPROACH

Under this approach the quantity, mix, and population distribution of current health care resources are adopted as a baseline for estimates of future requirements. The level of utilization of HHR services is expressed in relation to demographic profile of the population to produce subgroup-specific average rates of provider utilization.

The population characteristics used are generally confined to age and sex, since there is evidence that health care needs vary systematically according to these factors. Age- and sex-specific rates of utilization are applied to estimates of the future size and demographic profile of the population to produce nurse requirements for the future. In principle, this range of characteristics could be increased to incorporate other population characteristics related to needs.

However, the confounding influence variations in supply on variations in populations' use of services have tended to deter researchers from incorporating these factors in the utilization-based approach. In its simplest form the approach is based on three broad assumptions:

1. The current level, mix, and distribution of nursing services in the population are appropriate.
2. The age and sex specific resource requirements remain constant in the future
3. The size and demographic profile of the population changes over time in ways predicted by currently observed trends in age and sex specific rates of mortality, fertility, and migration patterns.

The validity of any of these assumptions is arguable. Markham and Birch (Markham B, Birch S., 1997 pp. 7 - 23), for instance noted that practice patterns and modes of delivery are continually developing over time in ways that affect the per capita use of specific provider-specific services. Indeed, applications of the approach have relaxed some of the assumptions - Dental et al (Dental et al, 1993; pp. 45- 56) consider, alternative assumptions about trends affecting the future demographic profile of the population. However, the underlying question remains, "how many nursing (or other provider resources) hours will the population use in the future?" But as patterns of behavior such as smoking and alcohol consumption change over time the health risks associated with these behaviors will change, with consequences for the demographic profile of service requirements. Similar arguments can be made about changes in environmental exposures, employment profiles, and many other factors associated with health risks. Markham and Birch (Markham B, Birch S., 1997 pp. 7 - 23) argue that the main problem arising from this approach is that from a policy perspective; it overlooks the consequences of the 'errors' from these assumptions proving to be invalid. Because service utilization is not independent of supply, any over estimate or underestimate of requirements will be reflected in changes in the levels of services per population (i.e., service intensities). Thus, current service intensities, which form the basis of the utilization based approach, emerge from the estimating errors of the past and not from the epidemiological characteristics of the present or even from the current willingness and ability of the population to pay for services.

9.3 Effective Demand-based Approach

Under the effective demand-based approach, economic considerations are introduced to complement the epidemiological principles of the need-based approach. As Lomas et al (Lomas et al, 1985; pp. 411-424) argue fiscal resources have not historically been factored into projecting supply requirements, presumably because the forecasting tasks has been seen as an attempt to assess requirements based on needs. Because of the social nature of health care needs, the assumption has been made that resources could be found. However, we have seen that definitions of need are less than precise and, more importantly, that there are clear possibilities for resource trade-offs. It would be unwise, therefore,

to omit fiscal resource constraints in future exercises. The approach remains interested in ensuring that human resources are deployed efficiently (i.e., in ways that have greatest impact on health needs), but relaxing the assumption that all needs within the entire population affected by those needs.

Using this approach, the starting point is to estimate the future size of the economy for which nursing services as well as other commodities are to be funded. This estimate is then used to assess the proportion of total resources that might be allocated to health care and the share of this health care allocation that should be devoted to nurse or other provider resources. Epidemiological information on the level and distribution of needs in the population interacts with the roles that nursing or other provider human resources can play in meeting those needs for different health human resource.

9.4 Simulation, is it the answer?

O'Brien-Pallas et al have built a dynamic system-based framework that takes into account:

1. Population characteristics related to health levels and risks (needs-based factors)
2. Service utilization and personnel deployment for nurses and others who will provide similar or the same services (utilization –based factors)
3. The economic, social, contextual, and political factors that can influence health spending (effective demand-based factors)
4. Population clinical and health status elements, provider and system outcomes resulting from the different types of nurse and other health provider utilization.

This model incorporates each of the three methodological approaches outlined earlier but places these approaches in the context of the assessment of needs and outcomes for service provision. Simulation of the health systems provide needs-based estimates that are used to optimize outcomes

Simulation is the powerful technique. As Hall suggests (Hall TL., Mejia A. 1998) that it allows planners to explore consequences of alternative policies, facilitates input and output sensitivity analysis, and makes it easier to involve stakeholders throughout the process. Simulations are means to assist planers to make decisions; they are not end in themselves. The extent to which simulation provides useful scenario for consideration depends on the quality of the data used in the model and on the extent to which the variables modeled reflect the system as a whole.

9.5 OTHER APPROACHES

More recently, Bretthauer and Cote (Bretthauer KM, Cote MJ, 1998 pp. 243 – 270) have tested a model and solution method for the planning of resource requirements in health care organizations. To determine resource requirements, they developed an optimizing/queuing network model that minimizes capacity costs while controlling for a set of performance constraints such as setting an upper limit on the expected amount of time a patient should spend in the unit.

In as far as health human resource planning is concerned; the following considerations are to be observed:

1. Few empirical applications of the conceptual frameworks have been developed in the last 10-15 years
2. Integrated and discipline specific empirical application are in place but do not build upon conceptual and analytical advances
3. Discipline-specific studies still dominate the literature
4. labor market indicators, if collected play an important role in planning for work force
5. Many applications do not show a link to outcomes.
6. Modest financial investments to build upon conceptual and analytic advances and data requirements may result in large payoffs that greatly exceeds investments
7. The opportunity costs of not moving forwards and relying on old methods must be considered (continued reliance on primarily supply and utilization based approaches have led to cycles of over and undersupply approximately every four to five years in the physician and nursing workforce.

However, following the above observations; concerted effort to move away from old and safe approaches and embrace conceptual and analytic complexity, with focus on outcomes and integrated planning in order to provide an efficient and effective health service for future generation is advocated.

10.0 CURRENT THEORIES OF MOTIVATION

Basing on current literature on motivation theories various propositions have been reached, and are critically important to be considered when dealing with motivation theories. These propositions are briefly summarized as:

1. The integrated wholeness of the organism must be one of the foundation stones of motivation theory
2. The hunger drive (or any other physiological drive) was rejected as centering point or model for a definitive theory of motivation. Any

drive that is somatically based and localizable was shown to be atypical rather than typical in human motivation

3. Such a theory should stress and center itself upon ultimate or basic goals rather than partial or superficial ones, upon ends rather than means to these ends. Such a stress would imply a more central place for unconscious than for conscious motivations.
4. There are usually available various cultural paths on the same goals. Therefore conscious, specific local-cultural desires are not as fundamental in motivation theory as the basic, unconscious goals.
5. Any motivated behavior, either preparatory or consummatory, must be understood to be channeled through which many basic needs may be simultaneously expressed or satisfied. Typically an act has more than one motivation
6. Practically all organismic states are to be understood as motivated and as motivating.
7. Human needs
8. Lists of drives will get us nowhere for various theoretical and practical reasons. Furthermore any classification of motivation must deal with the problem of levels of specificity or generalization the motives to be classified.
9. Classifications of motivations must be based upon goals rather than upon instigating drives or motivated behavior
10. Motivation theory should be human-centered rather than animal centered
11. The situation or the field in which the organism reacts must be taken into account but the field alone can rarely serve as an exclusive explanation of behavior. Further more the field itself must be interpreted in terms of the organism. Field theory can not be a substitute for motivation theory
12. Not only the integration of organism must be taken into account, but also the possibility of isolated, specific, partial or segmented reactions. It has since become necessary to add these another affirmation

13. Motivation theory is not synonymous with behavior theory. The motivations are only one class of determinants of behavior. While behavior is almost always motivated, it is also almost always biologically, culturally and situationally determined as well

However, the following information provides some theories of motivation which conform to the overstated demands:

Wikipedia, the free encyclopedia defines motivation as the initiation, direction, intensity and persistence in behavior (Green, 1995). Motivation is temporal and dynamic state that should not be confused with personality or emotion. Motivation is having a desire and willingness to do something. According to Wikipedia; a motivated person can be reaching for along term goal such as become a professional writer or more short term goal like learning how to spell a particular word.

Similarly, the following definitions of motivation were gleaned from a variety of psychological textbooks and reflect the general consensus that motivation is an internal state or condition (sometimes described a need, desire or want that serves to activate or energize behavior and give it direction according to Kleinginna (Kleinginna: 1981) motivation is:

- Internal state or condition that activates behavior and gives its direction;
- Desire or want that energizes and directs goal-oriented behavior
- Influence of needs and desires on the intensity and direction of behavior

Franken (1994) provides an additional components in his definition:

- The arousal, direction and persistence of behavior.

Though motivation is difficult to explain and practice. However motivation is still the one thing that makes people productive in their jobs. Whether motivation is tangible or not it all depends on individual and how management takes information and applies it. There are many theories and practices that can be studied applied to any situation. Motivational theories are studied and practiced by theorist and companies to increase productivity.

According to Jerald Greenberg (1999) scientist have defined motivation “as a process of arousing, directing, and maintaining behavior towards a goal”. The act of arousing is related to desire to produce. Directing is the election of behavior, and maintenance is inclination to behave a certain manner until the desired outcome is met. Much of the motivation theories are related provided. The theory and method that a manager may choose to use will depend on the environment and on the individual.

10.1 Importance of Motivation

Most motivation theorists assume that motivation is involved in the performance of all learned responses; that is, a learned behavior will not occur unless it is energized. The major question among psychologists, in general, is whether motivation is a primary or secondary influence on behavior. That is, are changes in behavior better explained by principles of environmental/ecological influence, perception, memory, cognitive development, emotion, explanatory style, or personality or are concepts unique to motivation or pertinent.

For example, we know that people respond to increasingly complex or novel events (or stimuli) in the environment up to a point and then responses decreases. This inverted-U-shaped curve of behavior is well-known and widely acknowledged (e.g., Yerkes & Dodson, 1908). However, the major issue is one of explaining this phenomenon. Is this a conditioning (is the individual behaving because of the past classical or operant conditioning), a motivational process (From an internal state of arousal), or is there some better explanation.

10.2 Relationship between motivation and emotion

Emotion (an indefinite subjective sensation experienced as a state of arousal) is different from motivation in that there is no necessarily a goal orientation affiliated with it. Emotions occur as a result of an interaction between perception of environmental stimuli, neural/hormonal responses to these perceptions (often labeled feelings), and subjective cognitive labeling of these feelings (Kleinginna and Kleinginna 1981b). Evidence suggests that there is a small core of emotions that are uniquely associated with a specific facial expression (Izard, 1990). This implies that there are a small number of unique biological responses that are genetically hard-wired to specific facial expression. A further implication is that the process works in reverse: if you want to change your feelings (your physiological functioning), you can do so by changing your facial expression. That is to say, if you are motivated to change how you feel and your feeling is associated with a specific facial expression, you can change that feeling by purposively changing your facial expression. Since most of us would rather feel happy than otherwise, the most appropriate facial expression would be **smile**

10.3 Explanations of influences/caused of arousal and direction may be different from explanation of persistence

In general, explanations regarding the source(s) of motivation can be categorized as either extrinsic (outside the person) or intrinsic (internal to person). Intrinsic sources and corresponding theories can be further subcategorized as either body/physical, mind/mental (i.e., cognitive, affective, co-native) or transpersonal/ spiritual

SOURCES OF MOTIVATIONAL NEEDS

Behavioral/external	<ul style="list-style-type: none"> ❖ Elicited by stimulus associated/connected to innately connected stimulus ❖ Obtain desired, pleasant consequences (rewards) or escape/avoid undesired, unpleasant consequences
Social	<ul style="list-style-type: none"> ❖ Initiative positive models ❖ Be a part of a group or a valued member
Biological	<ul style="list-style-type: none"> ❖ Increase/decrease stimulation (arousal) ❖ Activate senses (taste, touch, smell, etc) ❖ Decrease hunger, thirst, discomfort, etc. ❖ Maintain homeostasis, balance
cognitive	<ul style="list-style-type: none"> ❖ Maintain attention to something interesting or threatening ❖ Develop meaning or understanding ❖ Increase/decrease cognitive disequilibrium; uncertainty ❖ Solve a problem or make a decision ❖ Figure something out ❖ Eliminate threat or risk
affective	<ul style="list-style-type: none"> ❖ Increase/decrease affective dissonance ❖ Increase feeling good ❖ Decrease feeling bad ❖ Increase security of or decrease threats to self-esteem ❖ Maintain levels of optimism and enthusiasm
conative	<ul style="list-style-type: none"> ❖ Meet individually developed/selected goal ❖ Obtain personal dream ❖ Develop or maintain self-efficacy ❖ Take control of one's life ❖ Eliminate threats to meeting goal, obtaining dream ❖ Reduce other's control of one's life
spiritual	<ul style="list-style-type: none"> ❖ Understand purpose of one's life ❖ Connect self to ultimate unknowns

In a current literature, needs are now viewed as disposition towards action (i.e., they create a condition that is predisposed towards taking action or making a change and moving in a certain direction). Action or overt behavior may be initiated by either positive or negative incentives or combination of both.

The chart above provides the overview of the different sources of motivation (internal state) that have been studied. While initiation of action can be traced to

each of these domains, it appears likely that initiation of behavior may be more related to emotions and/or the affective area (optimism vs. pessimism; self esteem; etc.) while persistence may be more related to conation (volition) or goal-orientation

However, the literature has categorized the theories of motivation into two groups these are: content and process by which people are motivated (Auth, 1999).

10.4 Content Theories:

Content theories of motivation focus on this question: *What courses behavior to occur and stop?* The answers usually center on (1) the needs, motives or desire that drive pressure and forces employees to actions and (2) employees relationships to incentive that lead, induce, pull and persuade them to perform. The needs or motives are internal to individual. They cause people to choose a specific course of action to satisfy the need. Incentives are external factors that give value or utility the goal or outcome of the employees' behavior (Auth, 1999)

Hawthorne Experiments

George Elton Mayo was an in charge of certain experiments on human behavior carried out at the Hawthorne Works of the General Electric Company in Chicago between 1924 and 1927. There were a variety of experiments done that affected the physical surroundings of the work environment. This was done to find correlation between the physical environment and productivity. The basis of this experiment was to have one environment change by lighting and the other would stay unchanged. Mayo worked on the hypothesis that the group with the change in environment with different lighting would produce more. However, his hypothesis was proven wrong instead he concluded that the reason that both groups were being more productive was because the groups were receiving special attention (Greenberg 1999). Thus concluding that making an employee feel special motivates them to do their best.

The next study was opposite of the previous discussed case. The experiment was conducted at a company's bank wiring room men from different work groups were observed and interviewed. This experiment made no changes to the working environment. The result showed that productivity was lowered. The men admitted that they were able to produce more but purposely stopped working.

His research findings have contributed to organization development in terms of human relations and motivation theory. As a result of these investigations he came to special conclusions. Mayo concluded that work is a group activity. The

social world of the adult is primarily about work activity. The need for recognition, security and sense of belonging is more important in determining workers morale and productivity. Informal groups within the organization are usually stronger than any change of physical work conditions.

MASLOW HIERARCHY OF NEEDS

Abraham H. Maslow's Hierarchy of Needs is another content motivational theory. Maslow's basis was human behavior. He conducted his investigation between 1939 and 1943. The hierarchy of needs has five sets of goals that are called basic needs. Maslow's idea was "people will not be health and well-adjusted unless they have their needs met" (Greenberg, 1999). Maslow arranged the needs in different levels in order of importance. As in a hierarchy, the lower level are the most basic needs and the top are the higher level needs. According to the hierarchy, the lower level needs must be met before proceeding to the higher order needs. According to Greenberg, Maslow's needs are in the following order: Physiological need, safety need, social need, esteem need and self-actualization

Man's basic needs are physiological, for example hunger, thirst, sleeps, etc. when these are satisfied are replaced by safety needs reflecting one's desire for protection against danger or deprivation. These in turn, when satisfied are replaced by the need for love or belonging to, which are functions of man's desire to belong to group, to give and receive friendship and to associate happily with people. When these needs have been satisfied, the esteem needs seeks to be met. One desires self- esteem and self- respect, which are affected by person's standing reputation, and his need for recognition appreciation. Finally, individuals have a need for self- actualization or a desire for self- fulfillment. The urge by individuals for self-development, creativity and job satisfaction (Norwood, 1999)

Physiological needs: the needs that taken as the starting point for motivation theory are the so-called physiological drives. Two recent lines of research makes it necessary to revise our customary notions about these needs, first, the development of the concept of homeostasis, and second the finding that appetites (preferential choices among foods) are fairly efficient indication of actual needs or lacks in the body

Homeostasis refers to the body's automatic efforts to maintain constant, normal state of blood stream. Cannon has described this process for (1) the water content of the blood (2) salt content (3) sugar content (4) protein content (5) fat content (6) calcium content (7) oxygen content (8) constant hydrogen-ion level (9) constant

temperature of the blood. Obviously this list can be extended to include other minerals, the hormones, vitamins, enzymes, etc.

Young recently, summarized the work on appetite in its relation to body needs. When he pointed out that, whenever the body lacks some chemical, the individual will tend to develop a specific appetite or partial hunger for that food element.

Thus it seems impossible as well as useless to make any list of fundamental needs for they can come to almost any number one might wish, depending on the degree of specificity of description. We can not identify all physiological needs as homeostatic. The sex desire, sleeplessness, sheer activity and maternal behavior in animals, are homeostatic, has not yet been demonstrated. Furthermore, this list would not include the various sensory pleasures (tastes, smells, tickling stroking) which are probably physiological which may become the goals of motivated behavior.

Physiological needs or drives are to be considered unusual rather than a typical because they are isolable, and because they are localized somatically. That is to say, they are relatively independent of each other, of other motivations and the organism as a whole and secondly; in many cases, it is possible to demonstrate a localized, underlying somatic base for the drive. This is true less generally than has been thought (exceptions are fatigue, sleeplessness maternal responses) but it still true in the classic instances of hunger, sex, and thirst.

It should be noted that any of the physiological needs and the consummatory behavior involved with them serve as channels for all sorts of other needs as a well. That is to say, the person who thinks he is hungry may actually be seeking more comfort, or dependence, than for vitamins or proteins. Conversely, it is possible to satisfy the hunger need in part by other activities such drinking water or smoking cigarettes. In other words, relatively isolable as these physiological needs are, they are not completely so.

Undoubtedly, these physiological needs are the most pre-potent of all the needs. This means specifically, that a human being who is missing every thing in life in an extreme fashion, it is most likely that the major motivation would be the physiological needs rather than any others. A person who is lacking food, safety, love and esteem would most probably hunger for food more strongly than for anything else.

If all the needs are unsatisfied and organism is then dominated by physiological needs, all other needs may become simply non-existent, or be pushed into the background. It is then fair to characterize the organism by saying simply that it is

hungry, for consciousness is almost completely preempted by hunger. All capacities are put into the service of hunger-satisfaction, and the organization of these capacities is almost entirely determined by the one purpose of satisfying hunger. The receptors and effectors, the intelligence, memory, habits, all may now be defined simply as hunger-grafting tools. Capacities that are not useful for this purpose lie dormant, or pushed into the background. The desire for new pair of shoes, the desire to acquire new automobile are forgotten and become of secondary importance. For the man who is dangerously hungry, no other interest exists but food. He dreams food, he remembers food, and he thinks food, he emotes only about food, he perceives only food and he wants only food. The more subtle determinants that ordinarily fuse with physiological drive in organizing even feeding, drinking or sexual behavior, may now be so completely overwhelmed as to allow us to speak at this time of pure hunger drive and behavior, with the one unqualified aim of relief

Another peculiar characteristic of the human organism when it is dominated by a certain need is that the whole philosophy of future tends to change. For our chronically and extremely hungry man, utopia can be defined very simply where there is plenty of food. He tends to think that, if only he is guaranteed for the rest of life, he will be perfectly happy and will never want anything more. Life itself tends to be defined in terms of eating. Any thing else will be defined as unimportant. Freedom, love, community feeling, respect, philosophy, may all be waved aside as fripperies which are useless since they fail to fill the stomach

At once other (and 'higher' needs emerge and these, rather than physiological hungers, dominate the organism. And when these in turns are satisfied, again new (and still higher) needs emerge and so on. This we mean by saying that basic human needs are *organized into a hierarchy of relative prepotency*.

The gratification concept is as important as the deprivation concept in motivation theory. For it releases the organism from the domination of relatively more physiological needs, permitting thereby the emergence of more social goals. Physiological needs, along with their partial goals, when chronically gratified cease to exist as active determinants or organizers of behavior. Organism is dominated and its behavior organized only by unsatisfied needs. If hunger is satisfied, it's becoming unimportant in the current dynamics of individual.

The safety needs. If the physiological are relatively well gratified, there then emerges a new set of needs, which we may categorize roughly as the safety needs. All what has been said of the physiological needs is equally true, although in lesser degree of these desires. The organism may equally well be wholly dominated by them they may serve as the almost exclusive organizers of the behavior, recruiting all the capacities of the organism in their service, at this

junction, the whole organism is described as having safety-seeking mechanism. Receptors, effectors of intellect and the like are primarily safety-seeking tools. Practically, every thing looks less important than safety. Even the physiological needs which being satisfied is now become underestimated. A man in this state, if it is extreme enough and chronic enough, may be characterized as living almost for safety alone.

Other broader aspects of attempt to seek safety and stability in the world are seen in the very common preference for familiar rather than for unfamiliar things, or for the known rather than unknown. The tendency to have some religious or world-philosophy that organizes the universe and the men in it into some sort of satisfactorily coherent, meaningful whole is also in part motivated by safety-seeking

Nevertheless, the need for safety is seen as an active and dominant mobilizer of organism's resources only in emergencies, e.g., war, disease and natural catastrophes, crime waves, societal disorganization, neurosis, brain injury, chronically bad situation.

Love needs: this is associated with the need to belong. It is a basic need for other people. It is the need to feel a part of a group. For example, it is natural to have friends, for adults to marry, and in general to share affection with other people. The love need is not to be confused with sex, as sex may even be considered as a physiological need. Love needs are more associated with the exchange of affection and the need to be accepted by others.

If both, the physiological and the safety needs are fairly well gratified. Then emerges the love and affection and belongingness needs and the whole cycle already described above will repeat itself with new center. Now the person will feel keenly, as never before, the absence of friends, or sweetheart, or wife or children. He will feel hunger for affectionate relations with people in general, namely, for a place in his group, and will strive with greater intensity to achieve this goal. He will want to attain such a place more than anything else in the world and may even forget that once, when he was hungry he sneered at love.

In our society thwarting of these needs is the most commonly found core in cases of maladjustment and more severe psychopathology. Love and affection, as well as their possible expression in sexuality, are generally looked upon with ambivalence (mixed feelings: bad and goods) and are customarily hedged about with many restrictions and inhibitions. Practically all theorists of psychopathology have stressed thwarting of love needs as basic in the picture of maladjustment.

Esteem Needs: All people in our society have a need or desire for a stable firmly based, (usually) high evaluation of themselves for self respect, or self-esteem, and for esteem of the others. By firmly based self esteem, it means that which is soundly based upon a real capacity, achievement, and respect from others. These needs may be classified into two subsidiary sets; 1) the desire for strength, for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom. 2) Desire for reputation or prestige (respect or esteem from other people), recognition, attention, importance or appreciation

Satisfaction of the self-esteem need leads to the feeling of self-confidence, worth, strength, capability and adequacy of being useful and necessary in the world. But thwarting of these needs produces feelings of inferiority, of weakness, and of helplessness. These feelings in turn give rise to either basic discouragement or else compensatory or neurotic trends.

The need for self-actualization: Is the highest level. Self-actualization consists of being all that one can be. This is clearly the most difficult need to truly understand. It is associated with the unique expression of oneself. It is an active state in which an individual achieves personal growth. It occurs when one reaches one's innate personal potential. This may be associated with compulsion to put one's talents or abilities to work. The need for self actualization is associated with inner drive, essentially apart from the influence of others. It is often linked with creative expression. However, it is never fully satisfied, i.e., the need continues and the individual is never self actualized.

Maslow's theory of the hierarchy of needs states that the lowest level needs must generally be satisfied before the next level of need will emerge. If all the needs are unsatisfied, the lowest level needs will typically provide the greatest motivation, while the desire to satisfy the higher level needs is diminished. Once a low level need is satisfied, the next level of need emerges as the subsequent goal to attain. If the lower need again emerges, the higher needs become weaker motivators

In the past, management rewards systems have attempted to satisfy an individual's lower level needs for safety and physiological security, for deprivation and the threat to a worker or his family

However, as a manager, it is important to understand the level of needs that others have. This is a root course of developing effective incentive programs and in maximizing productivity. *However, management rewards systems should be, aiming to satisfy the individual's actual need (Norwood, 1999)*

THEORY X AND THEORY Y

Douglass McGregor developed two theories that examine the behavior of individuals at work. Theory X assumes that people are lazy and have to be coerced to work. On the other hand theory Y describes individual behavior differently. According to theory Y, people are willing to work and are cooperative. They do not have to be told what to do because they are committed to the organization. McGregor's theory relates to how management perceives their employees. For instance a manager that has theory X mind set will assume that their employee want to be told how to perform. In contrast, a manager that has theory Y mind set is willing to give their employees some freedom in completing a project (Greenberg, 1999)

McGregor' theory Y did not start with the traditional manager-subordinate relationship, but with the relationship between a staff expert (e.g., in human relations, accounting, finance, engineering, and so forth) who is to help a line manager with particular problem. It is perhaps because the line manager is not subordinate to the staff expert that McGregor has to explore indirect approaches: "the function of the staff expert in human relations is necessarily indirect". This is the topic in McGregor's 1946 article "the staff functions in human relations".

McGregor describes theory Y as being based on the principle of integration and self control where "integration" refers to the situation where an individual "can achieve his own goals best by directing his efforts toward the objectives of enterprises." Management's task is not to provide incentives; the "task is to provide an appropriate environment - one that will permit and encourage employees to seek intrinsic rewards at work. The contrasting theory X is based on the principle or philosophy of direction and control using the type of incentives that management can provide, extrinsic incentives

Under the assumptions of theory X you have the following propositions:

- ❖ Employees inherently do not like work and whenever possible, will attempt to avoid
- ❖ Because employees dislike work, they have to be forced, coerced or threatened with punishment to achieve goals
- ❖ Employees avoid responsibilities and do not work till formal directions are issued
- ❖ Most workers place a greater importance on security over all other factors and display little ambition

In contrast under the assumption of theory Y:

- ❖ Physical and mental effort at work is as natural as rest or play
- ❖ People do exercise self-control and self-direction and if they are committed to those goals

- ❖ Average human beings are willing to take responsibility and exercise imagination, ingenuity and creativity in solving the problems of the organization
- ❖ That the way the things are organized, the average human being's brainpower is only partly used

Analysis of the above assumptions it can be detected that:

Theory X assumes that the lower-order needs dominate individuals. And theory Y assumes that higher-order needs dominate individuals. An organization that is run on theory X lines tends to be authoritarian in nature; the word authoritarian suggests such ideas as the power to enforce obedience and the right to command. In contrast theory Y organizations can be described Participative, where the aims of the organization and of the individual in it are integrated; individuals can achieve their own goals best by directing their efforts towards the success of organization.

HERZBERG'S MOTIVATION – MAINTENANCE THEORY

Fredric Irving Herzberg (1923 – 2000) was noted a Psychologist who became one of the most influential names in the business management. He is the most famous in introducing job enrichment and Motivator-Hygiene theory. He contributed to human relations and motivation in term of organization development, two concepts of motivation: motivators and Maintenance factors are also known as hygiene factors. Hygiene factors prevent losses of morale or efficiency, and although they can not motivate by themselves they can influence a drop in productivity. On the other hand motivators have uplifting effects on the attitudes and /or performance. Both concepts must be done together to have positive results.

TWO FACTOR -THEORY:

Herzberg proposed the motivation-hygiene theory, also known as the *Two-factor theory (1959)* of job satisfaction. According to his theory, people are influenced by two factors:

- ❖ **Satisfaction**, which is primarily, the result of the motivator factors. These factors help increase satisfaction but have little effect on dissatisfaction.
- ❖ **Dissatisfaction** is primarily the result of hygiene factors. These factors, if absent or inadequate, cause dissatisfaction but their presence has little effect on long-term satisfaction

Motivator Factors

Include:

- ❖ Achievement
- ❖ Recognition
- ❖ Work itself

- ❖ Responsibility
- ❖ Promotion
- ❖ Growth

Hygiene Factors;

- ❖ Pay and benefits
- ❖ Company policy and administration
- ❖ Relationship with co-workers
- ❖ Supervision
- ❖ Status
- ❖ Job security

McClelland Achievement theory:

McClelland's primary motives theory states that all human beings have three primary motives; the need for achievement, to have goals that are challenging but reachable with expectation of feedback on the achievement. The need for achievement also deals with the desire to strive for personal achievements rather than the rewards of success per se (Greenberg, 1999). People in this area are driven by the challenge of success and the fear of failure. Their need for achievement is moderate and they set for themselves moderately difficult tasks. They are analytical in nature and take calculated risks. Such people are motivated to perform when they see at least some chances of success.

The second is the need for affiliation; in this category people are social in nature. They try to affiliate themselves with individuals and groups. They are driven by love and faith. They like to build a friendly environment around themselves. Social recognition and affiliation with others provides them motivation.

The third is the need for power. The need for power is related to the desire to have an impact, to be influential not so much for control. Basically people for high need for power are inclined towards influence and control. They like to be at the center and good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions.

McClelland suggests that human needs are learned and usually reflect cultural values and expectation-reward learning process rather than inherent progression of need levels as in Maslow's hierarchy of needs.

10.5 PROCESS THEORIES

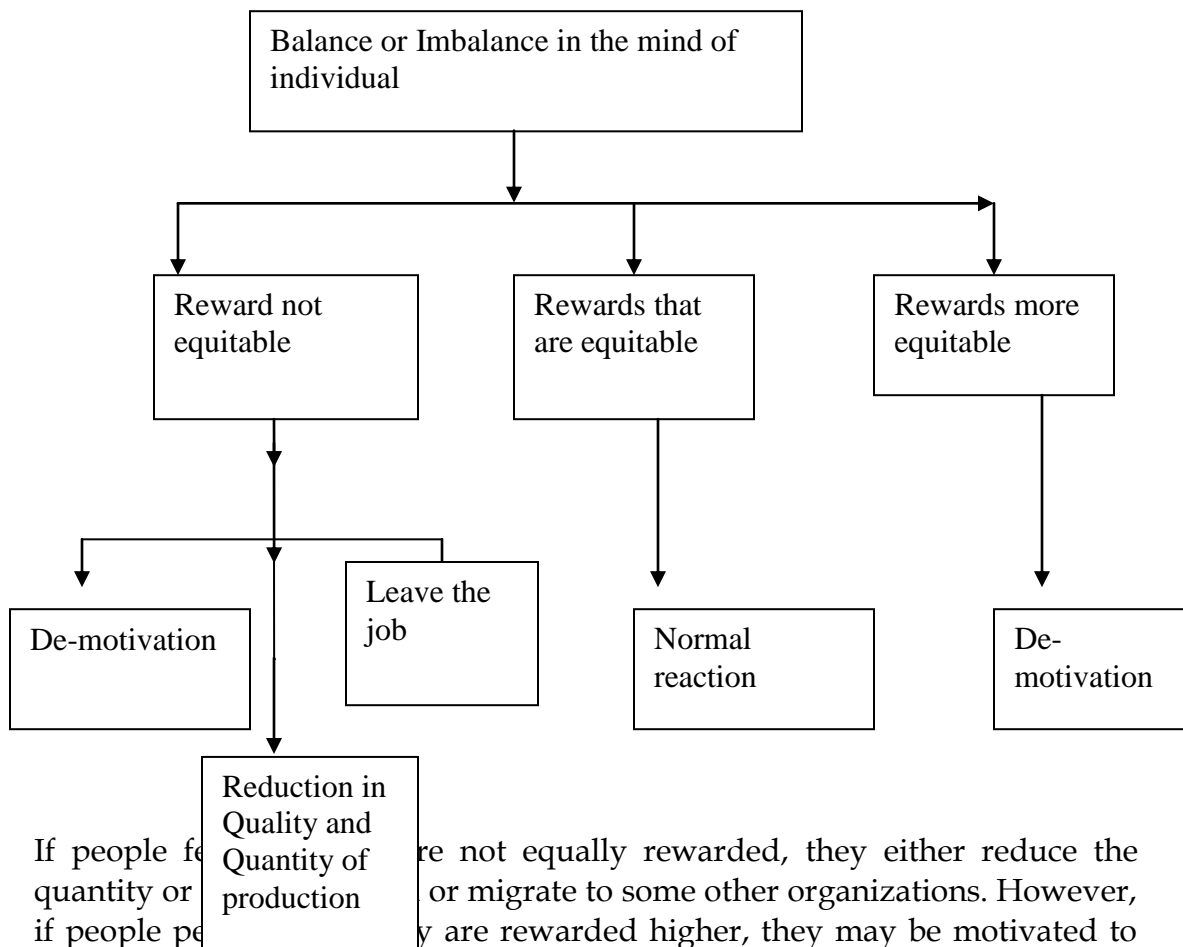
The content theories focus on the need that drives or incites behavior and induce behavior. The process theories focus on how behavior originates and operates.

These theories actually deal with approaches that can aid a manager to motivate an employee.

Equity Theory

As per equity theory of J. Stacey Adams, people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs. People have a tendency to use subjective judgment to balance the outcomes and inputs in relationship for comparisons between different individuals. Accordingly:

$$\frac{\text{Outcomes by a person}}{\text{Inputs by a person}} = \frac{\text{outcomes by another person}}{\text{input by another person}}$$



If people feel they are not equally rewarded, they either reduce the quantity or quality of production or migrate to some other organizations. However, if people perceive they are rewarded higher, they may be motivated to work harder.

Expectancy Theory

Victor Vroom developed the expectancy theory that focuses on the process by which people are motivated and not by the content of the specific needs or goal. The strength of a person's effort depends on the attractiveness of the rewards and ability to achieve them. In other words, if a person believes that

a certain reward is important and can be attained, the individual will demonstrate a given amount of effort. This in turn will be demonstrated in performance. The link between effort, performance and expectancy is about accomplishing the task. The links between the performance and reward is connected to the instrumentality, one's assumption for whether the rewards are available if the person worked effectively describes the link. In this link the manager/organization is responsible of acknowledging performance of the employee. If the manager /organization do not acknowledge the employee, there can be a breakdown in the motivation. The acknowledgement needs to be direct, strong and immediate. Employees usually determine in advance what their behavior may accomplish and the value they place on alternative possible accomplishments or outcomes.

Simply speaking, expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in form of some rewards.

Therefore an employee is:

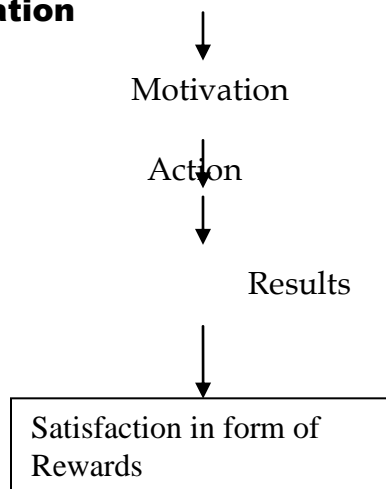
Motivation = Valence x Expectancy

The theory focuses on three things

- ❖ Efforts and performance relationship
- ❖ Performance and reward relationship
- ❖ Rewards and personal goal relationship

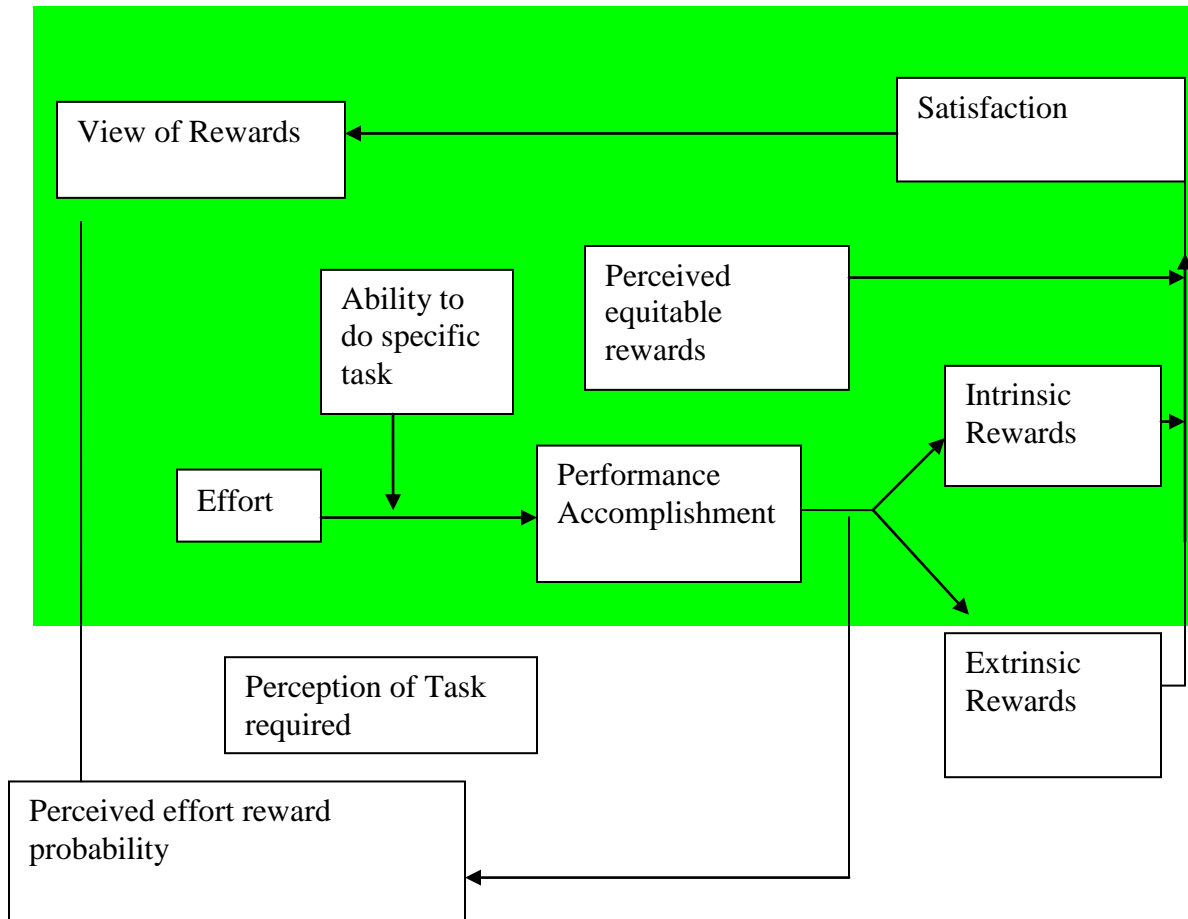
This leads to a conclusion that:

Valence X Expectation



THE PORTER AND LAWLER MODEL:

Layman W. Porter and Edward E. Lawler developed a more complete version of motivation depending upon expectancy theory:



Actual performance in a job is primarily determined by the effort spent. But it is also affected by the person's ability to do the job and also by individual's perception of what the required task is. So performance is the responsible factor that leads to intrinsic as well as extrinsic rewards. These rewards, along with the equity of individual lead to satisfaction. **Hence, satisfaction of the individual depends upon fairness of the reward.**

GOAL SETTING THEORY

Goal setting theory of Edwin Locks is the specification of goal to increase performance. Assigning difficult goals usually result in higher performance.

Goal setting has three components that have to be used successfully to apply this concept, first, the identification of the process; second, the characteristics; and finally the feedback. The characteristics of goal setting consist of making the goal specific and challenging. The goal must be challenging to increase self-efficiency. It has also noted that a difficult task tends to increase employees performance. This may be true because usually people work harder to reaching a challenging goal as long it is believed that it can be done. Lastly, feedback will allow people to be informed of their progress. This stage usually included praises about the good job that has been done (Wheaton & Cameron, 1998)

11.0 CONCLUSION ON THEORIES

The descriptions of content and process theories of motivation in dealing with organizational and individual behavior are briefly explained. The explanation is only a basis for a better understanding on why and how to approach the concept of motivating employees. All the theories conclude that the manner the managers perceive their organizations and their employees affect their productivity. Whether they are private, public, or non-profit organization their aim is to be effective. Different sectors have different goals and objectives and also different approaches of management. Despite of such differences, the important is to motivate their staff to produce. As managers we must put into consideration the different type of individual that make up our organizations. One must modify our management styles and behaviors in order to achieve the results. This has been proven by all the theories mentioned before.

The next section will introduce techniques that us as managers we can incorporate in motivating employees.

12.0 MOTIVATION METHODS AND TECHNIQUES

12.1 Management systems and styles

Dr Renis Likert has researched many organizations and developed an effective manner to motivate employees and have a productive organization. He has identified for management styles that he feels should be a part of management styles in the organization. First exploitative style is where the management makes all the decisions and lower level is given no power this style has an authoritative approach. The second is the benevolent style that has an authoritative approach, however in this case the management has some trust. The consultative style has substantial amount of trust in their staff. The staff is motivated by reward and some involvement. There is some

communication and teamwork involved. Lastly the participative style is more of the group approach. Management has confidences in their staff and staff feels responsible in accomplishing the organizations mission. This style encourages communication and teamwork. The participative style is the best approach for profit and customer service organizations. Organizations should make the transition to train management to motivate their staff in using Participative approach (Accel Team, 1999)

As a manager it is difficult to motivate your staff to be productive; however, using certain methods can create a positive environment. It was thought that money motivated people but that has changed. Much of the theories discussed before deal with individual behaviors and needs. We can conclude that motivation is internal and as employers one must make observations and decide what each individual desires

According to Cook (1997) manager must give their staff as much as an organization can. Many employees want to have benefits and security, however, what happens after a job has provided those needs. Remember that Maslow theory has five needs of an individual and they do not all deal with the necessary needs. As employer identifying what stage your employee is in will help in putting a plan into action.

Collaboration is a way to give employees the feeling of importance eliminating any kind of obstacle will create an atmosphere that your staff is eager to perform (Bruce, A. & Pepitone, J. 1999). Another approach educating your employees and matches them to projects that they find interesting and those on which they are knowledgeable. You will find that employees are willing to work harder on projects that they can relate to. This will also increase their success rate that will help improving their self-esteem. Yet another way to increase productivity is with empowerment. Giving people the choice to make decisions and giving them the tools and supports to their job will increase the inner motivation force within the employees. Encourage your staff to satisfy their needs for affiliation and create a relationship with the employee to be part of organizations mission. It is difficult to motivate employees when a manager's view is negative. For instance a manager behavior is explained with McGregor's Theory X or Theory Y. In this case a manager must identify what style of managing is most effective. Building Morale is an important concept when motivating employees. Morale will help create productivity in an organization. Developing a shared vision is a way to begin building morale. For instance as managers we must communicate views honestly and directly during discussion with employees about performance. Make sure they have the necessary information to their job. Allow employees to influence their own performance goals. Get out of your

office be visible and accessible. Communicate a clear view of the long-range direction of the organization. Listen carefully and consider the opinions of others open-mindedly before evaluating your staff. Communicate high personal standards informally with day to day contact. Remember to acknowledge the progress that your staff has achieved either with certificates, a note or just a tap on the shoulder. Your staff wants to be told that they are doing a good job (Pepitone & Bruce, 1999)

Again while empowering your staff ensures that you follow some basic principles. Inform your staff what their responsibilities are. Give them authority equal to their responsibilities. Set standards of excellence. Provide people with training that will enable them to meet these standards. Provide feedback on performance. Recognize them for their achievements. Trust and treat them with dignity and respect (Nelson, 1997). Showing your staff that you are listening and affirming that you understand their view will create positive environment. The language that you use is also important use “we” and “us” when speaking of the organization this will make your staff feel a part of the organization, thus improving the productivity of your staff. Encourage employees to make suggestion no matter how small the idea may be, this will create a comfortable environment and inspire more significant ideas (Cook, 1991).

It is important to point out; however, that motivation must be used widely. The misuse of some of theories and techniques could result in negative consequences. Remember that employees who receive rewards on performance tend to perform better than employees in groups where rewards are not based on performance. Also, if you understand the causes of human behavior you can predict that behavior to the extent that behavior can be controlled. Therefore, if managers understand the relationship between incentives, motivation, and productivity, they should be able to predict the behavior of their employees. Consequently, managers who know this, and know how to apply given incentive, can expect to realize increased productivity from employees.

12.2 How do you find out what an employee is motivated by?

Today 70% of your employees are less motivated while 50% only put enough effort into their work to keep their job (Spitzer, 1995). Many managers are not sure of the techniques to use to motivate their staff. The best way to find out what motivates the staff is to ask them directly. This may be done informally or during performance evaluation. Find out what s/he wants from the organization and what makes them happy. A happy employee will be more productive than unhappy one. If there has been a problem with absenteeism

it may be because the organization is not fulfilling their needs. Whether it is need for achievement, the need for power, the need for affiliation, or the basic needs as studied Herzberg, McClelland or Maslow as a manager you must change your management approach.

Another way to know what motivate your staff is to bring an outside consulting Agency. The consulting agency would be more objective and it will allow for honesty. The evaluation can consist of personality assessments and surveys. The results are useful to management when deciding what motivation method will create results. Management could realize that great fringe benefits are retainers not as motivators.

The following will be a comprehensive list of suggestions (terms of reference?) for motivating the employees of any private, public, or non-profit organization:

- ❖ **Recognize individual difference**
- ❖ **Match people to jobs**
- ❖ **Use goals**
- ❖ **Individualize rewards**
- ❖ **Link rewards to performance**
- ❖ **Check system for equity**
- ❖ **Don't ignore money**
- ❖ **Involve employees in decision-making process**
- ❖ **Keep employees informed**
- ❖ **Be aware of the morale of your employees**
- ❖ **Maintain an open door-policy**
- ❖ **Develop a caring attitude**
- ❖ **Be sure to listen**
- ❖ **Always treat your employees with respect**
- ❖ **Ask for suggestions**
- ❖ **Give constructive criticism.**

13.0 OTHER MANAGERIAL APPROACHES

THEORY Z AND JAPANESE MANAGEMENT

The Japanese have had impact on world markets. Many industries such as electronics, cameras, watches, motorcycles, machine tools, automotive products, shipbuilding and even some aspects of aerospace are either dominated by Japanese firms or are heavily impacted by them.

Many people mistakenly attribute this phenomenon strictly to cultural differences. The vision of dedicated Japanese workers giving their life to the company for substandard wages surely accounts for the difference, they reason.

Of course, this view doesn't always square with reality; due to the following facts; first, Japanese factories have some of the highest wage structures seen outside the United States. Second, this Japanese Miracle is also happening outside Japan (USA), utilizing the same worker (employed by U.S)

Word of these success stories soon aroused considerable interest from United States firms. Interest in Japanese management was first generated in the U.S. with the appearance of a Book by William Ouchi entitled "Theory Z"

In his book the theory Z detailed much of the success being realized by Japanese management firms. Japanese style of management mystified many U.S. business men with its talk of cultural differences and notions such as life time employment.

Richard Schonberger in his book "Japanese manufacturing Techniques" identified nine lessons learned from Japanese Management Approach:

1. Management technology is highly transportable technology
2. Just-in-time production exposes problems otherwise hidden by excess inventories and staff.
3. Quality begins with production, , and requires a company-wide "habits of improvements"
4. Culture is no obstacle; techniques can change behavior
5. Simplify, and goods will flow like water
6. Flexible open doors.
7. Travel light and make numerous trips like the water beetle
8. More self-improvement, fewer programs, less specialist intervention
9. simplicity is the natural state

Professor Ouchi's theory Z organization is a hybrid of Japanese management and American management styles; it exhibits a strong, homogenous set of cultural values that are similar to clan cultures. The clan culture is characterized by homogeneity of values, beliefs and objectives. Clan culture emphasizes complete socialization of members to achieve congruence of individual and group goals. Although theory Z organizations exhibit characteristics of clan cultures, they retain some elements of bureaucratic hierarchies. Such as formal authority relationships, performance evaluation, and some work specialization. Proponents of theory Z suggest that the common cultural values should promote greater organizational commitment among employees.

The primary features of theory Z are:

- ❖ long term employment (from Japanese management approach)

- ❖ Consensus decision Making: emphasis on communication, collaboration and consensus in decision making this contrary to type A organizations that emphasizes individual decision making
- ❖ Individual responsibility. This has been adopted from Type A organization which emphasizes the individual accountability and performance appraisal. Traditionally performance measures in Type J companies have been oriented to the group. Thus, type Z organizations retain the emphasis on individual contributions that are characteristics of most American firms by recognizing individual achievements, albeit within the context of the wider group.
- ❖ Slow evaluation and promotion: the Type A organization has generally been characterized by short-term evaluations of performance and rapid promotion of higher achievers. The Type J organization, conversely, adopts the Japanese model for slow evaluation and promotion.
- ❖ Informal control with formalized measures: the Type Z organization relies on informal methods of control, but does not measures performance through formal mechanisms. This is an attempt to combine elements of both Type A and Type J organization.
- ❖ Moderately specialized career Path: Type A organizations have generally had quite specialized career path, with employees avoiding jumps from functional area to another. Conversely, the Type J organization has generally had quite non-specialized career paths. The Type Z organization adopts middle-of-the road posture, with career paths that are less specialized than the traditional Japanese model.
- ❖ Holistic concern: The type Z organization is characterized by concern for employees that goes beyond the workplace. This philosophy is more consistent with Japanese model than the U.S model.

13.1 EVALUATION OF THEORY Z

Research into whether Theory Z organizations outperform others has yielded mix results. Some studies suggest that Type Z organizations achieve benefits both in terms of employee satisfaction, motivation and commitment as well as in terms of financial performance. Other studies conclude that Type Z organizations do not outperform other organizations.

14.0 CONCLUSION

This paper has summarized the principles used in managing Human Resources Management. It started with background history of the concept; how the field evolved. It pointed out the importance of human resources, and emphasized that these resources are useful and govern all other resources. Success of any organization will determine by the effectiveness in utilization of these resources

as well means by which potentials that are within these resources are unsheathed.

Human resources are individuals human beings, have perceptions and aspirations, it is crucial to explore their needs and requirements both as groups or individual which will facilitate the achievement of organizational goals. It is from this angle that, it was found necessary when dealing with HRs to consider various motivation theories and management approach as an inclusive aspect of Human resource. Thus, this paper has described various motivation theories and management approaches for the same purpose.

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