

Human Resources

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The theoretical foundations of human resources (HR) involve various concepts that are often perceived much differently by employers and employees. They include leadership strategies, diversity, employee relations, ethical responsibilities, corporate responsibilities, labor relations, staffing, security, technology, and much more. Research has supported the premise that if executed wisely, the systems defined in HR theory can increase performance and the potential for competitive advantage. It is important to define the knowledge gaps regarding what relevant attributes HR CEO's and employees need to possess and understand. Ultimately, HR managers are responsible for a variety of functions that will ensure the success of their organization and analyzing multiple perspectives aids in moving towards a productive, cohesive unit. Steps can be taken by both the supervisors and frontline staff, to solidify the strength of the unit and those actions begin by first understanding each job's perspective. The following presents key concepts from the administrative role and the employee role in a generalized business environment.

Keywords: human resources, leadership, management, employee satisfaction, organizational values

Human resources (HR) is the function dealing with the management of people employed within the organization (Society for Human Resource Management [SHRM], 2014). They are ultimately responsible for a wide variety of functions including, but not limited to leadership, strategy, diversity, employee relations, ethical/corporate/social responsibilities, labor relations, organizational development, staffing, security, and technology. Researchers have contended that systems of HR practices can heighten motivation and develop an organization's human capital, thereby increasing firm performance and the potential for a competitive advantage (Allen, Erickson, & Collins, 2013).

A CEO's Perspective

A manager or chief executive officer (CEO) within an organization works towards running a successful, efficient business. Today, administrators are looking to improve workplace productivity because of increasing competition, narrowed talent markets, and aging workforces (Winkler, König, & Kleinmann, 2013). This is often done through knowledge based initiatives related to strategic planning and decision-making which can often include the use of technology.

Database and benchmarking tools aid the human resources (HR) employee in operations, finance management, staffing, scheduling, and even educational initiatives. At this point, in time, HR representatives are asking themselves, "what are the relevant attributes that an HR representative needs to hold in order to be valuable for organizational decision-makers, with the term 'valuable' referring to its ability to improve vital decisions about human resources" (Winkler et al., 2013, p. 228). This is being questioned with financial

constraints as well as organizational developments in mind. Technology has allowed multiple programs to be developed to aid the HR director in making vital decisions. Multiple representatives were once needed to do the grunt work of the organization, where now computerized programming completes tasks. In addition, it is important to tackle such a question in order to ensure a positive, extensible role for an HR representative in the information-based organization.

Current evidence and literature suggest that the majority of task based items in HR be done through computerized management and that the members of the staff be tasked with human relation initiatives. There are three archetypal, or ideal, HR systems when examining HR theory; compliance, commitment, and transitional. In compliance systems, employees are treated as externally motivated and benefiting from appreciable monitoring and control (Mossholder, Richardson, & Settoon, 2011). A commitment systems value is placed on employee well-being and employees are assumed capable being intrinsically motivated. A transitional approach is neither market driven nor control focused as a compliance system, nor is it as broadly mutual as a commitment system. With a transitional state, goal-oriented relationships are essential in day-to-day functioning. Each system mentioned focus heavily on human relations. Thus, it is essential that HR employees relate with their staff and provide those items necessary to motivate individuals. However, one must also accomplish task-driven items as mentioned above that utilize data driven trends. Ideally, a perfect HR system would incorporate all three archetypes as mentioned above.

Whatever the system, protocol, or tools used to run the HR department, efficiency must be maintained. The climate or organizational values and behaviors of an organization are directly influenced by leadership, administration, and ultimately HR. Although many healthcare models move towards relational behaviors such as learning, the focus of HR has traditional been on task driven opportunities.

An Employee's Perspective

An employee desires validation and a high commitment on the part of the facility. Each employee wishes to be heard and rewarded somewhat for time and loyalty given to the organization. The facilities success is often because of the commitment on the part of the staff and individuals take pride in initiatives they had a part in creating. High-commitment HR practices generally include high pay contingent on performance, greater autonomy and the use of teams, enhanced opportunities for training and development, and selective staffing focused on organizational fit (Allen et al., 2013).

Organizational identity is key to high-commitment HR and is defined as the expression of core values, beliefs, or ideals held by the organization (Allen et al., 2013). An organization can exude what values they uphold in their everyday behaviors. Some of these very values are described in the high-commitment philosophy. An employee feels valued by getting raises, being rewarded for outstanding performance, being allowed to make decisions, and receiving a time commitment/investment from the facility to increase job performance. All these actions speak to the value that the organization places on its employees.

The Magnet Recognition Program recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice (American Nurses Credentialing Center [ANCC], 2014). This is just one example of a shared governance approach to management and a demonstration of efficient HR management. When an individual hears of a magnet hospital, they automatically recognize quality. Although challenging, employees also reap the benefits of being involved in such a facility. Magnet hospitals fill vacancies faster, retain employees, and have 4.8% overall higher salary than that of their counterparts. They

invest a great deal of time and money into training nursing and auxiliary staff, but the staff stays longer because of the time invested in them. This initiative of becoming a certified magnet hospital is often a collaboration between nursing staff and human resources, with HR serving as a driving force in completion.

In general, organizations depend on employees to achieve their goals because employee knowledge and behaviors are the most essential inputs to a multitude of processes (Allen et al., 2013). From an employee standpoint, HR provides the guidance necessary to complete ones job and to have protection if safety or compliance issues arise. An employee often views this department as the overseers of the facility. An informal culture of control and support is non-threatening and approachable. As mentioned previously, committed employees are invaluable and essential to the ultimate success of the organization, whether in healthcare or otherwise.

Conclusion

Today's business world is defined as one with complex systems that weave together to produce a service. Research has indicated that the value of a strong HR commitment to the organization can support decision making both administratively and with frontline staff. Perspectives from administration and employees, however, are different in that the value and understanding of key concepts are approached from different interpretations. Actions are supported by what people value, so defining the strengths of each role and understanding what drives each role is invaluable to the success of the organization.

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