

Effective People Management

Delwin Lampkin

University of Massachusetts Global

June 21, 2023

Table of Contents

A Culture of Trust.....	3
Procedural Justice.....	4
Due Process.....	5
Ethical Decisions About Behavior	5
Adding Value to Organizational Culture.....	6
Conclusion	8
References	9

Effective People Management Overview

When providing professional development opportunities to various organizations in the topics of workplace culture, I often start with an acknowledgement of who is responsible for meeting whose expectations. Employers often hire people who meeting the expectations of the organization. But where we do not put enough emphasis on is the flip side of what is believed to be a person's future conduct which is just as equally important. That is ensuring the organization or employer is meeting the expectations of its employees. Part of doing this is vigilance to how we manage the culture of the organization and acknowledging the value of people within the organization. Effective people management ensures that we create a workplace that not only produces a high quality of service to our clients but to ensure that the people producing are thriving and growing as part of an equivalent transaction for their best efforts and contributions to the organization.

The Human Resources Foundations HRCU 600 (HRCU 600) course provides an opportunity to gain insight to the processes and systems leaders of Human Resource departments can use to not only increase the success of an organization but in doing so, show a genuine concern in the investment and well-being of the greatest asset of any organization – its employees. In this paper, I will share insights gained from the course related to effective people management. I will also share why each insight is valuable and how I intend on applying these insights to enhance my effectiveness as a leader.

A Culture of Trust

People within an organization have their own individual priorities. As I have shared with business leaders, I like to think that common priorities among the workforce is to come to work to provide for themselves and their families, and that, at the end of the day, we are all trying to

get home to something or someone (Harbinger Horizon, 2020). As servant leaders, we act as followers, supporting other by committing to personal growth and the positive building of community for those around us. It is something that is done naturally which builds trust. CEOs, managers, and supervisors can foster a continuance culture of trust and open communication by exercising the theories of procedural justice, due process, and ethical decisions about behavior in the workplace.

Procedural Justice

Procedural Justice is a means to form legitimacy with constituents; the people that are served as well as with subordinates within a workplace. This is accomplished by giving people a voice, practicing neutrality, being respectful, and being trustworthy by trying to do what's best for the people. As a professional development facilitator in equal opportunity employment law and other relatable topics, part of my mission is to encourage employers to maintain or enhance what I like to call a respect-based leadership environment. While education on policy is at the forefront of information shared in the course, a majority of how this is shared is through cognitive learning activities relatable to everyday practices of equity and ethical decision-making. Part of that equity and decision-making is practicing fairness in how we treat fellow colleagues and engaging in organizational consciousness of the cultural behaviors within. Cascio refers to this concept as Organizational Citizenship Behaviors (OCBs); "discretionary behaviors performed outside an employee's formal role, that help other employees perform their jobs or which show support for and conscientiousness toward an organization" (Cascio, 2015).

Employees sharing their perspectives and experiences can also provide suggestions to how the organization can better support their needs and the needs of others. Employers must exercise empathic listening, providing summary feedback to the employee that is sharing their

thoughts and when possible, implementing changes within the organization that reflect the ideas of the employee. Like building legitimacy with the public, these practices demonstrate that the organization has heard the insight of the employee, promoting psychological investment that goes beyond strict adherence to legal compliance.

Due Process

Workplace due process is a means for employees to be protected through local, county, state, and federal laws. We often see this in equal opportunity law but just as important are laws governing safety, hazardous duties, and occupational standards. Aside from knowing that they will be fairly compensated for their work, employees need to know that they are coming to a workplace free of discrimination, harassment, abusive conduct, and retaliation. They should also feel that they are coming to a workplace where the employer is taking proactive measures to prevent or curtail workplace violence or harm from both internal and external dangers. Should these expectations not be met, employees should be afforded a legal process to be made whole again. The legal process is just as equally afforded to employees who are accused of egregious behaviors mentioned. This is the equal balance of the justice system within any organization known as due process.

Ethical Decisions About Behavior

Organizational Behavior is the study of decision making and relationship interactions amongst people in the workplace. Ethical leaders have a duty to treat others with respect. This means to "...always treat others as ends in themselves and never as means to ends (McLaughlin, 2020, pg. 434). Often, consumers focus on the experience they have with employees of a business they are clients or customers of without taking into the consideration the experience that employee is having within the organization or business. The experience an employee has in a

workplace often determines the quality of service that employee provides to a client or customer. Employees go through a series of emotional phases during their tenure. From the trainee or probational status to the phase of retirement, the experiences with fellow colleagues and overall culture of the workplace shape who they become and how much enthusiasm and passion they have for their career. Behaviors within the workplace are often governed by the organization's policies which are too supported by local, county, state, and federal law. However, those behaviors from the ethical perspective of each individual are married to each person's personal ethical framework that they bring to the organization. Employees are consistently challenged with ensuring that their ethical decision-making is aligned with both the personal and organizational core values. Commonly it is the moral principles; the foundational rules of self-governing that do not change that are what keep us grounded and cohesive in the workplace. These principles include the concepts of integrity, professionalism, respect, fairness, and care. By adhering to these principles, we form a common code of conduct beyond legal requirements that promote an equitable, equal, and psychologically healthy workplace.

Adding Value to Organizational Culture

Effective people management provides us an opportunity to recognize and celebrate the unique attributes of each person within an organization. We do this by creating opportunities for employees to enhance their abilities and skills within the workplace in an equitable manner. When skills are enhanced, it creates a more meaningful workplace as contributions are recognized, valued, and aligned with the abilities of each employee. In essence, pride is built by individual employees as they clearly see unique results from unique efforts within the organization and in this observation, they are more motivated and satisfied.

*The article *The Right Culture: Not Just About Employee Satisfaction* builds upon the importance of not only having the desire to create a strong workplace culture built on high morals but that it is necessary for an organization to thrive in today's competitive market. The article mentions how "approaching engagement as a business strategy yields clear and better results" (Mann, 2023). While this is a goal every business would like to strive for to attract the best talents, the goal has now become essential for survival translating to an everyday demand. To do this, leadership throughout the company must create business strategies that align with the company's core values, direction, and vision and the values and beliefs of its employees. Exercising procedural justice, due process and ethical decision making when it comes to acceptable behaviors in the workplace helps us do that.*

Working in both public service and providing consulting to public entities in the private sector, I will continue to promote the recommendation that employers of public entities hire employees with values that align with the organization's core values and mission. Along with this effort, I will demand that those same employees create a work environment that fosters such core values, making adherence to the tenants a shared responsibility. The significance of making this a shared responsibility is acknowledging that the core values and mission of the organization are at the demand of the people that are being served. We can acknowledge and accept that employees as individuals may have slightly different beliefs that are not aligned with shared values however, we must ask that those nonbeneficial values and beliefs be suspended to ensure the community that is served is treated with compassion, tolerance, and impartiality without any mental reservation which for public agencies endorses legitimacy and neutrality for all stakeholders.

Conclusion

When applying effective people management strategies, it is more than just a responsibility. It is an inescapable opportunity to build a culture where people can be engaged, thrive, and feel encouraged to perform at a high level of quality. We do this by making an investment in those who are providing service. Making that investment builds trust while simultaneously giving people purpose, a voice, recognition, and a means to creatively contribute to the organization. The greatest way to accomplish this is to model the way, inspiring others to unlock their full potential. As a leader, it is an initiative I certainly embrace to build strong resilient, and successful organizations.

References

Cascio, W. (2015). *Managing Human Resources: Productivity, Quality of Work Life, Profits*.

McGraw-Hill Education.

Harbinger Horizon. (2020, March 25). We Are In This Together [Video]. YouTube.

<https://www.youtube.com/watch?v=UP9vO3IC9e0>

Mann, B. J. H. a. A. (2023, April 19). The Right Culture: Not Just About Employee Satisfaction.

Gallup.com. <https://www.gallup.com/workplace/231602/right-culture-not-employee-satisfaction.asp>

McLaughlin, C. P., & Kunk-Czaplicki, J. A. (2020). Leadership: Theory and Practice by Peter G.

Northouse. *Journal of College Student Development*.

<https://doi.org/10.1353/csd.2020.0023>