

## **Process-oriented people management in Organizational results**

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**ABSTRACT:** *Using the deductive method of qualitative research, it is shown that the business market is now based on the organizational processes performed, which culminates in the era of process management, which uses indicators and metrics to guide strategies. business. The objective of the present work is to demonstrate that the people management professional can, guided by the process management, guide the individuals involved to obtain the desired organizational results.*

**KEYWORDS** – *Business market, processes, people, indicators, management, results.*

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### **I. INTRODUCTION**

With the unbridled advancement of technology, artificial intelligence and robotized 4.0 industry, great transformations in the business world can be seen. In this context, the business sector faces numerous challenges in search of survival in order to remain competitive. Among these challenges, this article highlights the Human Resources area, because, no matter how much technology there is, it is believed that the global results of a company, however desired, have their origins in the performance and efforts of the people who work in the various existing processes in organizations.

According to Kouzes and Posner, world-class designs are not possible unless there is a strong sense of shared creation and shared responsibility. To encourage collaboration, it is essential to have leaders who are able to create a climate of trust, facilitate positive interdependence, and support face-to-face interactions.

People like to have the freedom to create and manage situations in the way they understand to be the best way to achieve a result. With this, various ways of working can be developed by different people and areas to achieve the same result. These situations mean that results are not always achieved, or achieved at different intensities and times, which is not the expected result for a company that wants to be competitive in the market.

There is an enormous difficulty in implementing a human resources department in favor of companies, given that they, in most cases, do not even invest in a human resources professional, and when they do, they usually limit their performance to some sub-processes of the area such as staff recruitment, selection and training. This situation is further aggravated by the fact that human resources professionals are limited to the limited scope of activity that is given to them, failing to cause the proper changes to contribute effectively to the overall result of the company.

Organizations need leaders who know how to produce wealth, mobilize people and act in complex matrix structures, according to ARAÚJO. These more complex structures need processes to be able to manage themselves, where leaders will be responsible for making the processes go as they were designed. Processes lead people down a path where they don't need guidance from leaders in order to achieve the expected results.

What is observed, therefore, is that the human resources professional, in most times, does not know the business processes carried out in the organization in which he works; just as those who work in the company's management are unaware of how the human resources area can impact the results.

Leadership in the new economy with its constantly changing technology landscape requires an ability to adapt the new and emerging business model while maintaining constancy of purpose and fundamental values.(SHARMA & MOODY)

The objective is to show that the human resources professional trained in process management, by mastering the knowledge of the daily problems and objectives of the company in which he works, can use all the tools and techniques of people management in order to obtain bigger and better results: individual, group and consequently, global; which would be able to change the view of discredit existing today by building an improved management of human resources.

## **II. HISTORY OF HUMAN RESOURCES MANAGEMENT**

It no longer lies in using your time and effort to make choices about what to change or in further articulating the differences between the “to” of where you are headed versus the “from” of where you are now (SMITH).

In order to understand the present and visualize the future, it is necessary and essential to know the past. Thus, this article begins with a quick historical approach of Human Resources in view of the different phases of the economy. Regarding the different economic contexts, Alvin Toffler [1] scholar of civilizations and futurologist, divided the history of economic society into 4 great waves of global changes and transformations.

The 1st wave was called Agricultural Society; in it the power was in the hands of landowners, focused on agriculture. The 2nd wave, Industrial Society, had its focus on mass production, characterized by the hierarchy between boss and employee (mere labor) and the concentration of power in the hands of the owners of machines.

The third wave, called knowledge, was marked by the greatest worker participation in company activities by giving them greater decision autonomy and responsibilities. Finally, the 4th wave, called productivity, was estimated by the author as a business reality based on "People of work", of high performance, in which leaders and followers learn together.

From the second wave, the industrial wave, the performance of human resources begins in companies, since the emergence of the personnel department, based on the need to monitor payment, attendance and punctuality of workers; until the emergence of recruitment and selection and training services, as observed today.

In that sense, Wood Junior:

In the previous period, the HRM area, more often called the department of personnel, had an operational role, with limited participation in the main processes decision-making. In the 1980-2010 period, the HRM became strategically important for companies. To respond to business demands, HRM areas adopted decentralized structures, creating jobs for consultants internal, acting on the business front line. Consequently, their priorities started to be determined directly by business demands [2].

But today, despite the priorities of human resources managers being determined by the demand of the business, what is observed is that the HR professional remains concerned with tasks description and profile alignment for occupants of different positions, failing to see the company as a whole, understand its business and processes, not acting strategically, nor contributing in a tangible way for the company to achieve its objectives.

The decision-making process in groups requires two important skills of the manager or anyone who is leading him: knowing how to deal with the phenomenon of “secret agendas” and knowing how to handle conflict resolution techniques. (MARCONDES, XXXX). In the history of the management of human resources areas, the main responsibilities would be to manage conflicts and deal with secret matters that could not permeate through other areas and levels of the organization.

And, given the ineffective performance of the human resources professional, oblivious to the real needs of the organization and, with no noticeable result to the client, there is a generalized and international scenario of discredit, of human resources, according to Denise Lustrì.

An article on HR shortcomings, Why We Hate RH, was published by Fast Company in 2005 and translated by HSM in 2006 with the title - Why We Hate HR. Ten years later, little seems to have changed. In 2015, Ram Charan called for an end to HR in an article published by Harvard Business Review - It's Time to Split HR.

Ram Charam's proposal was commented on in the article "The Campaign for the End of HR" of the *Época Negócios* magazine. In it, Charam highlighted not only the deficiencies of the area, but the need for a radical proposal for change [3].

Thus, it is essential for human resources professionals to bring new performance tools, in order to align the management of leaders and employees with the company's main objective. In the search for better professional performance for companies, by identifying the need to better know the processes carried out in it, some HR professionals, in a pioneering way, begin to seek solutions in different areas, such as in process management. This is because process management presents itself as an excellent tool to know the different processes of the company, allowing the HR professional to know the daily life, difficulties and objectives of the organization in which he works, in order to plan a strategic and effective performance.

Companies that do not seek new methods of organizing their areas, with the objective of having better results every day, will be heading towards the loss of market space, and as a result, failure will be in the same direction. The reinvention of these paths over time is a constant search for companies that demonstrate constant and perennial growth.

### **III. PROCESSES MANAGEMENT**

It is necessary to focus the organization's energies so that weaknesses are minimized or transformed into strengths, seeking to build capabilities that are relevant to the organization, in accordance with its mission. (LOBATO, SON, TOWERS AND RODRIGUES). Misdirected forces mean a loss of energy and a high possibility of not achieving the desired results, and even causing a burnout in team members. These situations increase levels of absenteeism and turnover in companies that do not pay attention to this situation.

Culture, when managed, can contribute to the organization's success. However, the agent of change will find resistance to the transformations necessary for the modernization of people management (ULRICH, 2000 = PINTO, PEREIRA, COUTINHO AND JOHANN). Changes imposed without a preliminary acculturation of people can lead to great difficulty in managing any type of process to be implemented. People are resistant to change because they are uncomfortable with changes that remove them from their comfort zone.

Even people who are really involved, committed to carrying out the company's mission, can disagree about strategic choices. They may be aligned around the goal, but misaligned in how to reach it. (KOFMAN). When people have the same goal as a common goal, but work in different ways, they can get into conflicts and need guidance from leaders so that there are no competing resources and conflicts in necessary decisions to be made.

Business management methods have been changing with technological evolution, especially with regard to behavioral aspects. (MACEDO, RODRIGUES, JOHNN and CUNHA). Working as years ago will make the competitive difficulty very big and excessive efforts will be necessary to achieve the same objective as a modern and innovative company in its processes.

The distinction between traditional companies and new organizations are the responses they have offered to the pressures of changes in the organizational macro environment (PINTO, PEREIRA, COUTINHO AND JOHANN). Emerging technologies provide a facility for companies that want to be innovative and agile in their processes.

Regarding the universe of process management, this has as its matrix the so-called SIPOC, an acronym that represents: suplay (supplier); input (inputs, raw materials, equipment, machines and others), process (process, ordered and sequential activities), output (product, service or information), and customer. Process management uses metrics and statistics to: analyze machine stops and performance, as well as eliminate non-conformities and production bottlenecks, in order to ensure the best possible productivity for quality delivery to the customer, earning more and reducing the resources used: labor, raw materials, machinery, equipment.

Explains the UNISC Technological Journal (University of Santa Catarina):

A process is a specific ordering of work activities in time and space, with beginning, end and inputs and outputs, clearly identified in a structure that aims at action. Such a structure is the key to obtaining the advantages of process reengineering, which can be differentiated from the more hierarchical and vertical versions. Since the hierarchical structure is typically a fragmentary and watertight view of responsibilities and subordination relationships, its process structure is a dynamic view of the way in which the organization

produces value. Although it is not possible to measure or improve the hierarchical structure in an absolute manner, the processes have costs, deadlines, production quality and customer satisfaction. That is why successful organizations must offer quality products and services, employing efficient and effective processes to produce and sell them. The adoption of a process view means creating a balance between investments in products and processes, with attention to production activities, whether on the factory floor or outside [4].

It is noted that the processes, properly recognized and identified, tend to be the focus of the management of the modern company, which now adopts the recent process management model, or that is, the processes start to manage the entire organization in an integrated and strategic way.

The same magazine, citing Cândido, Ferreira and Zuhlke, points out that process management:

[...] it is more than a management tool that assists in making decisions strategic and operational aspects of the company. In fact, it is a new concept of management based on the continuous improvement of critical processes and with a constant focus on customer needs [4].

Thus:

Changing the company's functional structure to a process structure implies define responsibility for the progress of the process, minimize transfers, maximize the grouping of activities and decrease energy expenditure [5].

This change in the company's functional structure tends to make the management focus to be in the positions therein and turn to the logical sequence of processes that guide all business management, as thought by José Ernesto de Lima Gonçalves:

Abandoning the structure by functions, which was the predominant organizational form in 20th century companies, companies are organizing their resources and flows along basic operating processes. Its own operating logic is starting to follow the logic of these processes, and no longer the reasoning compartmentalized functional approach [5].

Thus, it is essential for the human resources professional to follow these changes in the management model, because if it remains focused on obsolete tasks like the description of positions and salaries, ignoring this radical change in focus, their space in the labor Market work, already so restricted and criticized, tends to be extinct.

#### **IV. PEOPLE MANAGEMENT PROCESSES**

In this scenario, it is necessary to implement a people management system that, very in addition to the concept of human resource management, it is composed of inter-related subprocesses, which have their fundamental basis in identifying what people should do, the that they must deliver (output) and what they need to know. Thus, people management constitutes “a set of subsystems, policies and procedures that guide the people's behavior and performance to achieve organizational goals” [6].

When people want to change, it usually means that they recognize that they are not getting satisfactory results in their interpersonal relationships (KATCHER & PASTEMAK). When a particular problem is not addressed at one of the levels of the organization, it must be addressed at the next lower level. Levels are not independent; they are, on the contrary, part of a whole. (SCHUTZ).

The need for the human resources professional to know the company in which it operates in all aspects has to be highlighted. Hence the need for those who work in the management of knowing the universe of process management, especially because it is up to the person responsible for management of an organization's people to monitor the performance of leaders and employees, but can only do so if they have knowledge of its indicators, metrics and statistics.

And, on the subject, reinforces Denise Lustri:

Performance management systems devoid of indicators, disconnected from the organizational performance, marked by biased and subjective evaluations, often lead to awards from professionals of dubious merit, generating discomfort and demotivation for the team. These mismatches deprive the character of the People Management system, because instead of directing behaviors and performances towards a common goal, more confuse people, waste energies and efforts, which, if well channeled, would enhance the results organizational [7].

It is therefore up to the people manager to involve the actors in the business activity, from the most varying levels of hierarchy, in the global objectives of the company, making them aware of what that the organization aims, as it is an essential issue in the orientation of the human behavior that will reflect on the performance of professionals, a characteristic of the productivity society (4th wave) in which we live, which requires high performance of leaders and followers, and constant improvement is a condition for survival in the business world.

Now, properly trained, the people manager, aware of the indicators, objectives and goals, can, along with company leaders, define the human competencies to be developed individually, in a group and global way in favor of the organizational strategies. This is what Denise Lustri, a pioneer in the subject, shows in the following figure:

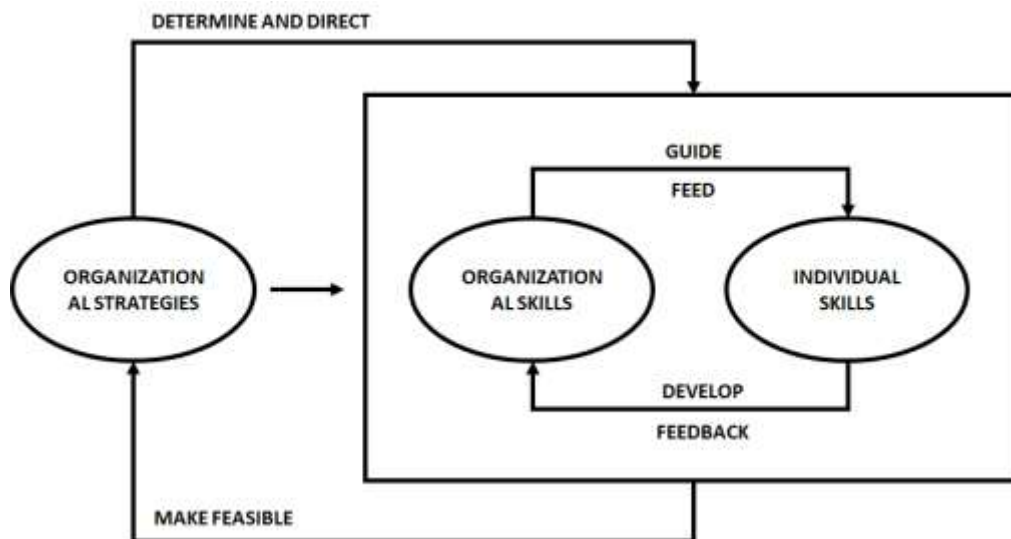


Fig. 1 – Relations between strategy, organizational and individual competences [6].

Thus, recognizing that:

[..] there are many variables involved in the path between individual performance and organizational performance, so that this path is well traveled, it is necessary to have the vision of the whole and of the parts that make up this whole [6].

Therefore, the need to periodically guide those involved in the activity has been demonstrated on indicators and constantly align their performance to better performance, either global (of the company), group or individual, this role of the human resources professional, now a people manager.

## V. CONCLUSION

This article brings up the enormous difficulty faced by the resource professional human beings, to contribute in a tangible way in achieving the objectives pursued by the company, operate in a fragmented way and with little space in the labor market.

In developing this theme, it was found that the modern business society is increasingly more focused on business processes, a major protagonist in organizational management, its metrics and indicators enable the

formulation of strategic actions in favor of achieving global objectives.

However, bearing in mind that, as much as technology and machines assist in processes in general, it has to be borne in mind that the people who actually carry out the business processes are the people that act on them. Hence the need to implement not only people management, but a people management based on business processes, so that the manager is able to guide employees human behaviors involved in them, not only from employees, but from leaders, both individually and as a group, according to the indicators and metrics for desired results.

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