HRM-Assignment 1-J.A

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UNIVERSITY OF WALES TRINITY SAINT DAVID

Human Resources Management

Assigment 1 of 2

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According to many commentators the employment relationship is not just an economic transaction; it also has social and moral connotations. Discuss the arguments for and against this statement and the implications for an organisation of your choice.

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Introduction:

The employment relationship is the legal link between employers and employees. It exists when a person carries out an activity or provides services under certain conditions and in exchange for remuneration. However, according to many commentators, the employment relationship is not only an economic transaction; it also has social and moral connotations. In other words, employers and employees create a real relationship, more or less close. To discuss this statemen[illegible] irst focus on purely economic relations, before arguing that such social and moral connotations could exist, and finally we will contextualize this subject with an example of organization.

Stylistics

Economic transaction:

Employees working in a company are not independent contractors. Indeed, they work directly for the company since it is the company itself that will manage or even control the work of its employees. This is particularly the case when the method of task execution is defined and is an integral part of daily operations such as line work for example. In addition, employees usually work in a specific location or remotely for a specific work period, for example from 8am to 5:30pm. So we could say that employees who go to work every day essentially come to do the work they are asked to do in exchange for a salary. It should be noted, however, that the relationship between the employee and his boss is one of mutual trust. Indeed, on the one hand, the employer relies on the employee to do his job and thus ensure the proper functioning of the company. On the other hand, the employee relies on the employer to pay him and allow him to support himself. Nevertheless, it can be said that the relationship exists only because of money and performance (it depends on the point of view we take → employer or employee): "An employer has no business with a man's personality. Employment is a specific contract calling for a specific performance... Any attempt to go beyond that is usurpation. It is immoral as well as an illegal intrusion of privacy. It is abuse of power. An employee owes no "loyalty," he owes no "love" and no "attitudes" - he owes performance and nothing else... The task is not to change personality, but to enable a person to achieve and to perform. " (Peter F. Dru[illegible] Tasks, Responsibilities, Practices, New York: Harper & Row, 1973. p. 229).

Incorrect referencing

However the need expressed by the employer towards his employee and vice versa are not the same and could be nuanced because according to Peter Drucker "The Corporation is the "master", the employee is the "servant". Because the corporation owns the means of production without which the employee could not make a living, the employee needs the corporation more than vice versa." That is why, according to this previous statement, the relationship between employer and employee is not friendly but totally linked to money and nothing more: "We pretend to work because they pretend to pay us."

Thereafter according to leadership consultant Stephen A. Miles, it's helpful to look at the employer-employee relationship as a series of promises. For instance, employers promise money and job support, while an employee promises to perform his job to the best of his ability. These sets of promises are not required to include feelings, relationships but just different demands from both parties (employer / employee). One reason for this is that for some people, it is not possible to mix their private life with their professional life because their boss, their colleagues must not to enter in their life, it is just a "work relation". I mean, people with whom you share a part of your day but just in a "physical" (because of our attendance in the same venue) and non-personal way. Again, we can quote Peter Drucker who said "The Company is not and must never claim to be home, family, religion, life or fate for the individual. It must never interfere in his private life or his citizenship. He is tied to the company through a voluntary and cancellable employment contract, not through some mystical or indissoluble bond." (The Practice of Management New York, 1st ed. 1954 p. 387). In fact, for some people, it could be really awkward to have any relation with their manager: "I thought that by saying no and explaining my reasons my employer would abandon his social suggestions. However, to my regret, in the following few weeks, he continued to ask me out on several occasions." (Anita Hill - Professor of Social Policy, Law and Women's Studies). The reason is that "It can feel like an invasion of privacy, involving an employer in a personal matter." (Frank Murphy - American politician and lawyer).

So we could say at this point that work means just money for people and nothing else. They just need to earn money to pay the bills and enjoy the life (when they can). Could we, however, say that there are not any relations in the company we work for? Whether it's good or bad relationships creating therefore a special social and moral atmosphere at work?

Social and moral aspects:

Those kinds of questions could be illustrated by a quote from Leigh Branham and Mark Hirschfeld which is the next one: "It's sad, really, how a negative workplace can impact our lives and the way we feel about ourselves. The situation is reaching pandemic heights – most people go to work at jobs they dislike, supervised by people who don't care about them, and directed by senior leaders who are often clueless about where to take the company." (How America's Best Places to Work Inspire Extra Effort in Extraordinary Times). This means that there are real social interactions between people in the same company. An employee can be a real part of the company and is not just a pawn who comes every day to do the same job for ages just to win money. Thus a company is a real social and moral place where people are always in interaction voluntarily (when they talk together) or involuntarily (by the "physical language" expressing their moods). This previous sentence could be nuanced because it depends of people: some like their work, others don't. "Engaged employees stay for what they give (they like their work); disengaged employees stay for what they get (favourable job conditions, growth opportunities, job security)." (Blessing White's The State of Employee Engagement 2008). Anyway, if someone just stays in a company because he/she has not the choice (did not find another job...), this person can have social relations with his/her colleagues: "Oh, you hate your job? Why didn't you say so? There's a support group for that. It's called everybody, and they meet at the bar." (Drew Carey - American actor, comedian, television presenter and photographer).

Although the nature of the relationship between an employee and his or her employer considered to be correct varies from one company to another, generally speaking, employer and employee relationships should be mutually respectful. The degree of closeness in these relationships will depend on both the employer and the employee. Some employers opt to keep their employees at a distance and, in doing so, ensure that there is no confusion as to the hierarchy that exists between them. Others elect to become friendlier with their employees, seeing this as a way to amp up employee happiness. While neither option is entirely right or wrong, it is wise to avoid getting too close to employees, as doing so can cause the line between employer and employee to become blurred. Most of the time, it is not advisable for an employer to develop romantic relationships with his employees for example. In addition, an employer is responsible for ensuring that the relationship he has with an employee is not much closer than the one he develops with other employees in the company. Indeed, this can give rise to a feeling of favouritism or even injustice on the part of all staff towards a particular person.

It is therefore necessary to set limits within the framework of the company. However, an employer must be able to listen to its employees because if it does not take their concerns into account, this could lead to a number of important and sometimes costly problems. Apart from staff turnover (hiring, dismissals, replacements, etc.), workplace violence also poses a risk to the company if employees do not feel listened to. Those who feel deserted by managers may also jeopardize the security of the company's confidential information by sharing it with another competing company, which may then have access to a large amount of knowledge. A company that does not foster a productive social relationship between employees and managers can also have a bad reputation in its industry: "Dispirited, unmotivated, unappreciated workers cannot compete in a highly competitive world." (Francis Hesselbein - President of the Hesselbein Leadership Institute). That's why a company should works like a team; everybody who has a job in this firm is a member or the team: "Coming together is the beginning. Keeping together is progress. Working together is success." (Henry Ford). Indeed in a company, the most important thing is the employees because without them, the business cannot work anymore: "The two most important things do not appear on the company's balance sheet: its reputation and its people." (Henry Ford). Furthermore, to work well a team (implied a company) need motivation, aims and acknowledgement: "The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different."(Rick Pitino - American basketball coach). Moreover, motivation is not just simple words; it's also daily actions! Thanks that, people can maintain good relations with each other and it's a real quality of a manager: "Motivation is the art of getting people to do what you want them to do because they want to do it." (Dwight D. Eisenhower - American military and statesman).

So we can say now that when an employer hires a new employee, he is not just bringing a new member of the workforce aboard; he is also starting a new relationship. Because employers and employees often work in close quarters, they necessarily develop relationships. Managing these relationships is therefore vital to business success, as strong relationships can lead to greater employee happiness and even increased productivity. Just as with all relationships, the employer and employee relationship is one that must develop over time. Employers can promote the building of relationships by speaking candidly with their employees about their lives, asking them about their families and learning about their interests. Similarly, employees can promote the building of this relationship by being open with their employer and sharing information about themselves and their lives.

Thanks to this, people can become more invested in their job and more broadly speaking, in the life of the company: “When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.” (Simon Sinek - Improper Citation author of books on management and motivation).

When an employee works in a job that matches their skills and talents as closely as possible and when his bosses take care of him, then he fees glad and fulfilled: “Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.” (Anne M. Mulcahy - CEO of Xerox). Improper Citation The relationships he has with others are therefore better, the team functions harmoniously and the work is done in an atmosphere of trust and respect. The success of a company is therefore based on mutual cooperation, the links that employees have with each other, including with their bosses: “The way to develop the best that is in a man is by appreciation and encouragement.” (Charles R. Schwab - American investor, financial executive, and philanthropist). On the other hand, an employee who is not satisfied in his working environment will delay teamwork and therefore achieve fewer results. This atmosphere will then influence the employer who will be dissatisfied and will tend to be too much in search of mistakes! (Source: Business Incentives). "Trust influences results" (according to the Memphis Journal). We are therefore dealing here with social relations that directly affect the company's operations. Thereafter, employers must use positive communication with their co-workers so that they can better understand each other's needs, as well as the employer's needs: “It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.” (Jack Welch - former President of the American group General Electric). In this way, workers can accomplish their individual tasks by understanding how their work relates to others and what others expect and need from them. Workplace relationships improve when employees understand the importance of their individual work and its impact on the entire organization. "Healthy employee relationships play an important role in motivating employees and increasing their confidence and morale.” (Source: ManagementStudyGuide.com).

However, even if a company works as a team - as we have already said - the employer must explain exactly what the different tasks an employee must perform for his or her work are. By defining where one person's duty ends and another's begins, boundaries are established and a division of labour can occur. The organization of work depends on the division of labour.

The division of labour depends on mutual trust and respect, which is the foundation of positive working relationships: "A group of people get together and exist as an institution we call a company so they are able to accomplish something collectively that they could not accomplish separately – they make a contribution to society, a phrase which sounds trite but is fundamental." (David Packard, co-founder of Hewlett-Packard).

To conclude with this part, we could say that the main aim of a company is to develop as much as possible a good communication and promote the "happy feeling" in the workplace: "When people go to work, they shouldn't have to leave their hearts at home." (Betty Bender). Moreover, it's not that difficult to maintain a good relationship with employees but the opposite, I mean if the employer do not care about his colleagues, can have a real bad impact on the organisation's functioning: "Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune." (Sam Walton - founder of the Walmart shopping centre chain). In other words, if the company's management takes into account the workers' feelings, if employers try to do their best to create a pleasant atmosphere in the organisation, this will have many positive impacts for the company, which will then see its performance increase: "On what high-performing companies should be striving to create: A great place for great people to do great work." (Marilyn Carlson - former CEO of Carlson Companies).

Impacts of social relations at work: Example of Macdonald:

With its new way of operating, Macdonald's says goodbye to long queues and kitchens hidden behind a row of cashiers! This there Citation Needed heavals in human resources management. At the recruitment level, new skills are being sought by recruiters. Although there have been no major changes in recruitment techniques, new skills are now required to work at McDonald's. Previously, recruiters focused on efficiency and operational efficiency. Today, they are more interested in relationships: "We put customer relations at the heart of the business. The employee must understand the customer, be able to easily reach out to them to help them" (according to Claire Silva, McDonald's Vice President of H Improper Citation). In addition to know-how, the fast food chain is now adding a know-how and "soft skills" that it is trying to promote. Subsequently, we can see that there is personalized follow-up in the training of employees. Indeed, all training sessions have been redesigned to teach the culture of service, but also of innovation and initiative. In addition, a newcomer is now assigned a trainer chosen from the existing team for about ten days.

During this period, this tutor remains constantly at his side to help him, answer his questions and train him. We speak of "symmetry of attentions" (according to Claire Silva). For McDonald's, since a customer must be welcomed as soon as they enter a restaurant, a new employee must be welcomed as soon as they join the company: “Employees engage with employers and brands when they’re treated as humans worthy of respect.” (Meghan M. Biro, - author of Your Employees are Engaged…REALLY?, Forbes).

The brand's "new" restaurants are also developing more different services. For example, digital tools such as control terminals allow employees to save time and thus develop new services. "Digitisation creates another added value and gives the opportunity to recreate the link with the customer" (still according to Claire Silva). In partnership with the Service Academy, a consulting and training firm specializing in service culture, since 2014, McDonald's has implemented a new service and management framework. A convention lasting a few days made it possible to explain and teach employees this new way of working. To bring this cultural change to life, the group is committed to creating events on a national scale or in restaurants. The latest is the "challenge service", which has given all restaurants the opportunity to define their own way of meeting customer needs. The objective was for each employee in a team to take initiatives and express their creativity.

This company has therefore taken into account these numerous social interactions and moral connotations in its management. Interactivity between employees and their superiors is always present and valued! We can therefore say that McDonald's uses these social connotations to derive maximum positive impacts (employee productivity, willingness to stay in the company, customer satisfaction, etc.): “Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain, and transform work into results.” (David Zinger, Let’s Co-Create an Employee Engagement Charter, The Employee Engagement Network). This way of thinking is the best ever because as Ian Hutchinson said (author of People Glue): “Your number one customers are your people. Look after employees first and then customers last.” Moreover, happy employees mean happy customers as they work in a good atmosphere and procure them a good quality of services. Customers feel therefore better in the restaurant (or wherever this kind of management is used) and want to come back: “Always treat your employees exactly as you want them to treat your best customers.” (Stephen R. Covey - American author, businessman and lecturer).

Conclusion:

Finally, even if the wage takes an important place, the best solution is for employers to take steps to improve the relationship between the employee and the manager to facilitate a very productive and happy work environment. On the one hand, managers can implement employee recognition or reward programs to thank workers for a job well done. On the other hand, regular meetings and communications between employees and managers are also important, especially if workers feel disconnected from the company's management. The most important thing is that employees understand their place in the company. I conclude with this quote: "Research indicates that workers have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on in the company." (Zig Ziglar – American author).

Improper Citation

Bibliography:

Websites: Incorrect referencing

Chron → https://smallbusiness.chron.com/employeremployee-relationship-16737.html

Frontstream → https://www.frontstream.com/30-inspirational-employee-engagement-quotes/

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ManagementStudyGuide.com

(e)Books:

The employment relationship / PDF version → https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/ARMSTRONGS%20HANDBOOK%20OF%20HUMAN%20RESOURCE%20MANAGEMENT%20PRACTICE/15%20-%20The%20Employment%20Relationship.pdf

Management: Tasks, Responsibilities, Practices

The Practice of Management New York

HRM-Assignment 1-J.A

GRADEMARK REPORT

FINAL GRADE

29/100

GENERAL COMMENTS

Instructor

Poor engagement with essential reading. Poor use of referencing and in text citations 5/30

Major gaps in knowledge of subject matter. Some satisfactory arguments on economic aspects of employment but question refers to the implications of employment for wider society not social relationships within the workplace. This is a major misunderstanding. 10/30

Mostly descriptive with little attempt at evaluation and critical writing. Lots of unsubstantiated arguments which are not supported with evidence. Poor conclusion. 9/30

Presentation and structure satisfactory 5/10

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QM **Stylistics**

Additional Comment

First person plural. Academic writing should be in third person

QM

Incorrect referencing

Additional Comment

Not Harvard format

PAGE 4

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explanation required

explanation required

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Stylistics

Additional Comment

First person

QM

Stylistics

Additional Comment

not "we"

PAGE 5

QM

Incorrect referencing

Additional Comment

not harvard format and not in bibliography either

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Incorrect referencing

PAGE 6

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RES-INF LIT

Research-informed Literature. Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions

OUTRIGHT FAIL 0-29%	Little or no evidence of reading. Views and findings unsupported and non-authoritative. Referencing conventions largely ignored.
UNSATISFACTORY 30-39%	Poor evidence of reading and/or of reliance on inappropriate sources, and/or indiscriminate use of sources. Referencing conventions used inconsistently.
SATISFACTORY 40-49%	References to a limited range of mostly relevant sources. Some omissions and minor errors. Referencing conventions evident though not always applied consistently.
GOOD 50-59%	Inclusion of a range of research-informed literature, including sources retrieved independently. Referencing conventions mostly consistently applied.
VERY GOOD 60-69%	Inclusion of a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing conventions, consistently applied.
EXCELLENT 70-79%	A comprehensive range of research informed literature embedded in the work. Excellent selection of relevant and credible sources. High-level referencing skills, consistently applied.
EXCEPTIONAL 80-100%	Outstanding knowledge of research-informed literature embedded in the work. Outstanding selection of relevant and credible sources. High-level referencing skills consistently and professionally applied.

SCALE 8

K & U SUBJECT

Knowledge and Understanding of Subject. Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.

OUTRIGHT FAIL 0-29%	Major gaps in knowledge and understanding of material at this level. Substantial inaccuracies.
UNSATISFACTORY 30-39%	Gaps in knowledge, with only superficial understanding. Some significant inaccuracies.
SATISFACTORY 40-49%	Evidence of basic knowledge and understanding of the relevant concepts and underlying principles.
GOOD 50-59%	Knowledge is accurate with a good understanding of the field of study.
VERY GOOD 60-69%	Knowledge is extensive. Exhibits understanding of the breadth and depth of established views.
EXCELLENT 70-79%	Excellent knowledge and understanding of the main concepts and key theories. Clear awareness of challenges to established views and the limitations of the knowledge

	base.
EXCEPTIONAL 80-100%	Highly detailed knowledge and understanding of the main theories/concepts, and a critical awareness of the ambiguities and limitations of knowledge.

SCALE 8

ANALYSIS

Analysis. Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.

OUTRIGHT FAIL 0-29%	Unsubstantiated generalisations, made without use of any credible evidence. Lack of logic, leading to unsupportable/ missing conclusions. Lack of any attempt to analyse, synthesise or evaluate.
UNSATISFACTORY 30-39%	Some evidence of analytical intellectual skills, but for the most part descriptive. Ideas/findings sometimes illogical and contradictory. Generalised statements made with scant evidence. Conclusions lack relevance.
SATISFACTORY 40-49%	Evidence of some logical, analytical thinking and some attempts to synthesise, albeit with some weaknesses. Some evidence to support findings/ views, but evidence not consistently interpreted. Some relevant conclusions and recommendations, where relevant.
GOOD 50-59%	Evidence of some logical, analytical thinking and synthesis. Can analyse new and/or abstract data and situations without guidance. An emerging awareness of different stances and ability to use evidence to support the argument. Valid conclusions and recommendations, where relevant.
VERY GOOD 60-69%	Sound, logical, analytical thinking; synthesis and evaluation. Ability to devise and sustain persuasive arguments, and to review the reliability, validity & significance of evidence. Ability to communicate ideas and evidence accurately and convincingly. Sound, convincing conclusions / recommendations.
EXCELLENT 70-79%	Thoroughly logical work, supported by evaluated evidence. High quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Strong, persuasive, conclusions, justifiable recommendations.
EXCEPTIONAL 80-100%	Exceptional work; judiciously selected and evaluated evidence. Very high quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Highly persuasive conclusions.

SCALE 8

PRAC APP&DEPL

Practical Application and Deployment. Effective deployment of appropriate methods, materials, tools and techniques; extent of skill demonstrated in the application of concepts to a variety of processes and/or contexts; formulation of innovative and creative solutions to solve problems.

OUTRIGHT FAIL 0-29%	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application.
UNSATISFACTORY 30-39%	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application.
SATISFACTORY 40-49%	An adequate awareness and mostly appropriate application of well established methods, materials, tools and/or techniques. Basic appreciation of the context of the application.
GOOD 50-59%	A good and appropriate application of standard methods, materials, tools and/or techniques. Good appreciation of the context of the application, with some use of examples, where relevant.
VERY GOOD 60-69%	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive use of examples, where relevant. Evidence of some innovation and creativity.
EXCELLENT 70-79%	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, with extensive use of relevant examples. Application and deployment extend beyond established conventions. Innovation and creativity evident throughout.
EXCEPTIONAL 80-100%	Outstanding levels of application and deployment skills. Assimilation and development of cutting edge processes and techniques.

SCALE 8

SKILLS PROF P

Skills for Professional Practice . Demonstrates attributes expected in professional practice including: individual initiative and collaborative working; deployment of appropriate media to communicate (including written and oral); clarity and effectiveness in presentation and organisation.

OUTRIGHT FAIL 0-29%	Communication media is inappropriate or misapplied. Little or no evidence of autonomy in the completion of tasks. Work is poorly structured and/or largely incoherent.
UNSATISFACTORY 30-39%	Media is poorly designed and/or not suitable for the audience. Poor independent or collaborative initiative. Work lacks structure, organisation, and/or coherence.
SATISFACTORY 40-49%	Can communicate in a suitable format but with some room for improvement. Can work as part of a team, but with limited involvement in group activities. Work lacks coherence in places and could be better structured.
GOOD 50-59%	Can communicate effectively in a suitable format, but may have minor errors. Can work effectively as part of a team, with clear contribution to group activities. Mostly coherent work and is in a suitable structure.
VERY GOOD 60-69%	Can communicate well, confidently and consistently in a suitable format. Can work very well as part of a team, with very good contribution to group activities. Work is coherent and fluent and is well structured and organised.

EXCELLENT 70-79%	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.
EXCEPTIONAL 80-100%	Can communicate with an exceptionally high level of professionalism. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Work is exceptionally coherent, very fluent and is presented professionally.

SCALE 8