HUMAN RESOURCE MANAGEMENT

EXECUTIVE SUMMARY

This report describes the management of human resources in B.R. Richardson Timber Products Corporation. There is a problem going on in the firm, and industrial relation manager wants to have motivation course for blue-collar workers for which he approached Jack Lawler. However, the problem did not exist only at operational level but also at all levels of management. For that aspect, he carried out investigation plan and then recommended the solution for solving the present issue. The issue was of communication gap, and this acted as the roots for all the problems in a firm. Furthermore, he recommended the solution of team working which he implemented using various actions.

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INTRODUCTION

Human resource management (HRM) is basically a management where human resources of the company are managed. It is generally designed by HR department for the purpose of maximizing employee performance in service of strategic objectives of the employer (Armstrong and Taylor, 2014). Furthermore, the work of HRM is very vast and is related to every point related to employees of the firm. It includes; recruitment & selection, remunerating & rewarding them for their good job, solving their grievances, educating or providing training to them, providing facilities and healthy environment to work within, properly communicating with them, motivating them and providing leaves to them and many more related activities.

This report emphasizes over the HR management in B.R. Richardson Timber Products Corporation. Moreover, it has been identified that this is a family-held corporation and is comprised of four small companies. The HR manager of the firm Jack Lawler did a visit to one of its division which is located in Papoose the name of that division is Papoose Laminators Co and interviewed the industrial relation manager and the company secretary and some of the supervisors of different departments. However, he finds out that there are lots of problems existing in this company and due to which grievances among the employees are increasing. Moreover, the report discusses the problem which the company is facing, and the aim of this report is to identify the problem in a firm and take corrective measures to solve the issue. Furthermore, a scope of this report is very vast, and the solution and recommendation of the same can be utilized by the reader for solving the similar problem in their firm (Boxall & Purcell, 2011).

DISCUSSION

Applying theory and literature for analysis of present issue in the organization

In this report, Jack Lawler is an HR manager in B.R. Richardson Timber Products Corporation. This company has four divisions; B. R Richardson Lumber Company, Papoose Laminators Co., B.R. Richardson Logging Co. and Prairie Wood Products Co. The Industrial relations manager Richard Bowman approached Jack Lawler for conducting motivation course for the blue collar workers in Papoose Laminators Co. because morale in this section is very low. Moreover, there had been an accident in the plant a few months back, and there is a common

complaint amongst the worker that plant manager is bit authoritative. For this aspect, Bowman wanted to conduct the course within the next few months.

Furthermore, Lawler visited the branch along with two more attendants and interviewed the secretary, Bowman, middle manager Joe and some other supervisors of different departments. After interviewing, they found that the major problem in the company is of communication. There is a lack of communication in all departments due to which the motivation is getting down among all the employees at the operational level. Moreover, due to this issue, none of the employees has a proper discussion with their supervisor and so on. Furthermore, the major goal of the HR manager is to educate the people regarding the importance of communication at a workplace. According to, Beardwell and Thompson (2014) communication in business is as important as breathing for the human being. If the human being stopped breathing then he will die, similarly, if communication is lacing at business, then business will die. Moreover, communication connects all the levels of management in the company and enhances the morale among the employees as well as workers. Moreover, Brewster and Hegewisch (2017) supported the arguments and commented that communication helps in promoting motivation because employees are always informed and clarified about their task to be done, the manner in which they are carrying in out and how to bring improvement in their working.

There are various theories linked with this issue, and it is important for the laminating company to implement in it for solving this issue. Some of the theories are; Wilbur Schramm's Modifications in which he describes the context of the relationship, and how that relationship will affect Communicator A and Communicator B (*Communication Models and Theories,* 2017). This theory is related with the on-going issue in Papoose Laminator Co. because the relationship between sender (Joe) and receiver (Bowman) is not healthy and due to which proper information cannot be transferred to the receiver from sender. Similarly, due to bad relationship, whatever Rolf conveys something to Ron, get distorted.
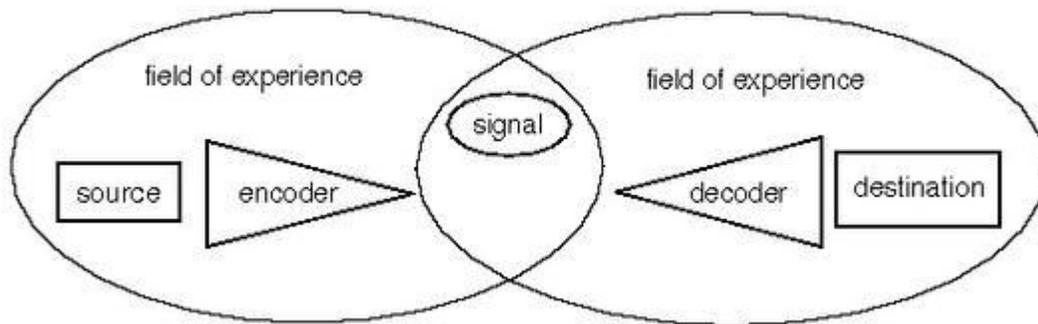
Figure 1: Wilbur Schramm's Model of Communication

Moreover, the other theory is of Walter Lippmann; in this, the author has described several barriers to effective communication, and that include artificial censorship, gatekeepers in the media, shrinking news holes, limitation of social contact and meager time for paying attention. Therefore, in this case, this theory get applied because one of the barriers to effective communication are suiting this case and that is limited social contact among all the managers and supervisors, and this has resulted into misconception among every authority. Due to this issue, the morale of the employees has gone down, and they are not working willingly (Guest, 2011). Along with that, all of them does not seems to like each other and their way of working.

Identification of organizational issues and critically analyzing the issue

From the above discussion, it has been analyzed that there is a lack of communication among the employees in the Papoose Laminators Co. Moreover, with the help of a theory of Walter Lippmann, it has also been assessed that limited social contact among employees has led to the occurrence of this issue. Due to this problem, the morale of the employees tends to go down. However, because of the low morale, every work seems like a big pressure for them and no one seems to like their job role (Jackson, Schuler and Werner, 2011). Furthermore, it can also be assessed that not only communication is the problem existing in the firm; there are many other issues which are not addressed by the management. Some of the issues could be no grievance handling procedure, no motivational programs to be conducted, employees are not remunerated properly due to which they do not like their job roles and peer pressure from the supervisor has led them to work under high pressure. Employees are forced to do overtime for which they are

not paid appropriately, ineffective leadership. Therefore, all these have led to the ineffective working in an organization.

However, it can be critically analyzed that all these issues which have been stated above are happening due to lack of communication only. It can be justified that, when there is no proper contact between two executives then misunderstanding would increase and this will lead to a misconception about each other. Similarly, Richard Bowman and Joe Bamford do not like each other because of lack of social contact. Moreover, Joe Bamford does not properly know about the employees working in which department. It clearly shows that there is a clear problem of less communication. Due to the rivalry at a higher level, operational level employees are getting affected. Along with that, operational level employees' wants that executives must come to meet them and discuss their problems, but none of them come to the plant which has lower down their morale (Griffin and et al., 2010).

Identification of the alternative solutions

From the above discussion, it has been assessed that in B.R. Richardson Timber Products Corporation, a major problem is of communication gap. To solve the issue of communication, there are various alternatives have been suggested by Jack Lawler who is a training manager in a firm.

Lawler studied the whole problems by interviewing the secretary, industrial relations manager, and manager of Papoose Laminators Co. After that, he found the problem of lack of communication among all the employees for that he suggested several alternatives. Firstly he made the date sheet and scheduled the regular time for communication among top management-middle management-lower level management. For this, he can organize a conference where they can meet discuss their working and problems they are facing. This way they can get to know about the issues which every level manger is facing. Secondly, industrial relation manager, Richard Bowman must meet workers at shop area on a weekly basis and meet supervisors once in a day and note their problems and do the grievance handling (Broadbent, 2013). This will boost the morale of the workers. Along with that, the third solution is of identifying the effective and ineffective behavior of employees so that effective behavior can be promoted among everyone in order to enhance the communication among each other. Furthermore, for dissolving ineffective behavior, Lawler should aim to conduct a program where employees are prepared to overcome their ineffectiveness. Moreover, team work should be promoted in the company in

order to bring people close while working. This will help the firm in carrying out their working with the collaborative efforts of all the team members. Moreover, a team should be made at every level and not only at a lower level.

<u>Justifying the chosen recommendation to the problem of organization</u>

From the above alternatives given for the solution of a problem, Lawler must choose the promotion of team work. This recommendation is regarded as one of the best solutions for improving communication among all the employees of Papoose Laminators Co. It can be justified that team working enhances communication among the team members. Firstly, formal communication will take place all related to team work and regard to the accomplishment of goals (Watzlawick, Bavelas and Jackson, 2011). Gradually, team working will enhance informal communication as well which will bridge the gap between supervisor and superintendent. Because of this initiative, team members will identify the behavior of each one and also they would adjust due to imperfection among them. Furthermore, they will also identify the good things among each other, and this will enhance the team working spirit among them.

Moreover, multiple teams should be formed by taking every employee in a team. Further, this will engage every employee in a team. For instance, a team of executives should be made which involves, Juanita, Richard Bowman, Joe Bamford, Susan, and Rolf. The other team should include, Richard Bowman, Jim, John, Ron, Bob, Bennis, McClough, Dirk, and Walton. This will encourage the supervisors at an operational level in carrying out their working. Furthermore, the other team should have all the crew members, Joe, Rolf, and Bowman. By this, they would be able to communicate them on a regular basis which will boost their morale (Lindlof and Taylor, 2011). Moreover, by adopting this team working, not only communication gap will be filled, in fact, but motivations among the employees will also increase, and they will tend to do work by whole-heartedly and not under pressure.

However, team working is not always desirable because due to this alternative, intra-team and inter-team conflict will increase gradually which is not healthy for the organization in the long run. Further, when high authority and lower level workers are in the same team then unequal participation takes place which will not be liked by the other team members, and this will lower down their production (Switzler, 2009). On the contrary, it can be argued in support of this alternative that by making this team, team members would be aware and clear about their roles as it would be guided directly by the higher authority which will encourage them to do

more work and without pressure because this is a pride moment for them to work directly with the management. Therefore, this alterative of promoting team working can be recommended as one of the best solution for the identified problem.

<u>Implementing the solution to the organizational issue by undertaking appropriate action</u>

Jack Lawler has decided the best solutions for the present problem in the company. However, it is difficult to implement in the firm for solving the issue. For that aspect, he will undertake various actions for better implementation (Griffin and et.al., 2010). Firstly, he must conduct a discussion session with every employee of the firm and laid down the advantages of working as a team. After that, he should conduct one-to-one session with each employee of a firm in order to identify their opinion. If the response is positive, he must make teams accordingly and implement the solution. If the response is not positive, then he must educate and provide training to everyone again and then implement the solution. After implementing, he must check the result on a weekly basis in order to know the result, and if any deviation found, that could be corrected using corrective measures.

CONCLUSION

From the above file, it can be concluded that organizational problem could damage the business at the worst level. Therefore, it is important to identify the problem at the right time. Moreover, communication is an essential part of any business which should be enhanced over time in order to bridge the gap between all the employees. Thus, communication is regarded as the best remedy for every problem. Moreover, it enhances motivation as well. Further, this report also concludes that if there would be proper communication then the employee will work more enthusiastically and this way their grievance will also get resolved.

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