

Name

Course

Tutor

Date

## **Introduction**

At the middle of the 21<sup>st</sup> century, organizations started to adopt the new management policies in response to rapid changes in the society (Richard, 2003). These changes shift demand and opportunities for labor, goods, and services. Today's economy has become global. Advancement in technology has led to innovations that have transformed organizations especially in management. There is high competition to meet the customer expectations. Therefore, for an organization to compete well, managers must adopt innovations that increase performance (Richard, 2003).

Management is the act of coordinating and overseeing the work of other employees to achieve goals and objectives of the organization. However, management may include other duties not relate to coordinating the work of other employees. This may include tasks relating to partnerships and networking (Markus, 2010).

In most practices, managers are classified according to their level in the organization. These include the first-line managers, middle managers, and the top managers.

1. First-line managers comprise those that supervise the lowest level of the organizational work. They are often referred to as supervisors.
2. Middle managers refer to the level of management that is between the first-line managers and the top-level managers.
3. Top-level managers include those that are at the top or those that are near the top of the management structure. They are responsible for decisions that affect the entire organization, including developing plans and goals of the organization.

### **Functions of management**

The functions of management include:

1. **Planning:** this is the act of setting goal developing strategies for achieving those goals
2. **Organizing:** it is the act of arranging and structuring work to achieve the collective goal
3. **\Controlling:** this involves supervising, comparing and making changes to improve performance
4. **Leading:** this involves working with and trough people to achieve the collective goal

The functions of management are interdependent. Therefore, organizations that adopt good practices improve the capacity of employees to make delegation more effective. By building the capacity of employees and adopting policies that improve the working conditions, organizations realize high productivity with their employees (Griffin et al, 2014).

Most organizations have human management policies that include the important element of managing people. These policies improve the process of selecting employees, improve their performance, and develop their careers through their job. Managers must ensure that they get people with competitive skills. This works to ensure that the clients' needs are met and to the best (Gomez et al, 2008)

A good human resource management policy must include nine elements these include;

- Equal opportunities and diversity

- Health and safety
- Selection and Recruitment
- Terms and conditions
- Prevention of bullying and harassment
- Staff development
- Grievance procedures
- Performance management
- Disciplinary procedures

### **Equal Opportunity and Diversity**

Most organizations subscribe to the policy of non-discrimination and equal opportunities in all matters. This includes ensuring equality in matters pertaining job opportunities and conditions of work. The policies also ensure that the working environment is non-discriminative (Manfred, 2003). Employees earn promotions on merit. This policy also ensures that people with disabilities and women are not discriminated during employment and at the place of work (Klemlem, 2010).

Most often organizations include this principle in job contracts. It is usually a statement of good practices within the organization (Kahn, 2015). In many organizations, this policy includes equal opportunity and non-discrimination regardless of sex, age, race, nationality, religious belief, marital status, sexual orientation, and ethnicity among others (John, 2010)

This policy promotes diversity and universal values that ensure the dignity of every employee. Universal or particular government policies may influence the aspects of diversity (Alan 2008). These influences may be because of trends or best practices that promote human dignity elsewhere. This may require the organization to revise the aspects of diversity and equal opportunity. For example, the government or international law may require organizations to promote the dignity of people living with HIV/AIDS by giving them equal opportunities with others (Geary, 2011).

In most employment contracts, organizations include the consequences of non-compliance with the policy. Noncompliance may lead to termination of the employment contract or legal action for cases involving sexual harassment, physically injuring another employee, malicious damage to their belongings or exposing another employee to danger such as fire or chemicals (Deslandes, 2014). Some organizations will take legal action on employees who engage in hate speech that relate to racial or ethnic stereotyping. This is likely if there are civil laws against stereotyping that may divide people against racial ethnic lines (Michael, 2009).

Most organizations ensure there is a confidential record that includes each employee's racial or ethnic origin, age, gender, marital status, nationality, disability, and religion. The management continuously monitors these records to ensure there is diversity in the organization's staff body. This record helps during recruitment, and help human resource managers ensure there is a good mix of people in the staff body (Keith, 2006).

Other organizations set targets to ensure that the discriminated members of the society get equal opportunity during employment or promotion. For example, an organization may

include the agenda the number of people living with disability or women they seek to employ within a period of five years (Howard, 2010).

To ensure that there is diversity and equal opportunity for all, organizations advertises employment vacancies internally and externally. This ensures that they reach candidates from the broadest field possible. They ensure that the information regard the job vacancy reach under-represented groups of people within both within and outside the organization. All employment advertisements must also state the organization's commitment to promote equal opportunity, diversity, and non-discrimination (Manfred 2003).

To promote diversity and non-discrimination, human resource managers ensure that candidates demonstrate their commitment to diversity and non-discrimination. Other organizations may organize for staff trainings and encourage the under-represented groups apply. This promotes the dignity of the under-represented people and in turn, their performance may rise (Alan, 2008)

To comply with the principle of non-discrimination, organizations incorporate this principle in their mission statements, employment contracts, and job advertisements. In employment contracts, employees are advised to raise any concerns if they believe they are being discriminated on the ground related to the organization policy. They are also encouraged to report any perceived or real discrimination during recruitments and promotions (Keith, 2006)

## **Selection and Recruitment**

This is one of the most important processes in any organization. Some issues regarding selection and recruitment such as diversity, equal opportunity, and non-discrimination have been discussed in the previous section. However, other aspects need consideration. These include the caliber, commitment, and experience of the candidates on the recruitment process (Kahn, 2015)

There is as a guideline to follow when designing the selection procedure. The following are steps taken before designing the selection procedure;

- Analyzing the organization needs
- Drawing up a job description
- Advertise the vacancy
- The selection panel
- Selection criteria and shortlisting
- Interviewing
- Selection of the recruits
- Informing candidates
- Employment offer
- Contract of employment

## **Terms and Conditions of Service**

The terms and conditions of employment explain to the employee of what the organization expects from them and what they expect from the organization during and after

the period of employment (John, 2010). The terms and conditions include the following aspects:

- Induction and probation
- Remunerations
- Working hours
- Sick leave conditions
- Travel expenses
- Maternity Provisions
- Notice period

### **Induction and Probation**

It is important for the management to allow a new employee a certain period to adjust to their work and decide whether the job is fit for them. During this probationary period, the management gets the opportunity to observe and decide whether the employee is up to the task (Griffin et al, 2014). On the employment contract, the management should spell out the details of the probation. These details normally include the probationary period, aspects of performance appraisal, and the management expectations from the post holder (Richard, 2003).

Management will usually conduct the orientation process through the through the employment contract. The management will issue a copy of the employment contract along with the job description copy. The job description document help the new employees understand the kind of routine their work entails (Howard, 2010). It is also important for the management to offer the following documents to the new employees.



- Copies of the strategic plan, the organizational chart, the governing body, the annual team work plan, and progress review documents.
- Documents that explain the organizations financial policy
- Document highlighting the human resource policy

It is also for the recruits to hold a briefing session with the management. Senior management should have the first briefing session with the recruits. This will create a solid work relation between them (Gomez et al, 2008). It is a good step in enhancing successful communication between the senior and junior employees. The recruits should also have a briefing session with human resource representative and members of staff whose work is linked to that of the new staff member (Deslandes, 2014).

### **Hours of work**

Hours of work are one of the items that should reflect in the employment contract. Most often, policies of a country specify the conditions of work for the public and the private sector. Therefore, hour of work should reflect what is practiced by other organization within the locality, for example, 40 hours a week, Monday to Friday (Manfred, 2003).

However, an organization may consider other legal option on hours of work, and those that fit best. Some of these options are:

- Flexible working hours- the organization may assess the cost and advantages of flexible working hours.
- Part-time staff- the management may assess the benefits of employing staff on part-time basis.

- Working from home- Discuss the advantages and disadvantages of staff working from their home.
- Over-time workers- Discuss the policy guide on the additional hours of work.

Before considering the routine or the flexible structure of work, it is important to calculate the costs and benefits and make a comparison. This information would help managers decide the structure that is more cost effective and beneficial to staff and organization at large (Klemm, 2010). Also, there should be clear a clear guideline concerning the criteria of monitoring staff and hours of work

It is important the management decide the guidelines concerning extra hours of work done by the employees. On the guideline, it should be clear on who is to supervise the work, compensation, and how these additional hours and pay will be recorded. To enhance responsibility, this guideline should be specific on who is to take pay and over-time-hours records (Gomez et al, 2014).

The management should also discuss the advantages and disadvantage of employing part-time employees. There should be a guideline stipulate the requirements expected from part-time employees (Keith, 2006). These terms and conditions may include hours of work and remuneration. The management should also have a good plan that enable part-time employees participate in meeting that require the presence of all members of staff (Alan, 2008).

It is also important to decide the benefits of allowing members of staff to work from home. It should be clear under what circumstances and with whose authority an employee is permitted to work from home (Kahn, 2015). This kind of flexibility requires careful

monitoring and accurate record keeping. Proper record keeping in such a situation prevent disputed that may arise (John, 2010).

### **Remunerations**

To promote transparency and equity, an organizations design a remunerations structure for every job grade. The structure should include job grade, year of service, starting salary, and annual increments. Organizations should consider fairness in compensating employees for the work done. This will help avoid voluntary resignation and loss of labor where employees feel exploited (Michael, 2009).

The salary structure should reflect on other expenses such as travel expenses and sick leave and pay. Most organizations consist of staff members whose job requires them to travel often. This is usually the case with most non-governmental organizations. Usually, during travel, they need cash to purchase meals, fuel, and other times accommodation. The employment contracts should contain a summary dealing with travel expenses (Klemlen, 2010).

An organization should have a policy guideline on sick leave and sick pay. These guidelines should consider the available local registrations and the common best practices. However, managers should ensure that sick leaves do not interrupt the functioning of the organizations. Managers should ensure that sick leave is taken when necessary to avoid drain on resources (Griffin et al, 2014).

It is important for managers to insist on documentary evidence of sickness when an employee takes a long period of sick leave. This will discourage a situation where an

employee requests for sick leave for other reasons. Some organizations also conduct after sick interviews to ensure that the employee is fit to return for work (Richard, 2003).

Organizations also adopt the good practice of issuing sickness pay in adherence to government registrations. This is a common global practice especially if the employee took the sick leave due to injury. This usually depends on the availability of resources within the organization. For example, most international non-governmental organizations will issue sickness pay from the perspective of good practices and the availability of resources Kahn, 2015). The table below shows an example of the scale for sick pay.

YEAR OF SERVICE	FULL PAY	HALF PAY
One year	One month	Two months
Two years	Two months	Two months
Three years	Three months	Three months
Four years	Four months	Four months
Five months	Five moths	Five months
More than five	Six months	Six months

years		
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Some organizations specify the period you must offer services to qualify for sick leave for example after six months of service. This usually depends on the local regulations and best practices. Some organizations will adopt the practices of a successful organization within the locality. This is done from the perspective of attracting the best skilled work force (Howard, 2010).

### **Maternity and Paternity Provisions**

The human resource policy of most organizations contains the provisions of maternity leave. This usually depends on the best practices of other organizations within the locality and government legislations (Geory, 2011). Some of the rules governing maternity provisions include:

- The period the employee should have worked with the organization to qualify for both paid and unpaid maternity leave.
- The maximum period the employee is allowed maternity leave.
- Whether maternity leave is paid and the rate of payment offered by the organization
- The earliest time the employee may take maternity leave. This usually depends on the baby's due date.
- If the employee decide to resign after birth, she is expected to give a notice and follow the standard procedure.

If an employee adopts a baby who needs close attention, they are entitled to apply for a paid leave. This is for a specified period until the child does not require close care (Geory, 2011). Some organizations offer paternity leave to an employee whose partner is due to give birth. This is to allow him be present during childbirth. Organizations extended this leave for some time to allow the spouse offer support to the family (Michael, 2009).

### **Performance Management**

Performance management is the day-to-day assessment of an individual employee output to ensure the daily objective objectives of an organization are achieved. This requires good communication skills and timely feedback between the employee and line managers. It also requires both sides' positive attitude towards the process (Howard, 2010).

Most organizations graft human resource elements that guide on the management of employees. These elements are form of principles that govern performance of members of staff. These principles of performance reflect on promoting the goals of the organization and personal growth of employees within their job group (John, 2010). The key principles include:

- Assessing the benefits the organization derives from managing staff performance
- Agreeing on the elements of main processes-, these include fairness, accountability, and transparency. Other elements include persons responsible for management and delegation of functions performance management.
- Agreeing on the frequency of conducting performance review

- Discuss on the preparedness of both the organization and the staff on conducting performance reviews.- this includes assessing whether the organization has the necessary skills to conduct reviews

### **Addressing Poor Performance**

Organizations address poor performance by developing a working system that is transparent, supportive, and fair. However, there are situations where individual employees perform poorly because of personal reasons (Michael, 2009). Under-performance and poor performance are addressed in various ways. These include:

- Recognizing the aspect of individual employees that should be improved, how it should be improved and when it should be improved
- Understand how improvement of will be measure
- Understand ways of providing support to the under-performing employee.
- Decide and agree the date to conduct progress review.
- Acknowledge improvement verbally and in writing
- Conduct review often to ensure consistent progress is maintained

Sometimes the manager may notice poor performance of individual employees even before performance appraisal is conducted. The manager should raise these concerns during such events. When managers raise these concerns in time, under-performing employees may improve before performance appraisal is conducted. In addition, there will be no surprise when these issues are raised during performance appraisal (Keith, 2006).

### **Performance Appraisal**

Performance appraisal consists of the following elements:

- Assessing the performance of individual employees in the previous year and the agreeing a work plan and objectives to be achieved
- Conducting reviews of each particular objective
- Discuss about each individual performance pointing out areas of strength and the areas that need improvement
- Performance appraisal is platform where employees have the opportunity to give feedback to the line manager on his/her support and identify area that need improvement
- It is an opportunity for the employees and the manager to discuss the needs of each particular employee and agree on the way forward.

However, there rise situations where there are disagreements between junior employees and the line managers conducting performance appraisal. In this case, both should be objective in identifying where the difference in opinion lies and resolve the issue. At this point, if they still cannot agree, they should seek the intervention of a senior manager in line with their department (Geory, 2011).

### **Staff Development**

Staff development is the sure way to ensure that the organization retain its employees. Developing the potential of individual employees ensures they perform to their best. It is about empowering employees by improving their skills and knowledge. One way of improving their knowledge is by enabling them to acquire new experience, skill, and knowledge (Howard, 2010).

Empowering employees can be through formal and non-formal procedures (Geory, 2011). The organization may support individual employees to acquire formal training. Non-formal training is more cost effective where they the organization wish to strength



performance on common aspects. Management can facilitate non-formal experience through workshops, mentoring, sharing ideas, internet, project tours, or coaching among others. These forms of learning are more cost effective, and fast (Manfred, 2003).

### **Handling Grievance at Work**

There are cases where performance and situations cannot be solved through dialogue. This may lead to poor performance from the affected employee. Therefore, most organizations develop a grievance policy. This policy stipulated the procedure to follow when airing grievances (John, 2010).

Sometimes, issues like bullying and harassment occur at work. These issues may cause grievance that may affect the productivity of an employee. Most often, grievance policies require the employees to share their grievances with the line manager first. If he or she is not satisfied with the line manager's action, the policy allows them to approach the governing body (Michael, 2009).

There is other time an employee may have serious concerns concerning the organizations policy, other employees, the governing body, partners, or individual and other stakeholders working with the organization. The grievances policy requires individuals to report such concerns to the governing body. The concerns are treated with confidence and the identity of the employee is protected. However, the governing body may require the employee to stand as witness (John, 2010).

### **Disciplinary Procedures**

Organizations expect every employee to promote the good its good name. They are not expected to behave in a way that damages the reputation of the organization. This is

particularly important for charity organizations that represent the rights and need is the marginalized groups of people. Employees are advised to familiarize themselves with the disciplinary procedure, regardless of their position in the in the organization (Gomez et al, 2008).

### **How a Disciplinary procedure work**

- The disciplinary team is quick and careful at all stages of the procedure
- Most likely, the employee is suspended during investigations for the purpose of protecting individuals
- If the individual is found guilty of the accusations, the disciplinary team may take any of the following measures; verbal warning, first written warning, final written warning, loss of pay, demotion, transfer, or dismissal.

However, the disciplinary procedure allows the employee to appeal against the decision made by the disciplinary team. The appeal must be made in writing and within ten working days. The management forms an appeal panel which may comprise of the governing body and other nominated persons. The nominated persons should not have handled the case at the hearing stage. The appeal panel may involve people from outside the organization (Keith, 2006).

### **Health and Safety at Work**

Most organization develop health and safety policies as a requirement of the local legislations. The main purpose of developing health and safety policy is to create a working condition that is healthy and safe for employees (Gomez et al, 2008). These policies enable employees to share information concerning health and safety at the workstation. It is also a

demonstration that the organization is concerned with the welfare of employees and the community (Kahn, 2015).

The organization may nominate a member of the governing body and an employee to oversee safety and health. Members of the governing body have prime time to ensure compliance with the health and safety policy. The employee may be tasked with the day-to-day arrangements at the premise. This ensure safety for all within the premises (Michael, 2009).

### **Research Analysis**

The aspect of managing staff in the organization is the most critical compared to other management functions. This is because people are rational. Most organizations collapse because of ignoring the needs of people. People have goals in life that they want to achieve. Organizations that incorporate the aspect of empowering members of staff perform better than those that ignore the plight of their employees (Kahn, 2015).

Data from the Society for Human Resource Management 10 years survey across the United State of America reveal factors that influence employee satisfaction at a work place.

One of the Surveys involved charity organizations in the state of California. The respondents cut across gender, age, race, and nationality. The method of sampling was the Lots Quality Assurance Sampling method. Respondents were asked questions relating to satisfactions at their work place. Majority of the respondents had negative attitude towards their job and work place. From the data results, 66% of the respondents responded had negative comments about the work against 34% who gave were not satisfied with their current job.

The data result reveal that majority of the workers who were happy with their jobs were above 35 years of age. They held jobs in the middle management or senior management. Those that had negative comments about the place of work comprise mainly of youths 35 years and below. Majority of them held junior work positions.

From both side, respondents had a managerial aspects that that influenced their opinion. Those that were happy with their current job cited opportunity to use skills, job security, quick and positive respondent from the management, fair remuneration for work done, good policies that promote their health and safety, fairness during promotions, and fair compensation for additional hours worked.

The positive respondents cited other factors such as policies that promoted fair and equal treatment regardless of race, color, gender, age, and religion among others. They also mentioned the management's compliance with best practices and government legislations as one of the reasons they enjoyed a good working environment.

Those that were not satisfied with their current job raise five issues that were most common amongst them. These are; lack of opportunity to use their skills, negative feedback from the immediate supervisor, job security, poor compensation, and lack of promotion.

During this exercise, senior management employees were asked questions regarding the kind of employees they desire in their organizations. They raise three common issues. They include commitment to the job, competent skills and knowledge, and accountability.

The Society for Human Resource Management also carried a survey engaging employees from both the public and private sector across America. These surveys were conducted for ten subsequent years from 2002 to 2012. In 2009 there recorded the highest

number of the employees were more satisfied with their current job than the previous years.

They raised top five contributors to their satisfaction.

- Opportunity to use skill and knowledge comprised of 63% of the respondents
- Job security stood at 61%
- Fair Compensation at 60%
- Communication between junior staff and senior staff at 57%
- Good relationship with the immediate supervisor at 54%

The table below shows the fluctuations in employees' satisfaction across the years from 2002 to 2012. The table shows top contributors of employee satisfaction as compared to other factors.

Aspects of Job satisfaction Most Important to Employees Between 2002 to 2012										
	2002	2004	2005	2006	2007	2008	2009	2010	2011	2012
Opportunity to use skills	45%	47%	44%	51%	44%	50%	55%	60%	62%	63%
Job security	65%	52%	56%	62%	51%	58%	63%	49%	62%	61%
Compensation	59%	60%	59%	53%	63%	63%	54%	52%	54%	60%

Communication with senior managers	62%	54%	50%	48%	51%	50%	47%	64%	53%	75%
Relationship with immediate supervisor	49%	49%	46%	47%	52%	55%	48%	56%	55%	54%

### **Synthesis of information**

The above findings reveal that organizations have problems in recruiting employees with the right skills. This is because senior manager cite lack of competence as the main reason why employees do not get promotions, yet employees complain of lack of opportunity to use their skills. This means that most organization do not get the right people for the job post. The alternative is to seek the skill of human resource professionals who can help the organizations train and promote junior employees to those positions that require skills of high level (Kahn, 201). This will enable employees to use their skills and therefore raise their job satisfaction.

Job security is important aspect of the employees. When organizations train and promote the junior ranking employees, it makes the fee more secure with their job. This is because the management has to fill the vacant positions with new employees. The promoted employees will now get the opportunity supervise others. Promotion will make them feel part of the organization, improve their confidence, and make them feel more secure in their job positions

Compensation is the third aspect that employees mentioned as important to their job. In 2012, an average of 60% of employees mentioned compensation as an important aspect in their job satisfaction. Organizations can solve this issue by discussing with the employees on matters concerning their payment policies. They should help them understand how pay is determined. Organizations should have a policy guideline and accurate records on compensation for additional hours of work.

One of the aspects of management is successful communication and the relationship between the junior and senior staff. Employees mentioned their relationship with their immediate supervisor and communication with the senior managers as contributors to their job satisfaction. This shows that the employees value their relationships with the management. Effective relationships and would increase job satisfaction and productivity.

The governing body of an organization can improve the relations between the senior management and junior staff by training line managers on how to handle junior employees. In addition, the management should regularly involve the junior employees in most activities that will improve communication. The activities may include sports.

### **Organizational Model**

The structural model of non-governmental organization is the best at managing people. The mission of most non-governmental organizations is to empower people. To most non-governmental organizations, empowerment is a philosophy to promote equality. Therefore, these organizations will strive to get the best skill during recruitments. When they get the best skilled labor, then they can empower the marginalized communities (Markus, 2010)

Non-governmental organizations create different forums to build capacity of the staff members. These forums include workshops, project visits, briefings, talks, and trainings. This gives the staff members the necessary knowledge to empower members of the community.

Non-governmental organizations actors have been on the forefront in promoting equity and non-discrimination against women and people living with disability. In order to ensure there is equity, non-governmental organizations have been the best to promote diversity and equal opportunity. They have achieved this through non-discriminative policies on employment, and remuneration among others (John, 2010).

Some non-governmental organizations have policies that encourage communication and dialogue both within and outside the organization. This is because the primary goal of charity organizations is empower people both within and outside the organization. This is the reason most charity organizations have better methods of handling disputed related to their employees (Keith, 2006).

### Conclusion

Today, most organizations seek the services of the high skilled personnel. This is a demand of the 21<sup>st</sup> organizational structures that are complex. Instead of seeking new skills from outside, organizations should empower their employee and offer them promotions. This will create a spirit of job satisfaction thus raising individual performance.



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