



*The 14<sup>th</sup> International Scientific Conference*  
**“DEFENSE RESOURCES MANAGEMENT  
IN THE 21<sup>st</sup> CENTURY”**  
**Braşov, November 7<sup>th</sup>-8<sup>th</sup> 2019**



## **OPTIMIZING HUMAN RESOURCES UTILIZATION**

**Abdulla ALHOSANI**

United Arab Emirates Armed Forces, Abu Dhabi, UAE

**Abstract:**

In an ever-changing world that is exponentially advancing towards dependence upon technology and science-based researches, it is common among organizations to look for the best combination between the cost associated with human resources and incorporating technology to achieve competitive advantage over peers. Human resources remain an essential element in conducting many missions and technology is not able to replace their role yet, hence, optimizing human resources role within the organization remains important to get the expected return on investment spent on them throughout their service life. This paper covers the areas of possible improvement areas where human resources utilization can be optimized and the tools to achieve that.

*Keywords: Optimization; Human Resources; Utilization; Productivity; Retention; Competitiveness; Development;*

### **1.Introduction**

Human resources constitute the cornerstone to any organization and deliver its products and services utilizing their skills and talents. Technology is normally introduced within the work environment to augment, improve or replace some of their roles and transfer them into autonomous or machine operated jobs. Hence, technology is a favorable choice for decision makers when it comes to modernization and advancement in the work environment. This is due to the fact that technology provides many advantages over human such as accuracy, efficiency, productivity.

Never the less, technology advancement has not reached a level where it can effectively replace the human resources with their vast specialization, mixed abilities and flexibility in performing tasks in a different environment. Another limitation to technology is the inability to perform the sequence tasks in contentious manner and from start to end in addition to the need for maintenance, calibration and adjustment as well as quality control and inspection. Moreover, technology is subject to obsolescence and hence requires management to upgrade and update their outdated components and software.

Human resources, on the other hand, require an advanced level of management to obtain the best utilization to deliver certain expected planned output. In order to efficiently and effectively utilize the workforce, they need to be trained, their needs to be attended and their expectation must be met regarding career advancement and promotions. Since humans vary in their abilities and capabilities and are more flexible in delivering the required tasks assigned to them there must be a clear strategy and planning where their capabilities are best utilized to produce the desired products or services; optimization of the workforce utilization.

### **Chapter 1: Essential organizational setup**

#### **1.1 Definition of workforce optimization**

# ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

It is a periodical routine to follow employees' performance and tasks achieved through a set of review procedures and analysis to determine to what extent they met the standard policies and procedures. However, they are not carefully followed for the quality of time spent to achieve their duties over a shorter period. Employees are evaluated based on their average performance over the whole period of evaluation leaving the evaluation of daily performance and achievement to the memory of the evaluator. This comprises the consistency of the ability to correct/align employees' efforts to the organizational goals along the way leaving them to their personal initiatives and personal circumstances that would play a big role in shaping their overall performance.

Workforce optimization (WFO), on the other hand, set the roadmap to achieve the balance between the need to maximize utilization of workforce and minimize cost and burden on management. To optimize workforce utilization is to set "a business strategy focused on balancing customer satisfaction, service levels, workforce scheduling, operational costs, and other key performance metrics in order for a business to get the maximum benefit out of the employees working for them at any given time." [1]

## **1.2 Why optimize workforce**

When it comes to efficiency in the workplace, it is an integral part of the overall system interrelated components which comprise of humans, machines, infrastructure and information/systems. The combination of these elements in an organized complex relationship produces the work environment. These elements are interdependent and affected by the performance level of the other elements. The final outcome is a product of the entire system efficiency as a whole and the level of competitiveness will depend on the weakest part of the chain.

Many organizations tend to focus on obtaining the state of the art technologies to compete in the market, which gives partial advantage, but forget that the technology is operated and functioned by their employees; who would be the driving factor to successfully produce the desired outputs and products. Hence, investing in human resources development is of equal importance to achieve the desired.

Not like technology which requires a well-defined set of procedures and orders to operate and their outcome are well expected according to their design, human resources, on the other hand, constitute a management challenge when it comes to variation in the level of performance and commitment. Employees are not machines; they require more than orders and instructions to carry out their tasks. They need to be trained, motivated, supervised and incentivized to operate in harmony along with the other work environment elements and peers.

The management role in an organization is not limited to the set of rules and regulations that constitutes the vertical and horizontal relationships for each employee along with their roles and responsibilities. Engagement of the organization's management and leadership is a key element in obtaining the desired level of employees' performance. In other words, the management should not rely solely on their well-defined set of rules and regulations and forget to interact with the work environment challenges and needs which should be reflected on the policies and procedures that would empower employees to do their utmost to achieve the organization's goals.

## **1.3 Organizational structure**

It all begins with how the organization is set up to deliver its products/services to the intended customers. Essential departments include: human resources, financial, operations departments and other branches to handle additional functional necessities such

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

as R&D, marketing and sales. For an organization to be dynamic and flexible, each one of these departments should complement the other in order to achieve the desired harmony in their horizontal and vertical relationship to end up with an organization-wide orientation to any responses required to be addressed. This means that organizations should be able to modify their hierarchy, policies, and procedures based on the input and feedback received from all entities as changes become advantageous.

Successful organizations are normally on the move to seek, evaluate and is ready to act on new opportunities as they become visible. This is not an option anymore as competitors are always on the move to dominate the market and leave companies without long vision behind. IBM is a good example; it was dominating the computer market for decades - both in hardware and software but failed to realize the new product's significance, says David Bradley, one of the teams of 12 who produced the PC at IBM [2] and subsequently lost the competition. Hence, we realize the importance of relying not only on robust and dynamic organization structure but also learn for their past mistakes as well as others to truly avoid slipping from the winning arena.

Organizations hierarchy are built around job positions that shall be occupied by a suitable candidate who must deliver a number of tasks and duties described in his job description. These positions are connected to higher managers where they would report to and subordinates who will facilitate to perform and carry out detailed tasks under their supervision and guidance. The single most important relationship between any manager and his subordinate is the continuous follow-up and coaching/guidance to make sure that employees' performance progress is being monitored and corrected during their work duties, not periodically based the evaluation report only. This would allow both, managers and employees, to achieve the desired level of understanding about the end product/service intended and progress accordingly.

There is no formula that fits all organizations when it comes to authority delegation. As a general rule, it must be sufficient enough to enable the person-in-charge to conduct the proper level of control and decisions to run the work environment according to the organization's vision and deliver the end product according to expectations. This authority must be reviewed and adjusted from time to time whenever a major change is applied within the organization whether in expansion or downsizing cases or even when going through transformation/modernization shift. Depending on the business type, top management take the role of planning and monitoring and leave the decentralized execution authority to the operational managers who would manage the work accordingly. The appropriate span of control depends on the experience, knowledge, and skills of the employees and the nature of the task.

Depending on the size and nature of the organization, it might need to have a duplicate/redundant structure for some of the departments or production facilities. This poses a challenge/opportunity to the management as the performance of one might have a negative or positive impact on the other facilities if not correctly handled by the upper management. This is especially evident where each facility is independently operated and the work system is not imposed by the higher management to allow flexibility in managing the work accordingly and evaluate them based on their certain performance metrics. Advantages to this product-oriented structure include product focus, flexibility but results in duplication of effort. A successful facility workplace orientation can be used as a model to elevate the others' performance within the organization with the required adjustments. If the organization does not act to spread the successful business model, it will negatively influence the overall performance.

There are many types of organization structures but, mostly fall on two types; "mechanistic" and "organic." The former is highly bureaucratic, quite rigid, and responds

# ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

slowly to change, while the latter is very flexible, fluid and responsive. While in actuality very few organizations are pure organic or pure mechanistic, most organizations are a mix between these extreme points. The organic structure would be more suited to the implementation of an innovation strategy, while mechanistic structure would better accommodate the mass production of items whose basic composition and methods of production change infrequently.

The concept of Network Organizations defines the organization's core competence and contracts the remaining functions. This concept eliminates the strategic business units that are misaligned with the main characteristics of the parent company, except the core competency, by outsourcing them or making subsidiaries or divisions independent as long as their performance is satisfactory.

## **1.4 Organizational Culture**

### **1.5**

An integral part of a successful business strategy, the organization should not ignore the important effect of its culture which includes their shared beliefs, expectations, and values. Strong organizational culture is a powerful talent magnet. There are three key elements to achieve this; 1) transparent environment, 2) cultural design and implementation and 3) make employees feel they belong.

To illustrate, Mr. Horst W. Schroeder started working for Kellogg in West Germany as a controller, and later managed Kellogg's European operations, where he accumulated impressive results. But in Battle Creek, Michigan, his colleagues described him as a strong-willed, even imperious, autocratic European. This style conflicted drastically with Kellogg's small-town family culture that stressed teamwork, subordinate involvement, and sharing credit with others. Clearly, the contrast between Kellogg's culture and Mr. Schroeder's leadership style was too great to overcome; especially when the performance of the firm began slipping, and he was terminated by Mr. William E. LaMothe, Kellogg Chairman and CEO [6].

## **2. Performance methodology**

To achieve the expected level of performance, we need to look into the connection between the reaction of employees to the work setup and environment. The main intent is to align the workforce attitude and behavior with the organization goals and objectives. This would enable employees to better understand their performance expectations and results and correct their effort level accordingly.

### **2.1 Leadership style**

Two mainstreams that shape leadership styles. The first one concerned with executing decisions, once they have been made, this is the dimension of leader direction or follow-up. Participatory management or leadership is where employees are involved in significant day-to-day, work-related decisions. However, the participation of employees in making decisions is a separate issue. Based on the amount of direction that a leader provides in executing those decisions a leader can be participatory or democratic by consulting employees during the decision making phase, yet still, be directive by following up closely on progress toward the ends that have been mutually decided.

By combining the leadership styles - participation and direction - the result can be classified into four patterns of leader behavior, shown in Figure (1) [3].

1. The **directive autocrat** makes decisions unilaterally and also supervises the activities of subordinates very closely.
2. The **permissive autocrat** still makes decisions alone, but permits followers a great deal of latitude in accomplishing their delegated tasks.

# OPTIMIZING HUMAN RESOURCES UTILIZATION

3. The **directive democrat** invites participation from subordinates in decision making but continues to supervise employees very closely to make certain they carry out their democratically assigned tasks properly.
4. The **permissive democrat** allows subordinates to participate in decision making, as well as to enjoy a high degree of autonomy in executing the decisions.

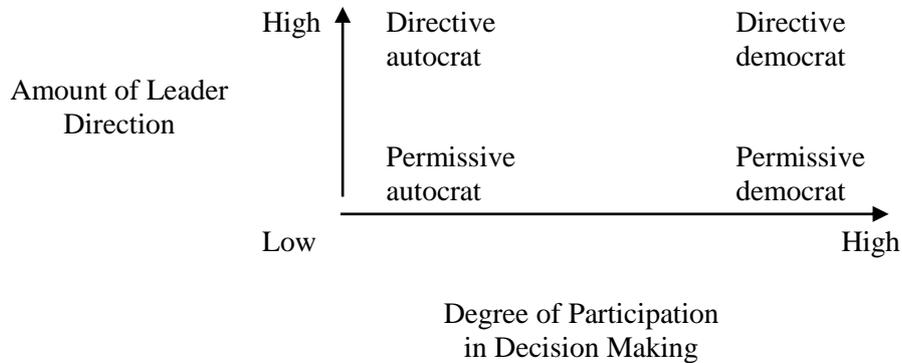


Fig.1: Types of Leader Behavior

The directive autocrat is not a bad representation of leadership, but a way to make the important decisions, set the significant goals, and direct subordinates along the way - especially in a crisis when subordinates tend to rally around a decisive leader. So long as the decisions and goals are considered by subordinates as legitimate and reasonable, and the subordinates are treated with courtesy, dignity, and respect, the autocratic and directive supervisor, manager, or executive is received much better by subordinates. For obvious reasons, "directive/autocrats" normally do not groom successors very well, and this legacy can lead to a succession crisis.

In today's intensely competitive world, many floundering firms need to be transformed quickly into lean, growth-driven, performance-based enterprises with global perspectives. And at times these transformations must be driven by autocratic and directive CEOs and their key subordinates because of the hard decisions that must be made.

## 2.2 Management by Objectives (MBO)

This methodology is an effective implementation mechanism by which employee behaviors are ultimately linked to strategic goals. Successful implementation of MBO program not only ties strategic goals to employees' objectives and behaviors, but also connects goal attainment to performance evaluation and the organization's reward structure: thereby creating the necessary motivational, planning, and control conditions for individual and organizational overall success. Moreover, managing employees with properly set goals in conjunction with monetary incentives constitute a very powerful motivational approach. However, top-management commitment, i.e., enthusiastic support and involvement of the entire chain of command remain the single most critical factor in seeing the desired results. The MBO program should be harmonized with the leadership dimension; in the case of directive autocrat leadership also dictate autocratic and directive MBO is required and permissive democrats should employ democratic and permissive MBO, etc.

Ideally, the MBO process involves five distinct phases: 1) Goal setting, 2) action planning, 3) periodic reviews, 4) performance appraisal on the basis of degree of goal attainment, and 5) rewarding organizational members in accordance with the degree of goal difficulty and attainment whenever possible, as depicted in figure (2). The feedback

## **OPTIMIZING HUMAN RESOURCES UTILIZATION**

loops in the "management of performance model" emphasizes that feedback or knowledge of results in relation to one's goal is necessary for goals to regulate performance effectively, or in other words, most employees will do what is measured and rewarded [4].

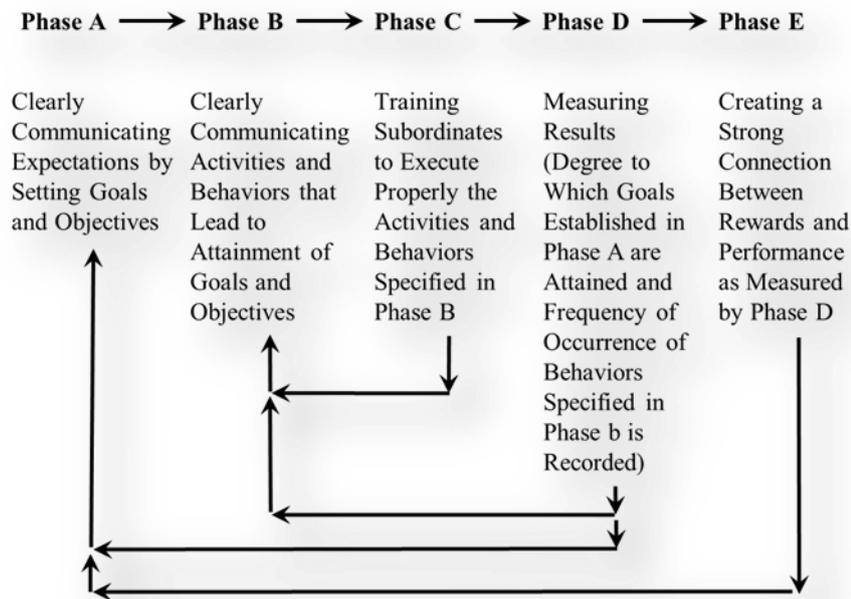


Fig.2: The management of Performance Model [4]

### **2.3 Compensation strategy**

Employees tend to seek information concerning what activities are rewarded, and then, depending on the perceived attractiveness of the rewards offered, seek to do (or at least pretend to do) those things, often to the virtual exclusion of activities not rewarded. There are five factors related to efficiency and effectiveness of strategy implementation that are influenced by organizational reward systems: 1) Attraction and retention of personnel; 2) motivation; 3) organizational culture; 4) organizational structure, and 5) cost [5]. Hence, it is necessary to demonstrate the relationship between rewards and the other organizational variables to attain strategy implementation outcomes.

Because of its utilitarian as well as its symbolic value, money serves as a reward for most behaviors, for most people, most of the time. Hence, connecting monetary rewards to performance appears to be the most effective way of motivating employees. However, the relationship between performance and rewards is quite complex and without appropriate organizational culture in place, that strategy might fail to succeed.

Pay-for-performance is evaluated based on the output or the value of the job importance to the organization. The two options are used to focus on the organization's tendency to emphasize the outcome main driver. The first method is mostly quantifiable and can be tied to personal or group performance. The other option is normally used by organizations which need to employ high-performance individuals to deliver intangible/unquantifiable results but grant annual or semi-annual merit increases as the result of performance differentials captured by reliable and valid performance appraisals. It is worth noting that individual and group incentive plans play an instrumental role in rewarding performance.

Can Pay-for-skills compensation, referred to as "learn and earn" plans, be effective? It is obvious that unless employers are able to reflect those skills and knowledge in producing the expected level of output, the organization would end up overpaying for a worthless and unproductive resource. On the other hand, the added skills give the

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

organization greater flexibility, permit it to operate leaner, and make the employee that much more valuable. This takes into consideration the employee's formal educational levels, variety, and richness of experience, patents held, reputation among peers and in professional organizations, and the role that was played by the employee in the development of successful products. This would greatly elevate the level of innovation within the organization.

One of the best ways to create a beneficial motivational climate is to create a sense of ownership by making: "everyone a capitalist." To achieve that, employees are given the opportunity and encouragement to purchase the stock of the company, which would be bought back at employment termination time. Lincoln Electric provides an excellent example of a powerful motivational climate. However, their incentive program didn't work and their manufacturing operations had to shut down when they expanded in Germany, simply because they pasted their American model without understanding the social differences and the standard of living between the two countries.

### **3. Analysis and Discussion**

#### **3.1 Workforce effectiveness**

In order to evaluate the workforce response to the ambitious organizational setup implemented, performance metrics need to be in place to measure the alignment of employees' efforts to the organizational goals and objectives. Many quality systems have been developed in the field of manufacturing and production to allow precise understanding over the operations overall performance such as Total Quality Management (TQM), Lean Six Sigma, and Total Productive Maintenance (TPM). These systems measure the workforce contribution as part of the whole system performance which gives equal importance to all objective/quantifiable components of the work equipment and system in order to achieve the target production goal. However, it does not provide a clear understanding of the organization's culture performance.

When it comes to measuring an organization's social environment, it would take a different approach to quantify the results by means of feedback information based on field surveys with employees. The collection of data collected would shape the individual and the overall organization's performance in that regard. The metric used to assess employees' loyalty to the organization is called the employee Net Promoter Score (eNPS). To measure the overall outcome of the relationship between an organization and its employees an indicator called employee engagement is used. When the level of engagement is high, employees tend to be fully absorbed by the organization and would show enthusiasm about their job with a willingness to commit to the company and its goals.

It would be hard not to recognize the value of employees' engagement to organizations. In 2013, a study by Gallup found that business units in the top quartile in employee engagement outperformed bottom-quartile units by 10% in customer satisfaction ratings, 22% in profitability, and 21% in productivity. These teams also saw significantly lower turnover, absenteeism, and fewer safety incidents [7].

Many factors influence engagement and need to be measured individually to obtain a proper understanding of how an organization is performing to promote a successful work environment. Peakon made use of the applicable theories, (Ryan & Deci), Job Characteristics Model (Hackman & Oldham), and Employee Engagement (Kahn), as well as best practices and came up with electronic software that transforms relevant data collected into a simple to use dashboard to quickly identify misaligned issues and focus on what matters the most. These theories focus on the driving factors that motivate employees to fully exploit their potentials and make them feel belong to their work environment. The

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

software relies on the following factors to measure the organization's level of engagement [8]:

### **1. Accomplishment**

Measures the employee's feeling about his daily accomplishment. The individual intrinsic motivation would be undermined if he perceives himself as incompetent. This can be avoided by establishing positive feedback to fulfill their need for competence. A greater sense of accomplishment is achieved when continuous challenges are introduced and solved by employees.

### **2. Autonomy**

This factor determines the level of freedom given to employees to perform tasks, unhindered by micro-management. When autonomy is reduced, intrinsic motivation is undermined and the employees would continue working in a state of extrinsic motivation or a state of amotivation.

### **3. Environment**

The availability of several physical locations and equipment to conduct various work-related activities would positively enhance employees' performance. These include workstations, conference rooms, and unstructured places to facilitate collaboration and teamwork.

### **4. Freedom of opinion**

The degree which enables employees to comfortably express their opinion in order to effectively immerse in the organization's culture and develop proper relationships with peers to get the belonging feeling.

### **5. Goal setting**

Measures how clear are the organization's goals communicated as well as deliverables and expected level of contribution to others. This will enable employees to understand their performance and avoid anxiety and ambiguity in evaluation.

### **6. Growth**

Indicate how far the organization goes to achieve employees both personal and career expected future development ambitions. This will vary from one employee to another; where one has high expectations, others are looking to make living out their job.

### **7. Management support**

Highlight the level of quality of effective managerial role in supporting employees to achieve their tasks and obligations while showing care and openness when carrying out this interaction.

### **8. Meaningful work**

Measure the employee's level of satisfaction/importance about the jobs he carries out daily whether they add value to him, the organization and/or the society. This is an important motivator to self-actualization and hence, dedication.

### **9. Organizational fit**

Relates to the level of submerging within the organization environment and with peers by sharing the same values, culture and fundamental characteristics. This would make employees feel properly connected to their surroundings.

### **10. Peer relationships**

Indicate how employees establish trust and care about each other which would result in openness and better confidence among peers that would ultimately result in a productive relationship.

### **11. Recognition**

Relate to the level of connection between employee's performance and feedback communicated back to him in a form of praise or simply task achievement. Feedback can be from other people, such as supervisors, peers, subordinates, and customers, or it may

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

come from the job itself. This process would enable employees to understand how effective they were in performing their tasks and realize that their achievements are being valued.

### **12. Reward**

Measure the level of satisfaction about the fairness of compensation against their perceived level of accomplishment. If employees are happy, he would be motivated, otherwise, he would feel under-rewarded and start reducing his input and encourage others to do the same.

### **13. Strategy**

Relate to the perception of employee's about the level of trust and confidence in the leadership of the organization and that their strategy is in line with the goals. This would create a strong feeling of relatedness and support to the plans being executed.

### **14. Workload**

Measure how employees feel about the amount of work assigned to them. Their jobs could be manageable or cause of stress, potentially leading to burnout which is defined by the three dimensions of exhaustion, cynicism, and inefficacy. Engagement would be the way out to this dilemma.

### **3.2 Case study**

So far we looked at the constituents of making proper organizational setup and methodologies that would optimize workforce utilization. We haven't covered the available tools to arrange the workflow and arrangement which shall incorporate the earlier mentioned information into an easy to use platform to ease the daily work tasks and associated communication between the different departments in order to optimize workforce time and effort utilization.

One of the effective tools available is the Enterprise Resource Planning (ERP) framework. It will be covered here using a case study to explain how in practice it was utilized by a South African company which is into linen manufacturing and making uniforms for the hospitality to achieve improved and effective communication among departments to meet delivery dates. They designed an ERP framework to reduce work in progress on the shop floor and inventory. Their approach focused on three aspects; reduction in working capital by integrating firm's activities, intra-organizational communication and wider collaboration, second, eliminate waste for effectiveness including material, energy, inventory, defects or wasted capacity, third, reduction of product cycle times through minimizing set-up and delays, coordinating machine maintenance with production operations and optimizing space in order to better utilize workers, equipment and workstations [9].

It is essential to utilize efficient information systems within the organization as well as its customers to improve competitiveness through cost reduction and better logistics. Enterprise Resource Planning (ERP) is a great tool to synchronizes, integrates, and streamlines data and processes of the organization into one single system and avoids independent/redundant departmental work to gain a competitive edge. ERP is defined as a method for the take, make, ship and account for customer orders in a manufacturing, distribution or service organization [10]. Such integration of functions can be achieved through a software package solution offered by vendors to support the seamless integration of all information flowing through the company, such as financial, accounting, human resources, supply chain as well as customer information [11].

ERP software comprises of many software modules that cover the basic activities of organizations including Production Planning, purchasing, inventory control, sales, marketing, financial and human resources modules. Implementing an ERP system would

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

reduce operating costs, ease managing daily tasks and enable overall strategic planning of operations this would streamline operations and increase profits. In order for ERP system implementation to succeed, a pre-screening and business process reengineering (BPR) need to be carried out to modify the current organizational process according to best practice. The ERP implementation requires proper transition with the help of a professional consultant who will guide the steering committee throughout the integration phases: initial stages, training of employees, workflow study, customized interfaces, troubleshooting and assistance with ERP issues.

The case study is about a company specialized in manufacturing linen and uniform for the hospitality industry based in Cape Town, South Africa. The main challenge it was facing was not being able to meet the delivery time and an ERP system was recommended to overcome this problem. Initially, the organization was using the conservative capacity lag strategy which led to the loss of customers due to failure to meet demand, as the capacity was only increased after demand had increased. Not all the operations were automated; new recruits needed training and familiarization to engage in production, a lot of paperwork move around departments which delayed actions including the quality control section despite the availability of local network which connected the computer machines.

Based on the production analysis, it was found that the load schedules were beyond the capacity of labor resources. Thus delivery delays would result for the bulk of the orders, and unnecessary costs were incurred in overtime or hiring excess contract workers due to panic. In addition, internal inherent poor activity coordination resulted in late deliveries of uniforms.

In order to use ERP software, competitive software was sourced from Oracle, who had to initiate expert training for the shop floor staff and supervisors. Since the work schedule was beyond the existing capacity, therefore capacity has to be adjusted upwards by hiring 4 more permanent workers and one more casual worker to work for 6 days a month to match the load assigned. The main outcomes were [9]:

1. The reduction in product cycle time was achieved by reducing setting up times and delays, coordinating maintenance by Technical Services, with production operation schedules, as well as optimizing space in order to better utilize workers, equipment and workstations.
2. Improvement was noticed in the elimination of all resource wastages in the form of material, energy, inventory, defects or wasted capacity, through labor control and work in progress control.
3. Waiting time could be reduced by better coordinating the flow of material by carefully optimizing the balance between changeover times and inventory costs.
4. The ERP system improved the employee efficiency as data and information could now be captured and updated at one point with no duplication of effort which could waste resources.
5. Operational efficiency resulted from greatly improved communication and corporation from all departments.
6. Online updates on inventory levels enabled informed decisions to meet the products' delivery dates.

### **4. Conclusion**

The optimization concept mainly depends on the organization's top leadership ability to understand that work environment output is a natural outcome to their commitment to putting the right strategy in place to make their vision come to life. This takes a lot of dedication and openness to accept the different factors that play a major role

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

in identifying the organization's overall setup and current performance and act upon that with a professional transformation plan that would take advantage of their current hard-earned resources to move to the next desired position.

Realizing that employees are only one part of the organization's chain constitution will enable the leadership to take a holistic approach to improve the overall performance and the human resources eventually. There is a strong harmony established between the means and ways within the organization to ensure seamless operations and production. In other words, the organization's setup shall integrate the tools, systems, and equipment to overcome the shortfalls caused by the incompetent business process to achieve faster, more reliable and stress-free workflow.

The organizational structure shall respond to changes and enable its employees to share that vision to overcome the competitor's race. This would require constant review and evaluation on the current daily activities and the performance results then project the future changes in a timely manner. The concept of Network Organization can help focus on the core competence and avoid distractions. A proper cultural work environment should not be ignored as it enables employees to comfortably fit within the organization's social network.

The level of control that managers need to employ on work processes depend on the status of the organization; autocratic when things go wrong and require correction, and democrat when carrying business as usual. Management by Objectives can be used by these managers as a powerful tool to properly align both the organization and the employees' interests. One effective method to ensure that alignment is Pay-for-Performance as it ties the individual or group incentive pay to their level performance in delivering expected results. To make sure that these initiatives are fruitful, performance measurement should be employed to quantify how employees are successfully carrying out their tasks and duties and whether the other resources and work environment are in harmony with each other.

### **References:**

- [1] Grace Madlinger, *What is Workforce Optimization and Why Should I Do it?* Small Business Blog, 2018, <https://wheniwork.com/blog/what-is-workforce-optimization/>
- [2] Vicki Broadbent, *How IBM misjudged the PC revolution*, BBC World Service business reporter, 2005, <http://news.bbc.co.uk/2/hi/business/4336253.stm>
- [3] Muczyk, J. P. & Reimann, B. C. 1987. "*The Case for Directive Leadership*," Executive, 1, 304
- [4] Jan P. Muczyk, 2004, "*A Systems Approach to Organizational Effectiveness: The Alignment of Critical Organizational Dimensions with Selected Business/Competitive Strategies*", Air Force Institute of Technology, Ohio, U.S.A.
- [5] Lawler, E. E., 1984. "*The strategic design of reward systems, in Readings in Personnel and Human Resource Management*," 2nd ed., West Publishing Co.
- [6] Gibson, R. B. 1989, "*Personal chemistry abruptly ended rise of Kellogg president*," The Wall Street Journal, November 28, 1
- [7] SUSAN SORENSON, 2013 "*How Employee Engagement Drives Growth*", Gallup (<https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>)
- [8] Michael Dean, 2019, "*An introduction to the eNPS and driver methodology behind Peakon*", Peakon, <https://help.peakon.com/peakon-methodology/the-psychology/question-library-and-theory-references>

## ***OPTIMIZING HUMAN RESOURCES UTILIZATION***

- [9] Ignatio Madanhire, Charles Mbohwap, 2016, “*Enterprise resource planning (ERP) in improving operational efficiency: Case study,*” Elsevier B. V., 2016, <https://doi.org/10.1016/j.procir.2016.01.108>
- [10] Chen C. “*Taiwan Enterprise Data Operation Requirement Analysis: Manufacturing Version,*” 2003. MIC Research report.
- [11] O’Leary D.”*Enterprise Resource Planning Systems: Systems, Life*”; 2000.