An assessment of critical blockages - The theory for human resource development program in organization

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Abstract. A philosophy of management states that one cannot manage what one cannot measure and one cannot measure what one cannot describe. Then this article would show the way to measure them. The determination of the different factors that block the development process is a vital step in the design and implementation of a coherent organizational development program. The dimension that serve as critical blockages include inadequate recruitment, poor training, low motivation, low creativity, poor teamwork, and unfair reward.

In the age of information, all organizations create sustainable value from leverage in their intangible assets - human capital; databases and information systems; responsive, high quality process; customer relationship and brands; innovation capabilities; and culture. The trend is moving from a product-driven economy, based on tangible assets, to knowledge and service economy, based on intangible assets (Kaplan and Norton, 2003).

According to American futurist Alvin Toffler in his books The Third Wave who describes three periods of economic evolution: the agriculture wave, which lasted from 8000 B.C. to the mid-eighteen century; the industrial wave, which lasted until the late twentieth century; and the finally the information wave, which began in the 1960s and will last for many decades to come. These date of course approximate and overlapping. The first wave was driven by physical labor, the second wave

by machines and blue-collar workers, and the third by information technology and knowledge workers. From here on, we will refer to the coming information or digital age as the third wave economy to distinguish it from the industrial age. Witnessing the happening of the third wave, Peter F. Drucker described, "Every few hundred years in Western history there occurs a sharp transformation… Within a few short decades, society rearrangement itself - its worldview; its basic values; it social and political structure; its art; its institutions. Fifty year later, there is a new world. And the people born then cannot even imagine the world in which their grandparents lived and into which their own parents were born." After a few hundred years since Industrial Revolution, the face of the world was rapidly changed and dramatically transformed. It caused for a range factors changed following as the impact of technology; the global market; government-driven change; the changing face of competition; the changing pattern of employment; or the rise of knowledge as the

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key economic resource. Thus from that changing factors cause directly to the organization's way and its strategic development.

Recent surveys reveal that although business supervisors firmly believe that people are the most important asset, most supervisors are at a loss to prove that investments in people lead to improved business results. Common metrics like economic value added and return on investment shed little light on how an organization's human assets are performing. They say even less about whether an organization's people development processes are attuned to its business challenges.

1. Conceptual framework

A philosophy of management states that one cannot manage what one cannot measure and one cannot measure what one cannot describe. (Kaplan and Norton, 2003.) The determination of the different factors that block the development process is a vital step in the design and implementation of a coherent organizational development program. The dimension that serve as critical blockages include inadequate recruitment, poor training, low motivation, low creativity, poor teamwork, and unfair reward.

Impediments or blockages to the attainment of organizational goals may take shape at various levels, from exogenous macro factors like events in the global arena, to the endogenous and localized physical, economic, social, political and cultural factors, down to the micro social psychological or even purely (individual) psychological factors as seen above. Theories and analytical models have been developed to examine phenomena in a variety of levels. In the global order, the realization of organizational goals may be hampered by sour relationships among nations. But the opposite may be true. For example, good relationships between two nations A and B may encourage A to buy more goods and

services from B that may result in the immediate increase in export volume for B, assuming elasticity of output for export. But this demand from A is dependent upon outside factors that are beyond the direct control of B and therefore exogenous in that relationship.

Under conditions of good relations and favorable circumstances, increased demand from Country A may stimulate more economic grind in B to meet the level of demand. Hence, B has to improve its local resources, infuse more capital, and engage more labor, and so on. This improvement or growth may be denoted as Y, and can be treated as the function of the following factors: natural resource (N), physical capital (K), raw labor (L), technology (T) organization (O), and human resources or polished labor (H), and other factors not included in the model:

$$Y = f (N, K, L, T, O, H) + e,$$

Or improvement/growth Y is a function of N, K, L, T, O, H, plus some error term, as defined above (cf., Todaro, 2001).

Looking at how employees view blockages (or conversely, its facilitators) from the side of organization and human resource, one sees almost immediately that these views can be colored by the position that employees occupy in the organizational hierarchy. Reworded, employees occupying different hierarchical levels may have different perspectives on blockages (or facilitators) (Peabody, 1960; Martinez, 1992).

In discussing the Developmental Model in studying human behavior, Martinez (1992:12) said: "To the extent that people are well-screened and selected, maintained and supported, recognized and developed, they can bring in and develop the various artifacts of an organization: philosophy, funds, values, structure, facilities, and technology. People are the main crux and heart of the organization." (cf. Bernies in Mayo and Nahria, 2005)

Employees are screened, selected and placed in different positions and roles. Those

occupying the positions of authority and entrusted to make substantive decisions for the organization are generally more educated, more experienced, morally upright, better in psychological disposition, and so on than those occupying lower positions in the hierarchy. These then substantiate the "Law of Individual Differences." Differences in positions therefore goes with variations in beliefs, values and expectations, which in turn lead to "selective perception" in which people tend to attention to those features which are consistent with or which reinforces their own expectations (Newstrom and Davis, 1993: 12-13).

It is logical to posit therefore that the employees' view of the blockages depends upon their positions in the organization. Those in the supervisory position may see fewer blockages because they are responsible for the substantive decisions than those in the non-supervisory positions.

2. Critical blockages

Critical blockages are organizational practices that serve as barriers or impediments to the attainment of organizational goals. As such, they affect the performance of the most vital resource in an organization - people.

In the concept of organizational development, critical blockages refer to the institutional variables that serve as blocking factors toward development. They are therefore, the problem of the organization; these factors obstruct management's effort of achieving organizational goal. Institutional variables that serve as critical blockages toward organizational development variables include inadequate recruitment, poor training, low motivation, low creativity, poor teamwork, and unfair rewards.

People energize and give life to system. People make the fundamental decisions that influence system outputs for better or for worse. "Get me the right kind and the right number of people at the right time," sounds a simple enough cry of a manager but it is easier said than done. Effective planning is necessary to make certain that the right number and kind of employees are available to implement a organization's strategic plan (Bateman and Sell, 1996). Martires (1991) affirmed this by stating that the organization has to ensure an adequate supply of the right quality and quality of human resource at all levels and in all positions at the right time and in the right place to man the jobs that have been properly identified and described. It is imperative then for management to give priority to human resource acquisition if it (management) wants to ensure the healthy operation of the organization.

To begin with, managers have to decide how many people to employ in a certain task and what knowledge and skills they require. Managers are then responsible for selecting and training people who have or can develop the skills needed to achieve the organization's goals (Cook and Hunsaker, 2001). Harold Koontz and Cyril O'Donnel (1996) corroborated this by pointing out that every organization should be vitally concerned about the quality of its people, and this involves the proper and effective selection, appraisal, and development of personnel to fill the different tasks in the organizational design.

3. Inadequate recruitment

Noe and Hollenbeck (1996) cited John Gardener who listed a set of rules for an effective organization. The first rule is that an organization must have an effective program for the recruitment and development of talent. Through recruitment, the organization seeks applicants for potential employment. To this end, the first step in the recruitment process is the attraction of qualified applicants. This can be though various modes of active recruitment like multimedia advertising, career days, and contact with graduating classes, open houses,

continuing education and conventions. Word of mouth can be very effective, but it can also lead to hiring of relatives and friends of the current work force; this may lead to nepotism and violate equal opportunity employment requirements (Marriner - Tomey, 1996). With the process of recruitment, we will be able to create a pool of applicants from whom we can select potential employees.

Organization needs someone responsible for recruitment. Recruiters should know job qualifications and the needs of the institutions. To aid in the selection of the best candidate for the job, and adequate budget should be provided for necessary advertisement, and these advertisements should depict an institution that cares about employees and clients (Marriner - Tomey, 1996).

The term Recruitment is also understood as the research for potential applicants for actual and anticipated vacant positions in the organization. It is a process of linking the sources of labor and the organization, which is the specific labor market. Two types of sources can be tapped for this purposed: internet and external.

The organization itself is the first and easiest source because of its first hand knowledge of its workers who have been tried and tested. Using this source also saves recruitment, screening and selection expenses on the part of the organization. Furthermore, recruitment from within increases the general level of morale of employees who feel that there are avenues for their promotion or transfer instead of there being locked up in dead-end jobs. Since morale is heightened, the employees' preparation for the eventualities of promotion or transfer is encouraged.

External source is mainly tapped when the positions, whose job characteristics cannot be met by existing personnel, cannot be given overload without sacrificing the quality of their work, new hires are needed, and lower entry jobs necessitate new rank and file workers. At the upper levels, taking in applicants from outside the organization inbreeding. The organization should hire not only people whose holding the professional degree which is the same field of organization focus, but organization should also hire people from different fields and from them, they can imbue with different ideas, new concept, and non-traditional perceptions. A good mix is needed for blending of old and new ideas.

4. Poor training

Effective controls system will disclose if actual performance outcomes are consistent with organizational goals. Sherman, et al., (1996) pointed out that discrepancies between the knowledge, skills and abilities demonstrated by a job holder and the requirements contained in the description and specification for that job provide clues to training needs, thus, training should begin with a needs assessment to identify the jobs, people and departments for which training is necessary (Bateman and Snell, 1996). Training has become a by word in any office that even Franco (1988) unequivocally stated that no business today could survive without the benefit of any form of training. Organizations use their jobs. Effective training can enhance performance while ineffective training or lack of training cannot enhance performance (Kreitner and Kinicki, 1998). Coping with job demands against a backdrop of work turbulence require training and retraining of employees to maintain the lead in competitive endeavors as Shani and Lau (1996) contented.

Training of employees in business and in industry may be defined as a carefully planned and handled effort of management, through competent instructors, to impact "know-hoe" and develop or improve certain phases of individual skills, attitudes, discipline, behavior, or knowledge to make him either more effective on his present job or better qualified for another job (Sison, 1991).

It can seen that training for specific skills and for building a stable working force is a program designed by managements to achieve the following objectives:

Productivity, to make the employee performed his job more efficiently.

Effectiveness in the present job, to make the employee improve or increases his skills or knowledge which the training endeavors to develop.

Qualification for a category in order to overcome obsolescence or inbreeding arising from the policy of promotion from within.

Morale Booster: To improve the employee's attitude towards his job, his fellow workers, his supervisor, and the firm as whole.

Managers and supervisors recognize that the effectiveness of an employee depends largely on the knowledge, skills and attitudes, which he possesses to perform his duty. Training is therefore designed to help the employee adjusted to work situation, to develop his pride in an enthusiasm for the job, to maintain his standards of service, and to help him prepare for advancement of jobs of greater responsibilities and challenge. As a form of employee development, training is an important means of boosting the morale and enthusiasm of the employee for greater output and of developing employee loyalty and interest in the organization (Sison, 1991).

5. Low motivation

Employees become positively disposed to training if they are effectively motivated. Kreitner and Kinicki (1998) noted that effective employee motivation has long been one of management's most difficult and important duties. Success in this endeavor is becoming a one difficult challenge that managers have to face and execute. While some management functions may be delegated, motivating employees is the manager's responsibility so the latter has to understand motivation.

Motivation represents those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed (Kneitner and Kinicki, 1998) which makes someone try hard by expending high level effort channeled in a direction that benefits the organization and satisfy individual needs, (Robbins, 1996). The boss, who is in charge of goading people, processes and put them to use. The boss who cannot motivate people has a dim hope of becoming a successful manager or Superiors as Franco (1988) predicted.

In the light of today's fast-paced decisions, an organization's ability to motivate the creativity and innovation of its employee is becoming important. Kneitner and Kinicki (1998) cited Scott (1995) who viewed creativity as the process of using imagination and skill to develop new or a unique product, object, process or thought. Once can create something new (creation), one can combine or synthesize things (synthesis), or one can improve or change things (modification). Shani and Lau (1996) disclosed that at present, the buzzwords creativity and innovation fill the work vocabulary. Creative individuals are dissatisfied with the status quo. They look for new and exciting solutions to problems. In organization, everyone has a potential for creativity - to solve problems and to give new ideas. The talent is not reserved only for exceptional individuals and extraordinary accomplishments but recognizing it even in practical problem-solving activities of ordinary people has introduced a new perspective forms which to grasp the challenge of the ordinary, as observed in Stenberg's studies in unskilled workers in a milk-processing plant. To encourage creative thinking and innovation management should not only provide a free, supportive and participative environment but also innovative and incentive systems.

Motivation is the intrinsic inducement that propels an individual to think, feel and perform in certain ways. It is internalized and the most important yet illusive determination of work behavior.

Motivation is a very significant factor in the efficient performance and retention of workers.

Management should be aware of and should recognize their motives in order to guide, lead, and direct them properly. The dynamics of behavior is indeed a very challenging area to unravel and, if properly handled, assists in morale building and development among the employees and which, in turn results in job satisfaction and high productivity.

Motivation is predicated on needs of values of an individual that direct behavior toward goals. A need could be a value and vice-versa. For example, worker needs recognition and he values it too. Bit not all needs are values and not all values are needs.

A research study on motivation strengths and work satisfaction among 176 department head and 38 government's corporation in the Philippines was conducted from 1981 to 1983 by Martires and Samora. The hierarchy of needs that were to be filled through their work as expressed by the cases took the following order: 1) physiological; 2) self-realization; 3) security and safety; 4) social; 5) status and prestige. Except for self-realization which ranked second, the other needs ranked in the same priorities as those of Maslow's hierarchy model. The results also indicated that their income levels did not satisfy their highly pre-patent economic needs. The need for self-realization, which ranked second, was an offshoot of there being professionals. The bigger majorities were college graduates with a strong desire for challenge and responsibility. However, they attested to the dire lack of opportunities in their work setting for such need for self-realization to be attained. Policies, rules and regulation, were handed down to them ex-cathedra from superiors and head offices thus stifling participation, involvement, growth, and development. The following implied that there was incongruence between their work and their satisfaction level; hence, low or poor motivational strength.

6. Low teamwork

We are living in the age, which success comes from teamwork, in his book 17 the law of Teamwork; John C. Maxwell states that, "teamwork is dreamwork."

In the organization people may work in the same area or have been drawn together to undertake the task but may not necessarily come together as a unit and achieve significant performance achievements. Managers are realizing more than ever, as contented by Bteman and Snell (1996), that terms can provide competitive advantage and greatly improve organizational performance.

Working in a team requires teamwork wherein individual strengths are highligtened but with each individual subscribing to the common purpose, common performance goals and a common approach for which they hold themselves mutually accountable. Davis and Newstrom (1996) asserted that teamwork restrains the impulse to win glory for oneself as individuals or an individual department. Hence, team rewards should not be neglected to maintain teamwork and sustain performance.

However, teamwork is not meant that everyone can come together to work. The teamwork requires the members who have the equal strength, and from teamwork, they can help and maximize values each other. One of problem from many organizations, leaders put all their people for their projects and what results they can have are so small. The reasons come out are as the word of Maxwell, "they sent the duck to eagle organization," and all of them cannot develop. The solution for this problem is using Pareto principle or the Law 80/20, leader of organization needs to select the top of 20 percents the "best people" among his people and gives them the project they want to achieve.

7. Unfair rewards

Based on the content of the package, rewards are either intrinsic or extrinsic. Intrinsic rewards are those related to job itself like the motivators of Herzberg while extrinsic rewards refer to the components outside the job like pay.

Intrinsic rewards include worker's involvement in decision-making, greater job freedom and discretion, more responsibility, interesting and challenging work, opportunities for personnel growth and diversity of activities. Rewards emanate from the job itself and Herzberg calls them the motivators.

Under extrinsic rewards, "the most obvious form… and the one that is probably responsible for more gossip and disgruntlement than any other, is direct compensation." This classification basic salary or wages, overtime and holiday pay, performance bonuses, profit sharing, and stock options.

Indirect compensation covers protection program, pay for time not worked for, services and perquisites. Protection program may come in the form of safety and security plans like insurance, tenure, and availability of security guards, burglar alarms and the like. When a worker goes off earlier than prescribed time for some pressing matter, and during floods, typhoons, and the snack time, he enjoys no salary deductions and thus is paid for time not worked for. This arrangement is usually an internal matter between him and his superior. Examples of services and perquisites are scholarship, non-formal training programs, tuition refunds for educational courses, rice and groceries, bus service, car and gasoline allowances, clothes, allowance for uniform, safety gear, health and safety plans, day care centers for worker's children, credit unions, discounts for goods and services provided by the organizations and its "sisters", social, cultural, and recreational events and club membership, counseling services and legal services. Benefits programs and services have been considered maintenance factors since they are given to everybody and are not contingent to performance.

Compensation is the equivalent in any form that is given to the individual for his work. The recompense is also called job rewards.

The maintenance function that is most sensitive to conceptualize and operational is compensation administration. The pay and benefits, which a worker receives, is a yardstick of how adequately his needs, even including some non-material ones, are met either directly or indirectly. To a great extent, his purchasing power source from his job emoluments determines the type, level and extent of physical amenities, safety, security, affiliation, status he can procure and enjoy for himself and those he is responsible for. Compensation is the denominator of productivity and job worth. The question that strike many a worker when asked to engage himself in any work activity and para-work assignments, "What's in it for me?" usually baffles, if not piques, a management that cannot understand the ultimate meaning that the actual home par carries for the worker. The life's accouterments that he needs in the midst of high cost of living make a reward system a matter for serious consideration. Its implications also to the organization should moreover be recognized by a rational management.

Fringe benefits which employers provide run the gamut of pay of various kinds of rest periods, holidays, vacations, and sick leaves, leaves of absence, paternity and maternity leaves, bereavement leave, insurance for life, health, accident, and workmen's compensation coverage. These falls under the rubric of indirect compensation.

In addition, we admit that, employees perform their roles in the organization in exchange for organization rewards. These include, but goes far beyond, monetary compensation. Kreitner and Kinicky (1998) identified various types of rewards which include the obvious pay and benefits, social rewards like praise and recognition and psychic rewards which come from personal feeling of self esteem, self-satisfaction and accomplishment.

8. Conclusion

The purpose of this article is to show the way to attempted to make an assessment of the critical blockages of organization and to use the

results of the study as the basis for a human resource development program. Therefore, it needs to have the descriptive survey research design based on the variables of critical blockages as recruitment, training, motivation, creative, teamwork and reward for determining how the organization's staff and superior assess. However, employees occupying supervisory positions are likely to have lower assessment than those in non-supervisory positions of organization blockages because supervisors participate in the making of decisions on screening, recruitment, training, rewards system, and so on.

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Phân tích một số các rào cản - lý thuyết cho sự phát triển nhân sự trong tổ chức

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Tóm tắt: Một trong những nguyên lý về quản lý đã chỉ ra rằng, chúng ta không thể quản lý những gì chúng ta không đánh giá được và chúng ta không thể đánh giá được những gì chúng ta không mô tả được. Bài viết giới thiệu bộ công cụ đánh giá hoạt động của các tổ chức. Việc xác định các yếu tố rào cản đối với quá trình phát triển của một tổ chức là bước đi quan trọng trong việc hoạch định và thực hiện quản lý chương trình phát triển tổ chức đó. Các rào cản mà bài viết đề cập bao gồm việc tuyển dụng không phù hợp, chương trình đào tạo nghèo nàn, động lực làm việc thấp, kém sáng tạo, không có sự hợp tác và thiếu công bằng trong việc tưởng thưởng.