

Research Article

Organizational Protection by Work force Honoring

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Abstract

A discussion about a review on work force resources system in workplace has received relatively little attention from organizational behavior researchers. The strategic importance of workers is discussed and their interaction, as an asset, with other important organization assets. The basic methodologies for valuing workers are then explained and their limitations are considered. A discussion about a review on work force resources system in workplace has received relatively little attention from organizational behavior researchers. The first of the themes to be addressed concerns the relationship between emotion and rationality. There has been a longstanding bifurcation between the two with emotions labeled in pejorative terms and devalued in matters concerning the workplace.

The form and structure of an organization's work force honoring can affect employee motivation levels in several ways. Organizations can adopt various work force honoring practices to enhance employee satisfaction.

Recognizing the importance of work force honoring in achieving flexibility in an international context expands the types of research questions related to the role of work force honoring functions in organizational performance, such as selection of work force resources, training, and compensation and performance appraisal. This paper considers the value of workers as an important intangible asset of an organization.

A significant finding from this study and own experience is that many issues remain unrecognized for far too long after they are first identified. Valuing intangible assets, in particular workers-related intangibles, is clearly not a straightforward exercise. There has been a longstanding bifurcation between the two with emotions labeled in pejorative terms and devalued in matters concerning the workplace.

Work force resources management should recognize that even though all types of resources are important for firm start-up and growth, certain ones are more salient depending on the goals of the organization. It is important to identify the primary patterns of work force resources changes and their importance in understanding and tracking shifts in the organization over time.

Keywords: work force resources, work force honoring, organizational performance, management.

Introduction

Work force honoring is defined as a complex feeling state accompanied by physiological arousal and overt behaviors. These words in essence, imply motion. Are the approaches applied by accountants and the resulting values, however, equally valid for strategic planning and performance measurement or simply numbers to satisfy the information requirements of investors and efficient tax planning? Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision making and behavior in response to a variety of environmental contingencies.

A discussion about a review on work force resources system in workplace has received relatively little attention from organizational behavior researchers. The first of the themes to be addressed concerns the relationship between emotion and rationality. There has been a longstanding bifurcation between the two with emotions labeled in pejorative terms and devalued in matters concerning the workplace.

The next theme explored centers around the theoretical grounding of emotion. Emotion is often described either in psychological terms as an individualized, intrapersonal response to some stimulus, or by contrast, a socially constituted phenomenon, depending upon the disciplinary perspective one adopts.

This study has reviewed how organizations, as powerful culture eating institutions, have applied normative expectations and established boundaries for the acceptable expression of emotion among HRS through tactics such as applicant screening and selection measures, employee training, off-the-job socialization opportunities, organizational rewards and the creation of rituals, ideologies and other symbols for indoctrinating the newly hired into the culture of the organization.

There is no doubt that valuing acquired intangibles such as brands, patents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill.

Modern approaches recognize that selection of work force honoring is a complex process that involves a significant amount of vagueness and subjectivity. In contrast, intangible assets are not so easily defined while it is rare that they are actively traded. Consequently, any intangible valuation exercise must start with 'What?' and 'Why?' before considering 'How?' Tangible assets as such machinery, building, stocks and shares are pretty

straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases there is an active market from which value can be derived.

Organizational work force

Work force honoring is typically functional because a motivated person moves himself towards some goal. Capturing the wrong organizational work force information, unclear goals, inappropriate selection and use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing and managing work force honoring projects systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage.

Whenever, try is to attain happiness or get rid of anger, irritation, and etc. work force honoring plays significantly a motivated role. To the work force honoring aroused person, the most distinct aspect of emotion is the feeling component. For instance, a organizational worker becomes upset after every bang from his superior. This feeling cannot precisely be described. Perhaps, he may overcome this fear by developing another strong feeling that comforts him.

The more we understand people and their total environment, the more their needs are likely to be met. When we talk about valuing workers relationships, the scope of definition is expansive. On the one hand, it is simply the value that workers generate for the organization. On the other hand, it is purely the value of the relationship. Neither definition is more correct than the other; however, the purpose and approach for valuing each are different.

A positive experience throughout the workers cycle should foster trust and develop loyalty, therefore allowing an organization to generate more revenue for less incremental expenditure. For example:

- 1) Happy existing workers are more willing to operation or services and try new operation or service offerings.
- 2) Making empower workers aware of operation and the cost of operation existing workers can be lower and, operation predicted.

Work force honoring is primarily expressive because an emotional person is moved. Work force honoring can be motivating to the extent that work force activity towards certain goal is influenced and sustained by feelings.

Work force honoring and development

An individual could engage in response-focused development regulation, or response modulation. In this process, the person has a tendency toward development and honoring response, but manipulates how he or she shows that honoring response by directly influencing physiological, experiential, or behavioral responding.

Employees are one of the most valuable resources and organizations have to remain competitive. Modern organizations might achieve this by using organic work force honoring and development that promote the development of a work force capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior. work force honoring can be managed through conscious practices.

The physiological component of work force honoring includes excitatory and inhibitory reactions that occur through arousal of the sympathetic nervous system.

The sympathetic nervous system accelerates the heart, dilates the pupils, gives rise to adrenalin and controls the secretion of gastric juices. The individual becomes ready to fight or flight or affiliate.

Forever, international organizations can adopt various practices to enhance employee skills s follows:

- 1) Efforts can focus on improving the quality of the individuals hired, or on raising the skills and abilities of current employees, or on both. Employees can be hired via sophisticated selection procedures designed to screen out all but the very best potential employees. Indeed, research indicates that selectivity in staffing is positively related to firm performance.
- 2) Organizations can improve the quality of current employees by providing comprehensive training and development activities after selection.

This definition comes from an inter actionist approach, where, work force honoring are expressed in and partially determined by, the social environment. The work force honoring consists of four dimensions:

- a) Frequency of interactions,
- b) Attentiveness
- c) Variety of work force honoring required,
- d) Work force honoring dissonance.

Work force honoring dissonance was discussed as a state where, in the emotions expressed are discrepant from the work force development felt. Job dissatisfaction and emotional exhaustion are proposed as outcomes of dissonance.

This definition of emotional labor includes the organizational expectations for employees in their interactions with customers.

According to work force development regulation proposed the individual can regulate emotions at two points.

At the first intervening point, an individual can engage in antecedent-focused work force development regulation where, the individual modifies the situation or the perception of the situation in order to adjust work force honoring. It is stated that different types of antecedent-focused work force development regulation are:

- a) Situation selection,
- b) Situation modification,
- c) Attention deployment,
- d) Cognitive change.

As integrationist theory discusses, people often choose the situations in which they act, including the situations that may create work force development. Employees may choose their jobs, but for service employees there may be little opportunity for situation selection beyond that as a method to regulate development.

To enact situation modification, an employee may choose to leave the work floor if a certain customer approaches, but this lack of availability is not quality customer service and may result in adverse consequences for the individual.

With the lack of options to choose or modify the situation, work force development regulation may take the form of the employee leaving the organization.

In short, service employees for work force development may not have the breadth of situation modification that is available outside of a work role.

Rather than adjusting the situation or the perception of the situation, the individual manipulates the honoring expression of his or her reaction to the situation. This could be done with exercise or drugs that induce the appropriate state. An individual may also adjust the intensity of the displayed emotion, or fake the expression entirely.

Response-focused development and honoring regulation corresponds with the process of surface acting. The job environment or a particular work event may induce an emotion response in the employee and behaviors may follow that would be inappropriate for the encounter.

Generally, individuals experience a physiological state of arousal or honoring and they then have development tendency.

The arousal state from emotions informs them and gets them in a bodily state to respond to the situation. But in today's society, people learn to regulate that development and honoring tendency, so that their emotional reactions to other people don't result in fight or flight. So, these action tendencies to respond to honoring producing stimuli are overridden by coping or regulatory processes so that people do not act inappropriately in social settings.

In order to show the appropriate emotion for a situation, sometimes individuals must inhibit or suppress feelings. Research on deception has found that people are able to inhibit expressions with only slight observable signs of the deception taking place.

However, development and honoring regulation for the social interaction may tax the system. Inhibiting feelings and honoring expression lowers behavioral activity, but has actually been found to increase autonomic nervous system activity.

Thus, it is reasonable to predict that long-term inhibition would be associated with overall heightened physiological activity. This physiological activity, or bottling up of emotions, taxes the body over time by overworking the cardiovascular and nervous systems and weakening the immune development and honoring system.

Work force resources management should recognize that even though all types of resources are important for firm start-up and growth, certain ones are more salient depending on the goals of the organization. It is important to identify the primary patterns of work force resources changes and their importance in understanding and tracking shifts in the organization over time.

One way of considering how workers relationships create value is within the framework of Porter's value chain. In according with Porter organizational activities categories to support and main as figure 1, we know that organizational goal attachment is depend on all of them.

Figure (1): Protection of organization activities

<i>Organizational activities</i>	Infra structure
	Work force Honoring and Development
	Technology development
	Organizational Resources Procurement

Ref: (Fegghi Farahmand, 2011a; Schmitz & et al, 2004)

The chain of activities gives the products more added value than the sum of added values of all activities. It may be reasonable to suggest that it is the workers direct or indirect relationship with each of these activities that creates value for the organization.

Work force honoring as organizational support activities, organizations tend to be highly decentralized and use informal means of coordination and control.

The reasons have to do with work force bounded rationality. Bounded rationality refers to the fact that since work force's Honoring and development have not limited capacity, organizations can always find the absolute optimal solution by it.

Adjusting to an international assignment can provoke feelings of helplessness in unprepared manager, who may have difficulty sorting out appropriate from inappropriate behavior.

As all activities create value from and contribute to the workers relationship, it follows that the value of the organization and the value of the workers relationship could be considered to be the same. Expatriate managers are removed from the comfortable environment of their parental culture and placed in a less familiar culture.

The value chain is often criticized as a dated framework that is only applicable to manufacturing industries and considers marketing in a silo rather than encompassing the whole enterprise. A management style that works at home may fail to produce the desired response abroad, or it may be even counterproductive. Workers relationships appear to be similar; there are enough subtle differences to discount using brand value as a substitute for the value of a workers relationship.

In contrast, there are operation drivers that cannot be attributed to the brand but can have a significant influence on the workers relationship with a organization. For example, inertia is considered to be the single biggest driver of workers retention in the banking industry; clearly, this is not attributable to brand and therefore could be considered as part of the workers relationship value. Many organizations are becoming aware of the need to provide continued hands-on training rather than just pre-departure awareness training. In contrast to pre-departure training, post-arrival training gives global managers a chance to evaluate their stressors after they have encountered them. Documentary and interpersonal training methods have additive benefits in preparing managers for intercultural work assignments.

In work force resources management based theory, organizations are seen as bundles of resources, which are defined as all tangible and intangible assets that are tied to the organizational protection in a relatively permanent fashion and resources can be combined or developed over time to generate unique capabilities that increase competitive advantage.

The depth of organizational protection knowledge resources is an important predictor of the implementation of innovation. This along with the distribution of knowledge brings different perspectives to the discussion on the innovation, leading to a thesis and antithesis of different ideas, which permits a better understanding of new technical processes, encouraging implementation.

Work force honoring for and protection of organization

Work force honoring practices in general and compensations systems in particular have been shown to be highly related to organizational performance.

Compensation is the linkage between reward and employee satisfaction. Reward systems are concerned with two major issues: performance and rewards. Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites.

Work force honoring studies in organizations have often focused on the control exerted by organizations over work force development by individuals over emotions, or the effects of emotions on performance.

The work force honoring and leadership revealed a strong relationship between superior performing leaders and work force development competence, protection theorist's suggestions that the social, work force development and relational competency set commonly referred to as emotional intelligence, is a distinguishing factor in leadership performance.

Work force honoring is often described either in psychological terms as an individualized, intrapersonal response to some stimulus, or, by contrast, a socially constituted phenomenon, depending upon the disciplinary perspective one adopts.

The experiences of competition and domination likewise produce emotions in males such as elation when they win and anger when their hegemonic position in the hierarchical structure is challenged. Organizational actors quite rationally draw upon their emotions to evaluate their circumstances. This ensures that members will behave in ways that are consistent with their self-interests.

Hence, according to this perspective, Work force honoring underwrites rational decision making and enables employees to behave in ways that are rational for them. The behaviors of leaders and decision makers have been described as psychologically defensive reactions to unconscious fears and anxieties and unresolved early life experiences.

Other defensive postures adopted by leaders in response to unrecognized and unconscious fear, anger, or envy may include coalition building, influence tactics or divide and conquer forms of control.

A leader's unconsciously empowered destructive impulses may have the effect of undermining cooperation among members and create a culture that perpetuates rivalry and competition at a level that may be damaging to organizational goal attainment. Work force honoring to be sure, does not emerge in isolation and they are not merely inner phenomena. They have objects and they occur within some context.

For this reason, international organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance.

Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms performance assessment, performance evaluation and performance management are also used to describe the process.

Overall, from the point of view of performance measurement and strategic planning, the value and definition of an organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals.

As organizational work force continues to fuel change in the environment, new ventures face increased choices in sources and combinations of resources. A better understanding of the ways that resources may be assessed, identified and combined can only help new ventures move towards success, which is the goal of all organizations.

Protection of organization by work force honoring strategy

The terms protection of organization by work force honoring strategy are also used to describe the process. Protection appraisal as perhaps the most central work force honoring function is required to justify a wide range of decisions such as selection, compensation, promotions and training. Relationship of work force honoring exhausting to work attitudes, job performance and organizational citizenship behaviors is important.

Work force honoring exhaustion has emerged as a central variable for understanding the burnout process. The reasons for this are both empirical and conceptual. Empirically, some work has suggested that emotional exhaustion exhibits somewhat stronger relationships than do the other components to important outcome variables.

Conceptually, argued that work force honoring exhaustion best captures the core meaning of burnout. In keeping with these empirical findings and conceptual frameworks, the authors explored the relationship of work force honoring exhaustion to important work behaviors, attitudes and intentions.

Recent trends of work force honoring in organizations have received relatively little attention from organizational behavior researchers.

The first of the themes to be addressed concerns the relationship between work force honoring and rationality. There has been a longstanding bifurcation between the two with emotions labeled in pejorative terms and devalued in matters concerning the workplace. The next theme explored centers around the theoretical grounding of emotion.

Work force honoring is often described either in psychological terms as an individualized, intrapersonal response to some stimulus, or, by contrast, a socially constituted phenomenon, depending upon the disciplinary perspective one adopts.

Impact of strategic planning on organizational performance and survival reported. Based on the findings from the study the following recommendations are made.

Having discovered that organizational performance and survival is a function of strategic planning, Organizations should accord priority attention to the elements of strategic planning for example:

- a) Having a documented mission statement,
- b) A future picture and vision of the organization,

- c) Organizations should establish core values i.e., organization's rules of conduct, set realistic goals, establishment of long term objectives,
- d) The development of action and strategic plans,
- e) Implementation and adequate follow-up.
- f) Since it was discovered that environmental factors affect strategic planning intensity,
- g) Organizations should make adequate environmental analysis both the internal and external analysis; this can be done through the SWOT analysis which indicates the organization's strengths, weaknesses, opportunities and threats.

The concept of workers value discussed above for strategic purposes is very different from the accepted definitions applied by those involved in carrying out technical valuations for financial reporting. Classifies intangible assets into four categories:

- 1) Workers related
- 2) Marketing related
- 3) Technology based
- 4) Empower workers

Fewer employees work under individual incentive plans while greater numbers of individuals work under some type of group incentive system.

A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on group performance. For financial reporting, an intangible asset should be recognized as an asset apart from goodwill if it arises from contractual or other legal rights. In general organizations implement incentive compensation systems that provide rewards to employees for meeting specific goals. An intangible asset may also be recognized only if it is separable, that it is capable of being sold, transferred, licensed, rented or exchanged.

Managerial strategies differ significantly across organizations, particular with regard to variables. Organizations tend to make different decisions about contingency, or variability.

Protection of organization by work force honoring management

The quest for work force honoring advantage has been the central tenet of strategic management. Work force resources management would form the base of competitive advantage in an ever changing dynamic business environment.

Management approach is the amount paid for the asset or similar assets. In a new product or service market with relatively few competitors, economic theory suggests that workers acquisition costs should be relatively low before gradually increasing as the market for new workers becomes more competitive, forcing companies to capture market share from rivals in order to realize growth.

Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance by work force resources management.

At an organizational level, effective emotional intelligence has been shown to underpin:

- 1) Work force resources management capacity to identify and ascribe to attitudinal and behavioral norms related to more effective patterns of interacting employee's capacity to recognize,
- 2) Work force resources management understands and navigates boundary and role confusion between work teams, departments,
- 3) Work force resources management divisions and the organization within the broader market context and a sense of organizational accomplishment and trouble free operation,
- 4) work force resources management development of vertical trust, organizational support and general workplace wellbeing.

At an individual and leadership effectiveness level, work force honoring management intelligence is related to a leader's capability to show:

- a) Sensitivity and empathy towards others;
- b) Build on other work colleague's ideas;
- c) Influence others to accept alternative points of view;
- d) Demonstrate integrity and; act according to prevailing ethical standards by remaining consistent with one's words and actions.

Work force honoring management feedback is essential in gaining the maximum benefits from goal setting. Without feedback, employees are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior.

The common approaches for valuing intangible assets, including workers-related intangibles, are as follows. Each method is based on strong, rational theory and yet, in practice, each method may produce starkly different values:

1) Effective approach; the historic cost is distorted by the time value of money and evolution of the competitive environment. How much did it cost to create the asset or how much it would cost to replace it? Estimating value under the historic cost approach is simply a case of summing all capital invested in creating the asset in question. In the case of a workers base, the historic cost could be considered as equivalent to the total amount of marketing investment expended.

2) Management approach; the amount paid for the asset or similar assets. In a new product or service market with relatively few competitors, economic theory suggests that workers acquisition costs should be relatively low before gradually increasing as the market for new workers becomes more competitive, forcing companies to capture market share from rivals in order to realize growth.

3) Protection approach; the present value of future cash flows, that is, how much income the asset will generate throughout its useful life, accounting for the time value of money and associated risk.

At all hierarchical levels and across all departments in a modern organization effective work force honoring means managing the above activities successfully in an international context. The protection of organization by work force honoring management functions is essential to a work force resources manager job.

The strategic areas and unit's level:

a) Where decisions are made by the general manager of the official organization unit and the other top organization leaders,

b) Measures undertaken concerning the entire particular official organization and especially the future competitiveness of the organization and management of the whole organization system are addressed.

Different organizations have different priorities and varying amounts of funding to invest in Protection of organization by work force honoring. Many of these organizations have sustained their Protection of organization by work force honoring systems focus over time, although these investments may or may not be considered part of a long-term Protection of organization by work force honoring strategy. For example, one major international bank defines its Protection of organization by work force honoring systems as the marketing databases and campaign management and considers distribution channels to be a separated systems investment area.

Very often in corporations there are different official organization areas that may be at different development stages.

In a mature market it is likely to cost considerably more to replace the workers base than it cost to develop originally. For this reason, the replacement cost of the asset may be deemed to be a more reasonable proxy for value. Estimating the costs required to replace an intangible asset, however, would be an extremely subjective exercise and would hinge on the estimated effectiveness of the marketing activities.

Many of organizations have sustained their Protection of Organization by work force honoring management systems focus over time, although these investments may or may not be considered part of a long-term Protection of organization by work force honoring strategy. Valuing workers on the basis of historic cost demonstrates the effectiveness of the marketing team rather than providing a robust indication of workers value. For example, one major hospital defines its Protection of organization by work force honoring systems as the marketing databases and campaign management and considers distribution methods to be a separated systems investment area. Regardless of the basis for calculating costs, it is almost always true to say that the cost of something rarely reflects its worth.

The principal weakness of the multiple excess earnings approach is that it is complicated to carry out. Furthermore, correctly identifying all the value drivers operating functions and intangible assets employed and calculating their respective functional returns and present values is open to distortion and inaccuracy due to the sensitivity of the valuation to key assumptions and source data. In the case of an acquisition, the excess returns will also include the value of any synergies resulting from the organization combination.

Once the basic precepts of these patterns of work force resources development in resources are understood, they can be used like engines of change or catalysts of growth, as tools to support the goals of the entrepreneur in implementation of innovation.

Conclusion

A new way to conceptualize work force honoring managed in response to the display rules for the organization or job. These rules regarding the expectations for work force honoring expression may be stated explicitly in selection and training materials, or known by observation of co-workers. Managers have too many successful

measures, and a simplified set with fewer yet more important metrics would lead to superior successful. Successful management systems are hindered by too many low-level measures.

Many work roles have display rules regarding the work force honoring that employees should show the public.

In other words, managing work force honoring is one way for employees to achieve organizational goals. Dramaturgical perspective offered two main ways for actors to manage work force honoring:

- a) Through surface acting where,
- b) One regulates the emotional expressions and through deep acting where,
- c) One consciously modifies feelings in order to express the desired emotion,
- d) One of major tenets is that this management of emotions requires effort.

The key issue is whether the firm wants to make use of these relationships in the way it manages customers or not, and whether a given customer wants to be an actively managed relationship with the service provider, or not.

Organizations compete with the quality level of their operations. An organization, which can not manage operations competition, will have problems surviving. In order to be able to do this successfully, the organization has to view its business and its customer relationships from a service existence.

A significant finding from this study and own experience is that many issues remain unrecognized for far too long after they are first identified. Valuing intangible assets, in particular workers-related intangibles, is clearly not a straightforward exercise.

Each valuation method prescribed by accountants has different strengths, weaknesses and complexities and yet none are able to provide an indisputably accurate and reliable value. Although these values are not as robust as we would hope, it is certainly better to attempt to attribute value to intangible assets than classifying everything as goodwill.

Organizational protection variables exist at the kinetic level of the organization and help in developing the necessary energy at the macro level of the organization to make changes and developments possible and results oriented.

Organizational work force resources management to include all assets, capabilities, organizational processes, organizational protection, information, knowledge, etc., controlled by a firm and that enable it to conceive of implement strategies that are efficient and effective and these could include finances, hardware, and software and work force resources.

The greater the work force resources management knowledge resources the more easily can new technical ideas be understood and procedures for their development and implementation be attained.

Work force resources management should recognize that even though all types of resources are important for firm start-up and growth, certain ones are more salient depending on the goals of the organization. It is important to identify the primary patterns of work force resources changes and their importance in understanding and tracking shifts in the organization over time.

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