

**OPEN EDUCATIONAL RESOURCES**

**HUMAN RESOURCES**

**MANAGEMENT SKILLS**

**LEARNING UNITS:**



# 1 INTRODUCTORY PARAGRAPH

Today we are facing remote work as never before. Covid-19 forced companies into a different form of work. Many companies required work from home from its employees. Because of that, managers today need to face new ways of dealing with employees. They need to change HRM skills in everyday tasks.

Related to remote work, we divided HRM skills into 6 groups:

1. principles and processes of HRM,
2. organizational behaviorism,
3. work engagement,
4. job satisfaction, and organizational climate,
5. organizational culture and
6. organizational identity.

Principles and processes of HRM involved recruitment, selection, compensation, personnel administration, and bureaucratic procedures related to remote working.

Organizational behaviorism is about group behaviorism and human needs in working remotely.

Job satisfaction and organizational climate defined differences between job satisfaction and organizational climate

Work engagement is about the concept of remote work engagement vs the concept of motivation, measurement of work engagement of remote workers and the comparison between UWES concept vs Gallup 12 concept.

Organizational culture in remote work is focused on the phenomenon of organizational culture, Hofstede's cultural dimensions theory, and GLOBE and how to improve some cultural dimensions of remote workers.

Organizational identity defines remote working and new values of an organization as well as remote working and new symbols and rebranding of an organization.



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## 2 LECTURE NOTES (10-15 pages)

### Principles and processes of HRM

In this subsection, we will discuss the following contents:

- Basic procedures of recruitment, selection, compensation.
- Personnel administration.
- Bureaucratic procedures related to remote working.

The originators of scientific management are Henri Fayol (1841 – 1925) and Frederick Winslow Taylor (1856 - 1915). In organizations, business functions entail the following:

- procurement;
- human resources;
- process of transforming inputs into outputs;
- sales;
- finance and accounts.

Human resources management (HRM) duties thus cover the fields of:

- personnel management;
- personnel administration;
- employee motivation, engagement, and satisfaction;
- buyer or user satisfaction;
- expectations of owners or founders;
- expectation of wider society.

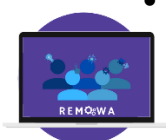
Personnel management is the key element of HRM; it includes the tasks listed above (calculating the necessary staffing levels, selection of staff, employment etc.).

Oftentimes these are technical, administrative or bureaucratic procedures. A personnel administrator will usually be charged with the task of keeping employee files up-to-date.

Both personnel management and personnel administration are characterised by administrative or mechanistic nature. In simplified terms, it is the role of personnel management to ensure that the labour force is “physically present” in an organization; on the other hand, personnel administration is in charge of keeping records and documentation related to this presence. The nature of this segment of HRM requires it to be bureaucratically organized. This type of organization prevents any possibility of arbitrariness.

Personnel administration is thus generally organized as a typical bureaucracy:

- Administrative procedures are based on rules.
- The tasks performed by the employees are based on specialisation, division of labour and hierarchy.



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- Each employee works in accordance with the rules and within their purview.
- It issues written documents, e.g. contracts, acts, decisions, etc.
- All the administrative documents need to be archived.

Personnel management also follows the principles of a bureaucratic organization.

The task of HRM is to perform all the necessary activities which enable enthusiastic, motivated and content employees to bring an organization to life, which is in keeping with societal norms and which ensures customer satisfaction and meets the expectations of owners or founders.. For example, there are organizations with headquarters located in the US, but the workers work remotely from the US, Europe, New Zealand, and their clients are located all over the world. In order to do this, it is vital to ensure:

- employee satisfaction, with the employees doing the things which they are interested in, in return for a good salary;
- customer satisfaction, with the customers buying high quality products at a fair price;
- satisfaction of the local environment, since the company is socially and environmentally responsible;
- satisfaction of the state, since the company is run in accordance with the law and pays taxes;
- satisfaction of the owners, since they are able to make a profit, while the value of their company is increasing.

## Organizational behaviorism

In this subsection we will discuss the following contents

- Group behaviorism: a classic workplace vs remote working.
- Human needs: a classic workplace vs remote working.
- Job satisfaction: a classic workplace vs remote working.

Between 1924 in 1933, the company Western Electric in Hawthorne, near Chicago, was the site of a series of studies which involved 300 volunteers and aimed to determine the impact of physical work environment (lighting) on productivity. The research also included a group of scientists from Harvard Business School. The group conducted as many as 21,000 interviews with the workers. It eventually showed that the group of 300 volunteers, which was part of the study of the effect of lighting, was more effective than the rest of the 21,000 factor workers, regardless of the lighting conditions in their workplace.

The psychologist George Elton Mayo (1880–1949) was key in interpreting the result. Mayo (1933) claimed that the volunteers' increased productivity was the result of the effect of the group on the individual, and also other working conditions, specifically group relations.

Over the next decades, these findings inspired a series of studies and theories on motivation and motivating, informal organizations, working hours, etc., among them:

- The first satisfaction report was published by Richard Stephen Uhrbrock in 1934 (published in 1934; sent in for peer review by the journal on 13 September 1933).
- In 1943, Abraham H. Maslow (1908 – 1970) published his theory of motivation, known as the “ hierarchy of needs”.



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- Between 1959 and 1964, Frederick Irving Herzberg (1923–2000) published a series of articles on motivation; in 1968, he complemented this with his well-known two-factor theory of motivation.

Despite the criticism and its many weaknesses, organizational behaviour persisted as the leading HRM paradigm throughout most of the 20th century.

In relation to remote work, the paradigm as a whole needs to be considered with certain caveats:

- nowadays, the results of the study are generally considered problematic;
- the paradigm of organizational behaviour is based on a study of volunteer factory workers; remote work, however, is not factory work;
- organizational behaviour is interested in how to increase productivity—it does not look at issues significant to remote work, such as quality, innovation, and intercultural co-operation;
- the key finding of the Hawthorne studies was that individuals are affected by groups; remote work, however, takes place in groups which are different in nature from the ones formed during factory work.

On the other hand, organizational behaviour opened up questions still relevant today in connection to remote work, among them the issues of:

- human needs;
- job satisfaction or dissatisfaction;
- organizational climate;
- organizational culture.

Elton Mayo looked at human needs in relation to their effect on productivity and determined that productivity is affected by:

- social factors;
- group norms (e.g. working hours);
- informal organization;
- levels of control.

The theory of human needs significantly impacted the theory and practice of management. Meeting human needs became one of the key tools for motivating people.

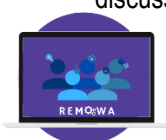
Kohl (2018) states that, over time, the employees' need and requirements change and develop, which is why companies may find it difficult to provide satisfaction

## **Job satisfaction and organization climate**

In this subsection we will discuss the following contents

- What terms: »job satisfaction« and »organization climate« really mean?
- Job satisfaction: a classic workplace vs remote working.
- Organization climate: a classic workplace vs remote working.

In order to dissipate doubt or potential misunderstanding, we would like to begin by outlining the meaning of the discussed terms:



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- satisfaction refers to physical response and consists of two “states” – contentment (positive value) and discontent (negative value);
- organizational climate represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state – in other words, it only possesses a positive value;
- organizational culture refers to the “collective programming” of mind and may relate to different content.

The idea of organizational climate is often mistakenly brought into connection with job satisfaction,

Organizational climate thus refers to the organization as a whole, whereas job satisfaction refers to an individual's specific job or workplace.

There have been numerous definitions of what constitutes “job satisfaction”. Bullock (1952) was one of the first to claim that job satisfaction is a result of a balance and sum total of various likes and dislikes connected to a job.

Hulin and Judge (2003) saw job satisfaction as a multi-dimensional psychological response to a workplace. These responses are comprised of cognitive, emotional, and behavioural elements.

Any discussion of job satisfaction is not complete without the mention of Herzberg. Herzberg (1966) separates between motivating and hygiene factors.

- Motivating factors thus include: challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization, etc. The presence or perception of motivating factors gives rise to employee job satisfaction.
- Hygiene factors include: status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations. The absence of hygiene factors gives rise to job dissatisfaction.

Over the past decades, the physical environment of the workplace has been an important factor of employee satisfaction. In determining the satisfaction of employees working remotely, specifically as it relates to their physical environment, we may therefore also look at the following dimensions:

- a person's salary;
- a person's career opportunities;
- a person's job security;
- the position of their department inside the organization;
- the perceived quality of a person's direct communication with their immediate superiors (timeliness and thoroughness of information);
- perceived quality of immediate communication among the departments.

In order to dissipate doubt or potential misunderstanding, we would like to begin by outlining the meaning of the discussed terms:

- **satisfaction** refers to physical response and consists of two “states” – contentment (positive value) and discontent (negative value);
- **organizational climate** represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state – in other words, it only possesses a positive value;



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- **organizational culture** refers to the “collective programming” of mind and may relate to different content.

We have already provided some of these definitions our discussion of job satisfaction above.

When an employee is working remotely, the physical environment of the workplace is most often their home. Their social interaction during working hours may thus also include interaction with their family. Thorough research is necessary in order to ascertain any correlation between “satisfaction with the physical environment of the home” and “general satisfaction with remote work”.

It follows that research of interactions between remote workers should look at:

- interpersonal interaction with individuals;
- interaction on the level of group;
- interaction between leaders and subordinates;
- interaction on the level of organization.

## Work engagement

In this subsection we will discuss the following contents

- Concept of work engagement vs the concept of motivation.
- How to measure the work engagement of remote workers.
- Concept »UWES« vs concept »Gallup Q12«
- How to improve the work engagement of remote workers.

We have already that organizational behaviour was the prevailing paradigm of the 20th century. One of the foundations of behaviour is the stimulus-response (S-R) theory. The S-R theory claims that human behaviour is the result of responses to environmental stimuli in the form of reactions and behaviours (Kitchener and O'Donohue, 1999).

However, a person's behaviour is not necessarily a response to perception and may be intrinsic to the individual. Pennington (2000) divides factors motivating decisions into two categories:

- dispositional factors, i.e. factors intrinsic to a person (temperament, character); and
- situational factors, which are received by a person from their environment through perception.

Human behaviour is thus not only affected perception but also by dispositional factors, such as personality, for example. Feryal (2012) states that temperament and character are the key personality dimensions which determine a person's response to perception.



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The concept of work engagement is thus quite different from theories based on organizational behaviour.

William Kahn was the first to scientifically study employees' work engagement. Kahn (1990) studied the employees' attitudes towards their work assignments

His research led Kahn to believe that engagement is intrinsic to each individual. An employees' engagement describes the personal effort invested into their work. As opposed to that, personal disengagement implies an individual's retreat and a spontaneous defence mechanism, and primarily indicates an obscuring of true identity.

Kahn determined that employees' engagement should be treated separately from their disengagement, since these are two distinct categories.

In the following years, Kahn's research was the basis of numerous other studies. In Europe, this particular research field was the predominant focus of interest of the University of Utrecht, in particular Wilmar B. Schaufeli. A special model was developed to measure employees' work engagement, the so-called Utrecht Work Engagement Scale (UWES). UWES questionnaire (Schaufeli, Bakker, 2003).

The UWES questionnaire includes question regarding: mental strength and vigour (6 questions), dedication (5 questions), and absorption (6 questions).

- Psychological vigour is reflected in the amount of energy invested into work, mental vigour, positive attitude towards work, persistence and resilience (to potential failure).
- Dedication is reflected in the meaning attributed by an individual to their work, their enthusiasm, inspiration, pride in their work and achievements, and the challenges posed by their work.
- Absorption describes the extent of a person's involvement with their work, the degree to which it pleases them, etc.

Table: The elements and scale in the »UWES-S« questionnaire (Schaufeli et al., 2002).

Vigour	
A1	I feel strong and vigorous when I'm studying.
A2	I can continue studying for very long periods at a time.
A3	When I'm studying, I feel bursting with energy.
A4	I am very resilient when it comes to studying.
A5	When I get up in the morning, I feel like going to class.



Dedication	
A6	I find my studies full of meaning and purpose.
A7	My studies inspire me.
A8	I am enthusiastic about my studies.
A9	I am proud of my studies.
A10	To me, my studies are challenging.
Absorption	
A11	Time flies when I am studying.
A12	When I am studying, I forget everything else around me.
A13	I feel happy when I am studying intensely.
A14	I get carried away when I am studying.

A 7-level scale is used:

0	1	2	3	4	5	6
never	a few times a year or less	once a month or less	a few times a month	once a week	a few times a week	every day

Eventually, consulting agencies developed numerous commercial scales for measuring engagement. The Gallup Q12 Survey is one of the most popular ones.

The Twelve Questions are:<sup>1</sup>

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?

<sup>1</sup> SOURCE: [https://www.goalbusters.net/uploads/2/2/0/4/22040464/gallup\\_q12.pdf](https://www.goalbusters.net/uploads/2/2/0/4/22040464/gallup_q12.pdf) from www.gallup.com

11. In the last six months, has someone at work talked to you about your progress?

12. In the last year, have you had opportunities to learn and grow?

The answers options lie on a 5-point scale, with 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree.

However, as Kahn pointed out, engagement is intrinsic to people. Kahn (1990) further concluded that there is a connection between employees' individual engagement and the meaning they ascribe to specific situational factors:

- Meaningfulness of a work task refers to a person's sense of receiving a return on their investment into a given task.
- Safety refers to a person's sense that they can remain in work, without fear of losing their job, their self-image, and their career.
- Availability refers to a person's sense that they have the physical, mental, and emotional energy necessary for the realisation of a task.

## Organizational culture

In this subsection we will discuss the following contents

- Development of the phenomenon of organizational culture.
- Hofstede's cultural dimensions theory and GLOBE.
- How to improve some cultural dimensions of remote workers.

When we think of culture, the first thing that comes to mind are usually painters, poets, writers, composers, musicians, directors, literature, art, music, film, opera, ballet and theatre. All of this, of course, is culture. However, the notion of culture is far more extensive than that.

Geert Hofstede, whom we shall talk more about further below, understands culture as “collective mind programming”. In this sense, culture is something which affects the flow of social processes and human interrelations.

According to Needle (2004), organizational culture represents joint values, convictions and principles, shared by members of organizations. It is a product of various factors, such as the history of an organization, its leadership or founders, technology used in an organization, its employees and the wider (national) culture in which the organization is active. Organizational culture includes an organization's vision, values, rules, business process, behaviours and customs, as well as symbols, language, presuppositions, environment, location, etc.

In the period spanning from the beginnings of industrial age to our digital age, organizations have continuously changed and developed. These shifts included changes in technology, business processes, values, location of business spaces, etc. Alongside these changes, the understanding and substantive approaches towards organizational culture have also transformed.

The Dutch professor Gerard Hendrik (Geert) Hofstede is the author of a pioneering work of research in the field of inter-cultural co-operation. In the period from 1967 to 1973, while Hofstede was working for IBM, he conducted



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interviews in 40 countries in Europe and the Middle East. He first published his findings in 1978. Hofstede later expanded his research to include other countries. His work resulted in an original model of cultural dimensions.

Hofstede's basic model, which is based on research and study of employees in the international corporation IBM, describes five cultural dimensions (Hofstede, 2001):

- Individualism / Collectivism: Individualism is characteristic of societies with loosened ties among individuals. Individuals are expected to take care of themselves and their families. In contrast, people in collectivist societies are integrated into strong, cohesive groups which protect their members in return for their unconditional loyalty.
- Power distance is a dimension which is defined as the extent to which less powerful members of society expect and accept that power is distributed unequally. It describes the manner in which various societies face social inequality, noticeable in phenomena such as prestige, wealth, and power. It relates to a society's social stratification and tells us to what extent a society is separated into social classes and whether it holds different values systems and expectations for members of different social classes.
- Uncertainty avoidance is rooted in a society's cultural heritage and describes its manner of dealing with uncertainty. People in societies with a greater degree of uncertainty avoidance prefer organized structures in their organizations and predictable and known relationships. As opposed to that, some cultures are characterised by risk, e.g. frequent job switching.
- Masculinity and femininity describe societally prescribed gender roles. Femininity is characterised by dedication to social goals, care for others and relationships. In contrast, masculinity is represents egotistical goals, such as career and money. Masculinity is oriented towards economic goals, whereas femininity is focused on interpersonal relationships.
- Long versus short term orientation is a dimension which describes short-term or long-term aspects of thinking, such as perseverance, personal growth, stability, and adherence to tradition. Long-term oriented cultures are focused on the future and highlight the importance of education, moderation and perseverance; short-term oriented cultures give precedence to looking towards the past and respect tradition, maintaining the status-quo, fulfilling social obligations, etc.

In 2020 and 2021, we witnessed a situations where remote work also pursued other goals:

- preventing the spread of epidemic;
- ensuring health and safety at work;
- maintaining the stability of processes.

Of course, these goals should be followed by the necessary adaptations of organizational culture. The COVID-19 epidemic and the subsequent rise in remote work has altered the understanding of many traditional cultural dimensions.

### **Organizational identity**

In this subsection we will discuss the following contents

- Remote working and new values of organization.
- Remote working and new symbols.
- Remote working and rebranding of organization.

Organizational identity comprises all that an organization is and everything that we can we perceive in relation to an organization.



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The concept of organization identity first emerged somewhere after 1950, however, it did not really take off until decades later. At the time, many organizations did not feel the need to actualise this idea. The situation changed with the rise of the internet.

According to Balmer and Greyser (2013), prior to developing organizational identity we should answer the following questions:

- Central focus: What are the key features of our organization?
- Differentiating yourself from others: Which characteristics separate your organization from other organizations?
- Continuity: How was the organization unique during its life cycle?

They further list questions about organizational identity:

- What are the main characteristics of the organization?
- Who does the organization have to communicate with and what about?
- What is the organization's mission and how is the organization committed to its environment?
- What brings together members of the organization and what affinities do they share?
- How was the organization perceived by its environment over time?
- How is the organization perceived by its organization today?

Organizational identity tells us what an organization looks like and everything that people perceive in relation to an organization. According to Elsbach (2013), organizational image is people's temporary but transient perception of an organization.

Miletsky (2009a) found that we tend to equate products and the companies making or selling the products in our everyday conversations about brands. There is an important conceptual difference between a product and a company, however. A company may thus have a large number of different brands and related products on the market, aimed at different target groups.

The behaviour of consumers and the environment is based on the way these individuals or groups perceive the organization as a whole, or, in other words:

- the identity of an organization;
- and the brands produced by an organization.

The purpose of a brand is to provide a discernible object of perception to the customer. Customers need to be able to perceive the symbols which make up a brand. Miletsky (2009) described brands as "emotional triggers". It is the aim of the brand to trigger emotions in the customer.

Customer emotions related to the perception and use of brand may include<sup>2</sup>:

- Trust – a customer's belief that a brand will fulfil its promise.
- Integrity – a customer's expectation of fair treatment and solutions to any potential problems.

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<sup>2</sup> VIR: <http://www.dialogos.si/slo/objave/clanki/zavzetost/>

- Pride – a manifestation of a customer's personal connection with the brand.
- Passion – a customer's conviction that a brand is irreplaceable.

The emergence of emotions is connected to the following elements:

- Promise – needs to be related to the customer's lifestyle or affinities in the realm of culture, entertainment, sports, and so on. A promise in written form is called a slogan. A slogan encapsulates a brand's promise.
- Personality – customer's have their unique personalities, which is why brands need to establish an emotional connection with the customer.
- Uniqueness and unique market position – the characteristics of brand products need to be unique, i.e. different from others.

So how does all this relate to remote work? Quite strongly, actually. Remote workers are equally committed to brands as their counterparts working in an office.

### 3 QUESTIONS AND ANSWERS (5-10)

**Content:** Principles of group behaviorism

**Question:** What are the bureaucratic procedures related to remote work?

**Answer:** If someone works remotely, there are the same rights and duties in the relationship between the employee and the employer as if they were working at the employer's headquarters. The employer and the employee have mutual rights and obligations arising from the employment relationship. The employee also has rights deriving from the law (eg: the right to social and sick insurance, the right to sick leave, the right to a pension).

It is therefore necessary to keep records of the work. Even when it comes to teleworking, this is no exception. The minimum standard of record keeping is national law. We cite as an example

Example of the Republic of Slovenia, Labor and Social Security Registers Act (Official Gazette of the Republic of Slovenia, No. 40/06) (Labor and Social Security Registers Act) The following records are kept in the field of labor and social security:

- records of employees,
- records of labor costs,
- records on the use of working time

**Content:** Job satisfaction

**Question:** What do you mean by "job satisfaction"?

**Answer:** An overview of the definitions of the term "job satisfaction" in recent decades shows that all definitions have some common features:

- most definitions define job satisfaction as an emotion, ie as a response of the human body to perception;
- the content or object of perception to which job satisfaction refers is multidimensional, it can be an object from the physical environment (eg characteristics of the workplace or work environment), it can be social interactions (related to a specific job or a specific job), it can be a combination of the above, but in any case it is related to the job or the specific work that someone is doing;



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- the emotion can be more or less expressed, someone can just "think" it, but there can also be other reactions of the human body to perception, most often insomnia is mentioned;
- job satisfaction can have two different states; it can manifest in the form of "satisfaction" or it can manifest itself in the form of "dissatisfaction".

**Content:** The work engagement

**Question:** What does the term "work engagement" mean to you?

**Answer:** Work engagement means his personal effort that he invests in the work. In contrast, personal detachment means the simultaneous withdrawal of the man himself, an automatic defensive reaction, and preferentially reflects the concealment of true identity.

He found that employee engagement and non-engagement should be considered completely separately because these are two separate categories.

Work engagement is a simultaneous response of a person and primarily reflects the person himself. With engagement, a person reflects his / her connection with the work task and with others who are related to it. People who are engaged have qualities in them such as energy, cognitive abilities, and so on. These are reflected in the work effort.

**Content:** The difference between the phenomenon of motivation and work commitment

**Question:** What is the difference between motivation and work engagement?

**Answer:** The best-known theories of motivation stem from the assumption that man works to satisfy his needs. Goods that meet needs are often part of the outside world.

Engagement, however, comes from the man himself.

**Content:** The organizational culture

**Question:** What are the dimensions of culture regarding the GLOBE model?

**Answer:** The GLOBE model identifies nine dimensions of culture that explain cultural differences at the national and organizational levels. Definitions of individual dimensions are:

- Uncertainty Avoidance is the degree to which people rely on the organization's social norms, rules, and policies to mitigate the unpredictability of future events and reduce their uncertainty.
- Power Distance is the degree to which members of society expect power to be distributed evenly.
- Social collectivism (Societal Collectivism-Collectivism I) is divided into two dimensions in the GLOBE project: social and collective; social collectivism is the degree to which society values and rewards integration into groups or group actions and joint resource sharing.
- In-Group Collectivism (Collectivism II) is the level of an individual's affiliation and identification with a group, family or organization.
- Gender Egalitarianism is the degree of society's tendency to reduce gender differences in the division of tasks, responsibilities and rewards.
- Assertiveness is the degree to which individuals are expected to be strong, confident and competitive or aggressive in their relationships.
- Future Orientation represents the degree to which society encourages and rewards future-oriented behavior (eg future planning, investing).



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- Performance Orientation is the degree to which a company values and rewards individual achievements and excellence.

- Humanity (Humane Orientation) means how much society values and rewards selflessness, care, honesty, kindness and generosity.

**Content:** Organizational climate

**Question:** What is the difference between organizational climate, culture and satisfaction?

**Answer:**

- Satisfaction means the body's response to perception and has two "states": satisfaction (which has a "positive" sign ") and dissatisfaction (which has a " negative "sign).

- Organizational climate is a stimulus for some positive form of behavior of members of the organization (eg for innovation, quality) and has only one state: so if it exists it has only a positive sign).

- Organizational culture is "collective programming of the mind" and is related to various contents.

**Content:** Organizational identity

**Question:** What is identity, what is image?

**Answer:**

- Identity is all that an organization really is.

- Image is everything that an organization looks to the outside.



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## 4 CASE STUDIES (2 case studies)

### 4.1 CASE STUDY 1

**TITLE: Recruitment and selection process**

LEARNING UNIT:

- Principles and processes of HRM

TOPIC:

- Recruitment and selection process

GOAL:

- Execute basic procedures of recruitment and selection

COMPETENCES:

- Lead and supervise basic procedures of recruitment and selection

INSTRUCTIONS:

- A total of two participants do Case study 1.

DURATION:

- Design an advertisement for the job vacancy of sales associate – 30 minutes.
- Formulate the interview for candidates applying for the job vacancy of sales associate – 30 minutes
- Execute the interview with internal manager/trainer/HR specialist/colleague – 30 minutes
- Discussion with internal manager/trainer/HR specialist/colleague and justification of the selection – 15 minutes

PERFORMANCE CRITERIA:

- Completed Recruitment and selection process.

RECOMMENDED LITERATURE:

- Handbook
- Online resources

#### PRESENTATION OF THE ENVIRONMENT

The sports shop AMERA is located in Bolzano, Italy. It is a vast shop, more than 1000 m<sup>2</sup>. The shop is specialized in skiing equipment in winter and bicycling equipment in summer. But there is always mountain equipment for hiking.

#### PROBLEM:

The sports shop AMERA is looking for a sales associate. A sales associate is responsible for assisting customers through the buying process. His duties include greeting customers when they enter the store, showing them products, using them, and ringing up customers' purchases on the POS register.

Job-related tasks are:

- Welcoming customers into the store
- Staying knowledgeable about a range of skiing, bicycling, and hiking products
- Explaining to customers the best products for their needs
- Recommending related products to increase customers' options and enrich the shopping experience
- Explaining the benefits and functions of products, method of preparation, and how to use them to achieve the best results
- Accepting and processing orders, operate the POS register, and resolve returns issues
- Promoting special sales, offers, and awareness of store loyalty program

#### TASK 1:



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- Design an advertisement for the job vacancy of sales associate
- Formulate the interview for candidates applying for the job vacancy of sales associate

#### TASK 2:

- Execute the interview with internal manager/trainer/HR specialist/colleague
- Discussion with internal manager/trainer/HR specialist/colleague and justification of the selection.

## 4.2 CASE STUDY 2

### **TITLE: A job satisfaction of remote workers**

#### LEARNING UNIT:

- Job satisfaction and organization climate

#### TOPIC:

- Job satisfaction: a classic workplace vs remote working.

#### GOAL:

- evaluate the job satisfaction.

#### COMPETENCES:

- create a strategy to improve job satisfaction.

#### INSTRUCTIONS:

- A total of three participants do Case study 2.

#### DURATION:

- Making the presentation - 3 hours.
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation

#### PERFORMANCE CRITERIA:

- Completed presentation.

#### RECOMMENDED LITERATURE:

- Handbook
- Online resources

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the head of the back office department at an insurance company. There are 20 employees in the department. The work tasks of the department are:

- communication with insurance agents;
- preparation of documentation (insurance policies for insurance over EUR 1 million);
- control of insurance policies for less than EUR 1 million
- archiving documents;
- monitoring the condition of shelves;
- informing clients about the course of insurance;
- notification of changes in insurance conditions;
- etc.

#### PROBLEM:

For reasons of safety and health at work, half a year ago, half of the department's employees started working from home all the time. Workers who work in the office or from a home change at intervals.



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Every year, they measure employee satisfaction through surveys. They measure the following satisfaction attributes:

- the salary of the individual;
- the possibility of an individual's career;
- employment security of the individual;
- the position of the department within the organization;
- perceived quality of direct communication of the individual with the immediate superior (timeliness of information, completeness of content);
- perceived quality of direct communication between departments.

There were no statistically significant differences between the results in previous years. In the last year, however, the survey showed statistically significant differences in items:

- the possibility of an individual's career;
- perceived quality of direct communication of the individual with the immediate superior (timeliness of information, completeness of content);
- 

Attributes of dissatisfaction that were not present in previous years are identified. The differences can be attributed to the fact that remote work began.

#### TASK 1:

- Examine the concepts of satisfaction.

#### TASK 2:

- Prepare a ppt presentation of the solution to the problem.
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation



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## 5 PRACTICAL EXERCISES (2 PRACTICAL EXERCISES, DO IT YOURSELF)

### 5.1 EXERCISE 1

**TITLE: Principles and processes of HRM**

LEARNING UNIT:

- Principles and processes of HRM.

TOPIC:

- Personnel administration.
- Bureaucratic procedures related to remote working.

GOAL:

- memorize bureaucratic procedures related to remote working.
- Understand bureaucratic procedures related to remote working.

COMPETENCES:

- Lead and supervise basic procedures of recruitment, selection, and compensation.
- Organize job activities of HRM department related to remote workers.

INSTRUCTIONS:

- A total of three participants do Exercise 1.

DURATION:

- Making the presentation - 5 hours.
- Presentation to other participants - 15 minutes.
- Discussion with other participants - 15 minutes.

PERFORMANCE CRITERIA:

- Completed presentation.

RECOMMENDED LITERATURE:

- Handbook
- Online resources

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the director of accounting service. One year ago, there were 40 employees in the service, and in the current year, more people were employed. You are the legal representative (director), which means you can enter into employment contracts, enter into annexes, and have other powers of the director.

The work tasks of the accounting service are:

- communication with customers;
- issuing invoices to customers;
- payment transactions for customers;
- calculation of salaries for employees of clients;
- posting of business events;
- other accounting service activities.

PROBLEM:

For reasons of safety and health at work, you are in a situation where workers have to start working from home. The workers do not have a proper basis for this, and the company has not kept the necessary records so far.

TASK 1:

- Examine the legislation and make an inventory of legal acts (laws, collective agreements, etc.) that regulate remote work.
- Find out what legal bases within your company are needed for employees to start working remotely.



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## TASK 2:

- Find out what records your company needs to keep work remotely.
- Find out what the financial consequences of remote work will be (only savings and new cost items, no amounts)
- List all the activities that need to be done from the moment you decide to start working remotely until the payment of the first salary for work remotely.
- List the holders of these work tasks.
- Prepare a ppt presentation of the solution to the problem.

## 5.2 EXERCISE 2

### **TITLE: Work engagement and organizational culture**

#### LEARNING UNITS:

- Work engagement
- Organizational culture
- Organizational identity

#### TOPICS:

- Concept of work engagement vs the concept of motivation.
- How to measure the work engagement of remote workers.
- Concept »UWES« vs concept »Gallup Q12«
- How to improve the work engagement of remote workers.
- Hofstede's cultural dimensions theory and GLOBE.
- How to improve some cultural dimensions of remote workers
- Remote working and new values of an organization.

#### GOAL:

- Evaluate the work engagement.
- Evaluate the organizational culture.

#### COMPETENCES:

- Create a strategy to improve work engagement.
- Present values of organizational culture.

#### INSTRUCTIONS:

- A total of three participants does Exercise 2.

#### DURATION:

- Making the presentation - 5 hours.
- Presentation to other participants - 15 minutes.
- Discussion with other participants - 15 minutes.

#### PERFORMANCE CRITERIA:

- Completed presentation.

#### RECOMMENDED LITERATURE:

- Handbook
- Online resources

## PRESENTATION OF THE ENVIRONMENT

Imagine you are the director of accounting service. One year ago, there were 40 employees in the service, and in the current year, more people were employed. You are the legal representative (director), which means you can enter into employment contracts, enter into annexes, and have other powers of the director.

The work tasks of the accounting service are:

- communication with customers;
- issuing invoices to customers;



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- payment transactions for customers;
- calculation of salaries for employees of clients;
- posting of business events;
- other accounting service activities.

Organization identity:

- Central focus: they are small and medium enterprises, the activity is accounting service.
- Differentiation from others: the accounting service is famous for operating the most up-to-date (up-to-date posting) of competing services. Users can also use a certain amount of tax advice free of charge.
- The accounting service operates legitimately, correctly and reliably

Other circumstances:

- Salary is on average 30% higher than the industry average.
- Every employee gets a new workbook every year.
- Employees also have other bonuses.
- The employer has repeatedly received awards for the best employers in the region.
- The company is expanding rapidly, gaining new customers, in the last year there were 7 new jobs.

PROBLEM:

For reasons of safety and health at work, half a year ago, half of the department's employees started working from home all the time. Workers who work in the office or from home change at intervals.

Employee satisfaction is measured each year using the Gallup Q12 method.

In previous years, less than 10% were actively unengaged, and in the last year, the survey showed 17% were actively unengaged. The result may be due to the introduction of teleworking, but it may also be due to expansion, as you have hired 7 new employees in the last year.

After that, you surveyed the UWES method and found a "medium" level of work engagement for all three items. The researcher drew your attention to an atypical, very large standard deviation of the results (large scatter) of responses (meaning that some standouts are more engaged and others stand out less busy).

TASK 1:

- Examine the concepts of work engagement.
- Prepare a ppt presentation of a solution to the engagement problem.

TASK 2:

- Examine the GLOBE culture model.
- Examine Hofstede's model of culture.
- Examine the concept of organizational identity.
- Prepare a ppt presentation in which you present the activities of introducing your organizational culture among new employees.



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## 6 MULTIPLE CHOICE QUESTIONS (10-20 QUESTIONS)

**Instruction:** Please indicate only one the most accurate answer.

Q1: Personnel management is part of Human Resources Management.

- A. Yes, it is true. because there is no difference between remote work and regular work.
- B. No, it is not true.

Q2: What is the task of HRM? Is to perform all the necessary activities which enable enthusiastic, motivated and content employees?

- A. The task of HRM is to perform all the necessary activities which enable enthusiastic, motivated and content employees Yes, it includes juggling work, family, health, friends, and spirit.
- B. The task of HRM is to perform all the necessary activities which enable very high return of assets (ROA).

Q3: Is the paradigm of organizational behaviour based on a study of volunteer factory workers or on a study of volunteer remote workers?

- A. On a study of volunteer remote workers.
- B. On a study of volunteer factory workers.

Q4: What's the definition of "Job satisfaction"?

- A. Job satisfaction refers to physical response and consists of two "states" – contentment (positive value) and discontent (negative value);
- B. Job satisfaction represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state – in other words, it only possesses a positive value;
- C. Job satisfaction refers to the "collective programming" of mind and may relate to different content.

Q5: What's the definition of "organizational climate"?

- D. Organizational climate refers to physical response and consists of two "states" – contentment (positive value) and discontent (negative value);
- E. Organizational climate represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state – in other words, it only possesses a positive value;
- F. Organizational climate refers to the "collective programming" of mind and may relate to different content.

Q6: What's the definition of "Organizational culture"?

- A. Organizational culture refers to physical response and consists of two "states" – contentment (positive value) and discontent (negative value);
- B. Organizational culture refers to the "collective programming" of mind and may relate to different content.
- C. Organizational culture represents a stimulus reinforcing a positive behaviour in members of an organization (e.g. innovation, quality) and consists of a single state – in other words, it only possesses a positive value;



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Q7: What is the difference between concept of motivation and concept of work engagement?

- A. Concept of motivation and concept of work engagement are the same thing.
- B. One of the foundations of behaviour is the stimulus-response (S-R) theory. The S-R theory claims that human behaviour is the result of responses to environmental stimuli in the form of reactions and behaviours. The concept of work engagement is thus quite different from theories based on organizational behaviour. An employees' engagement describes the personal effort invested into their work.

Q8: What's the definition of "Organizational identity"?

- A. Organizational identity tells us what an organization looks like and everything that people perceive in relation to an organization.
- B. Organizational identity is only brand.

**Check the answers:**

- 1: A
- 2: A
- 3: B
- 4: A
- 5: B
- 6: B
- 7: B
- 8: A

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