MANAGEMENT IN THE NEW NORMAL

Experts' Reflection

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Dedication

To our wonderful new normal book lovers:

The past atrocious extraordinary couple of years made all the people battle on how to do jobs in a normal manner and thus, those scenarios prompted the authors to consider the global activities that are influencing organizations, enterprises, and businesses around the globe. The difficult times in the past served as a major source of inspiration for this book, which aims to deepen your awareness of the key responsibilities of a manager, particularly in the context of the new normal.

The authors

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$\mathcal{P}$*reface*

The global pandemic has changed the various aspects of organizational management and leadership. The challenge to the top, middle and lower level managements brought about by the shift of working conditions and workplace environment is a bit of understatement. Coping with the effect of the pandemic is a critical organizational issue that requires strategic and long-term strategies particularly in the aspects of human resource management. The post-pandemic management requires organization to support its people to navigate the new normal of work, workplace and workplace environment. Truly, the pandemic has transformed the way organization and its people function. With the new normal that has been experienced for the past two years, each organization has its own unique plan and approach to continue to adapt the change.

This book contains articles on the reflection of various experts in the areas of management. Guided with the CARL model of reflection, the experts' views and perspectives focused on the five areas of management such as planning, directing, organizing, staffing and controlling. Learn from the various personal experiences and perspectives of the researchers from the field of management specialization.

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PLANNING

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Introduction

Management, as many experts' view, is a process that involves a number of functions. It refers to various functions performed by managers to ensure that the available materials and human resources are efficiently utilized to achieve the desired objectives (Ward, 2021). Based from the management theory of Fayol, he described management as a process of five functions such as planning, organizing, commanding, coordinating and controlling. Modern authors, however, do not view co-ordination as a separate function of management. It is mainly the task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective. Thus, the functions of planning, organizing, staffing, directing, co-coordinating and controlling fall under the process of management. Whether its people are working from home or back in the office — support systems, communication and innovation channels for continued change management, and transformation need to remain alive and well for employees in the long term (Carroll, 2020).

Planning in the context of management refers to the steps that are needed in order to reach the desired goal and anticipating what changes are expected to meet and how to maximize human resources and other opportunities to reach the expected outcome (Havrysh, 2019). It involves processes and a careful analysis of the present resources and current trends to foresee the demands in the future. A goal is basically what the organization wants to realize at a certain time and a plan is the one that provides directions on how they can get there. It is a basic function of management which is necessary in the other managerial function like: organizing, directing, staffing, and controlling. Planning is considered a framework on how the business will be organized. It outlines what future activities are to be done, and how these activities are delegated to the right personnel in the organization. Having a plan of action also help managers to direct their people as it lay down instructions, that guide people to perform their duties and responsibilities. It also establishes standards to measure the performance of the staff by comparing their accomplishments as per the set plans.

Planning involves careful analysis. To come up with a viable plan, SWOT analysis need to be conducted. Identifying the organization's strengths, weaknesses,

opportunities and threats is very important to obtain efficiency and sustainable growth. It determines the organization's direction towards a systematic way of decision-making. It is an organized foresight that involves predicting future risks and creating plans to control the future problems. Effective planning entails incorporating both internal and external factors that would affect the entire operation of the organization from capital, materials, resources, economic impact, government formalities, and technological advancements.

Reflection

a. Educational and Industrial Planning in the New Normal

The COVID-19 pandemic created a predicament in terms of social, economic, and environmental, and educational implications. The consequences of this crisis in the most affected countries are manifold and of unprecedented severity for most organizations particularly educational institutions. In addition to its human impacts, particularly for victims with severe symptoms and for overburdened health services, restriction policies and the halting of economic activities in most industrialized countries (McKee, 2020).

At the height of the pandemic, traditional resilience planning was not enough. The rapidly growing threat of the

COVID-19 virus impacted the business community across the world. The global nature of today's business environment is facing a serious risk of distractions that resulted in significant loss of revenue and adversely impact global economies. The most affected sectors of the pandemic are the education sector. Due to lockdown and community quarantine imposed by the government, all educational institutions worldwide need to shutdown to lessen the spread of the pandemic.

Educational planning was needed to prepare a contingency plan on how to continuously deliver their services despite of the pandemic (IIEP-UNESCO, 2020). Educational leaders in the academe played a vital role in establishing a culture of trust, collaboration, and shared leadership during the crisis and identified the ability of the institution to withstand times of crisis. Though educational leaders and planners in the academic institutions played a crucial role, in reality, their role faced with hesitations with the widespread of the virus. In order to ensure that the delivery of educational services will not be disrupted, educational planners all over the world, came up with a strategic decision to mirror the classroom teaching and learning into online teaching and learning (Duari & Sarkar, 2019).

The purpose of planning in educational institutions particularly in the HEIs is to improve the institutional effectiveness and enhance management capability. It helps educational institution manage whatever uncertainties in the future. It has two purposes which include to connect the academe to its to its environment and to provide unity and direction. Planning helps educational institution become active rather than passive. It serves as a resource and potential provider of competitive advantage that signifies a dramatic shift away from the notion of a "one size-fits-all" model (Pucciarelli & Kaplan, 2016). Planning should be adapted to the specific conditions facing the institution. Each institution must evaluate its own environment and make the best decisions possible. Thus, planning is a rational and a systematic process that requires leaders of educational institutions and to determine where the institution is headed in times of difficult times like the worldwide pandemic.

Educational planning during the new normal is critical because educational institutions' function is the sum of independent parts that work together to achieve a desired purpose. However, the plan remained flexible as the conduct of remote learning needs to be monitored and evaluated as the world is still not stable due to current pandemic issues. Plans are not permanent because they need to be updated and

revised as the need arises. In educational institutions, planning needs both formulation and implementation of strategy. Through planning, educational institutions identify the major goals and objectives and then formulate policies to meet objectives. In higher education, changes in the plan are needed due to external influences that caused in the realization of the plan. There was a need to use planning techniques to reshape the strategy in order to survive, and become more flexible. In the ne normal, identifying end before means is needed in order for the means to be guided for getting there. If an aim or end is imperative for the institution, decisions must be made about the allocation of resources to realize the objective.

Without a plan the institution will miss defining and justifying where it is headed before defining how to get there especially during the difficult time. In the educational institutions, planning provides the structure needed to identify and focus on problems, issues and concerns for the institution (Moran, 2020). It helps organize and engage personnel in the pursuit of common goals. It increases communication so all parties understand their responsibilities. It focused on the top priority and students' educational achievement. The greatest responsibility is to provide students with the knowledge, skills, learning

experiences, and support so they may be prepared to survive and thrive in a world full of uncertainty, changes, and challenges. Planning permits the institution to set the stage for change: for the institution and most importantly for students.

Planning in the new normal was a big challenge, as educational leaders plan in a short period of time and less preparation. Most educational institutions had their plan which were not so intensive just to respond to the worldwide pandemic just to obtain a desired future through a road map. Thus, a contingency planning was adapted as there is no best way to manage the educational institutions during the pandemic. All planning was considered a stimulus response to the current situation. It begun with the identification of the problem which included the proposed solutions as an option to cope the current situations in the academe. In the same manner, other organizations also did the same. The common goal of all organizations, including academic institutions, was to accomplish the desired objective in order to respond to the current situation. However, the basis of planning in the new normal was based on the framework suggested by the international organizations like: ILO, UNICEF, and UNESCO to recover the environment of change and to achieve uncertainty.

***b. Management Actions in Response to the New Normal
On Education Sector***

*Preparation on Remote Teaching and Learning Delivery
and Modality.* Amid the continuing stress of the COVID-19
global pandemic, the action taken by educational leaders to
continue deliver the education services to their students was
to shift from traditional classroom to distance learning
education (DLE). The prevalent shifts were in response to
government order to avoid the spread of the virus that led
teachers and students to embrace a *new normal*. The present
situation provided a unique opportunity for educators to
battle the desire to return to the routines, practices, and habits
of pre-pandemic education and instead take the time
to *reflect, rethink,* and *intentionally plan* for a future that
meets the needs of all learners *and* educators. Due to the
abrupt change in the academic setting and the adaptation of
the new trend in teaching and learning, teachers rethink on
their previous practices and integrate the emergent learnings
and best practices and approaches to support learners
through hybrid, blended, and online education.

The basic education institutions had two options on the
modality of teaching and learning which include: online and
modular approach. Online learning requires the teacher as
facilitator of learning and requires students' engagement

through the use of modern technologies accessed through the internet while they are away from each other during instruction. The internet is used to facilitate learner-teacher and peer-to-peer communication. Online learning is done live synchronously which requires students to have internet access using either MS Teams, Zoom, and Google Meet. It is more interactive than the other types of distance learning as it is done in real-time. The learners may download materials from the internet, complete and submit assignments online, using a Learning Management System or related technologies. The modular approach, however, involves individualized instruction that allows students to use self-learning modules (SLMs) in print or digital format/electronic copy, whichever is applicable in the context of the learner, and other learning resources (Llego, 2021).

The HEIs, adapted the online and flexible teaching and learning modality. Online education has been adopted widely to address the educational turmoil created by the Covid-19 pandemic. Some colleges and universities adapted the flexible learning as the new norm. Flexible learning for higher education institutions involves a combination of digital and non-digital technology, which doesn't necessarily require internet connectivity (Magsambol,

2021). Prior to the opening of AY 2020-2021, all educational institutions particularly the basic education institutions were required to submit their learning continuity plan (LCP). The LCP contains a proposal that outlines the readiness of educational institutions to continue delivering their educational services following the government protocols which include the teaching and learning delivery and modality (DepEd Order No. 12, 2020). HEIs LCP, however, reflect the framework and system for the transition and integration of flexible learning approaches anchored on the existing tools and resources of the institution, capability of staff and faculty members, and capacity of students. It outlines procedures for the transition to Flexible Learning, learning strategies on content and use of learning materials and objects, teaching and learning activities and requirements, evaluation/assessment, including that for OJT and practicum, . resources and support services for students and faculty, health and safety in accordance with the government protocols, and mechanisms for continuous quality improvement (CHED Memorandum Order No. 4, 2020).

To fully prepare teachers and students, educational institutions provided suitable training to faculty, staff and students in relation to the use of the chosen platform and

teaching and learning modality. There was also a survey done to ensure that the homes of faculty and students are equipped with internet connectivity for the smooth application of online teaching and learning methods. The most essential learning competencies for basic educations were still the basis for the remote teaching and learning strategy to ensure that the need of the students is addressed. At the same time, performance evaluation is also anchored on the prescribed standards. Educational institutions opted to deliver online teaching and learning made some made sure that teachers have computer or laptop and internet access at home to be used for remote teaching virtually. Computers of teachers were installed by the chosen platform like: Zoom, MS Teams and Google Meet. At the same time, educational institutions made sure that students also have the same preparation with the teachers as classes will be done in a real time. In terms of teaching strategies, teachers did a lot of trial and error strategies to ensure students engagement in the online classes.

Implementation of Remote Teaching and Learning. Several consideration and strategies were done in the implementation of teaching and learning in the new normal. Strategies across all learning modalities were laid down to

ensure smooth implementation. At the height of the pandemic when lockdown and community quarantine was enforced, working from home for teachers was strictly implemented and studying from home was the new trend for students in the new normal. To support teachers and students in the implementation of the new trend, virtual learning opportunities for teachers to further their professional development, such as online communities and education portals was created to strengthen the home and school connection by using technology to communicate with parents on student progress (Council of Business and Society, 2020).

When the pandemic turned into its denouement, and the government allowed 70% of the workforce and students to go back to the classroom, everyone was still requested to follow government protocols and guidelines to be extraordinarily careful to ensure safety in going back to the campus. Apart from the full vaccination requirements, still wearing of facemask in closed-door spaces is still fully enforced. A blended approach was implemented to deliver the teaching and learning particularly in the HEIs. Every academic institution has its own interpretation on the implementation of blended learning. Garrison and Vaughan (2008) define blended learning as a student-centered, self-

paced, flexible and multi-modal approach to learning but argue that merely supplementing a face-to-face mode with online. As pointed out by Picciano and Dziuban (2007) "*there are many forms of blended...[but] a generally accepted classification does not exist. Some schools say it is hybrid, others say it mixed-mode.*" However, despite the many descriptions of blended learning, the most common definitions refer to a combination of physical classroom learning and virtual environment (Garnham & Kaleta, 2002).

Monitoring and Evaluation of Remote teaching and Learning. Monitoring the progress of the teaching and learning in the new normal is different than that of the traditional classroom. With the use of the LMS, school administrators and teachers get their real-time data on the LMS. It served as their basis to monitor the students' attendance and the academic progress of the students and evaluates the gaps. In terms of evaluating the implementation of the distance learning, a regular feedback survey is given to both teachers and students to identify the gaps and other challenges.

Students' satisfaction and the amount of learning gained during the new normal needs to be evaluated to fill the gaps. Various researches have conducted and designed

various frameworks to evaluate the effectiveness of online teaching versus face-to-face learning in achieving learning outcomes. Robinson and Hullinger (2008) argue that studies on the effectiveness of online learning fall into three broad categories: (1) student outcomes, focused on test scores and grades; (2) student attitudes about learning; and (3) overall student satisfaction with online learning. Online studying increases passivity for students who are not engaged in learning. Disengaged students often treat online classes as an addition to other activities performed at the time – by logging into a virtual classroom and then focusing on something else (Szopinski & Bachnik, 2021).

On Industrial Sector

Preparation for Work from Home. For the industrial sectors, employers opted to adapt the work from home as the new normal to continue delivering services to their clients and or customers. To prevent the virus from spreading at the workplace, reducing face-to-face contact is an important action to mitigate the impact of COVID-19. According to the International Labour Organization (ILO), around 68 per cent of the world's total workforce, including 81 per cent of employers, are currently living in countries with recommended or required workplace closures. In this new

environment, employers adapted and made contingency plans to respond to new measures as they arise. Many companies explored working from home (WFH) as a temporary or alternative working arrangement. Working from home was an alternative working arrangement that requires a shared responsibility and commitment for both employees and the employers to ensure that business transactions are still going as normal (ILO, 2020).

Lots of companies rushed in installing technology to make offices and workplaces safer. Sensors that monitor employees' movements, smartphone apps that alert everyone if once has come in contact with workmates and even devices that take body temperature have been installed and became the **new normal**. Organizational leaders took the responsibility of providing clear communication and work from home guidelines to their employees. Employers also developed remote work plan to keep workers at home continue working without spreading and contacting the virus. The employers came up with a assessed plan to sustain operations with those dispersed workforce.

Industry sectors that opted to work from home include: financial sectors, information technology sectors, government and public administration sectors, hospitality services, manufacturing and construction, and retail trade

and transportation. Preparations in working from home varies depending upon the nature of these industrial sectors. Each sector has its own preparations that fit to their employees and to the needs of the industry in such a way that the desired outputs are met. A policy relevant to the implementation of work from home was created by the companies to ensure that the productivity of employees is monitored and measured.

Protocol on the Implementation of Work from Home. It is noted that some aspects of work are more difficult to perform in a virtual environment. A study showed that more time was spent in meetings and less time was spent in direct interactions with the supervisor or colleagues. Employees also tightened their range of communication and interaction with fewer people and business units, both inside and outside the firm. It indicates that the costs of communication, collaboration and coordination are higher when done virtually. Moreover, these factors are likely causes of changes in focus time, and in the decline in productivity (Gibbs et al., 2021).

Monitoring and Evaluation of Work from Home. Monitoring and evaluation of employees' productivity while working

from home is difficult. The first step in measuring productivity is based on the policy formulated that clearly lays out how the employees will do their tasks at home. It helps companies to put in place the process. Employees working from home know haw their outputs are measured. This transparency will build trust with employees and help them prioritize their work. At the height of the pandemic where employees worked from home, monitoring was done through regular meeting online. Through weekly meetings, top management monitored the status of their staff accomplishments. Performance evaluation was still measured using the same tool to evaluate if the desired targets were met.

Results of the Abrupt Changes Brought by the New Normal

The forced change to the new normal, particularly in the academe, was so stressful. The transition from traditional to remote teaching and learning required radical changes in the attitude of the students and teachers as well as their values and beliefs. Limited access to technology is one of the major challenges that students and teachers faced. Klawitter (2022) said that technical issues are bound to happen in the online environment. Technical issues are not limited to internet

connection but also include access to digital devices and literacy in using it.

The impact of poorly resourced institutions and socially disadvantaged learners where limited access to technology and the organizational response or students' ability to engage in an online environment (Huang et al., 2020). Online education does not only include simply uploading educational content; but, it is a learning process that offers learners agency, responsibility, flexibility and choice (Anwar, 2020). It is a complex process that requires careful planning, designing and determination of goals to create an effective learning environment (Houlden & Veletsianos, 2020).

Lessons Gained on the Management Change in the New Normal

What has/have learned for the change? The impact brought by the pandemic was felt by all nations without exemptions. Peoples' health was affected as many people died due to infection. The countries' economic conditions were also affected due to closure of business transactions that led to termination of some employees that contributed to unemployment problems of the country. These are only few major effects of the pandemic that helps planners to prepare

for the future. All good future focused on a clear, and realistic view of the current state of each of the institution in terms of financial position; market position; technology position; staffing position; and risks and failures.

Before the COVID-19 lockdown, all sectors had initiatives and plans. However, as a result of the new normal, plans need to be regularly studied against the known uncertainties and threats of the present and future. It will also be useful to identify the changing thinking of funders, especially for public educational institutions as these are the most affected during the transition from classroom learning to remote learning. They are likely to use the instability of the current moment to change the systems, structures, and roles within the educational system. There is a need to revisit the institutional mission statement to foresee what will happen in the future and to what extent they have to improve the technology-enabled learning as key to our future. One strategic move might focus on investments in the professional development of staff to increase and enhance technology-enabled learning and to expand their understanding of the pedagogical methods of online learning.

Additionally, expand digital capabilities as there is a need to build resilience to handle future issues that allow the institution to remain competitive. On the part of the students, it will be important to consider technology as a form of risk mitigation, a method to continue to attract and retain students. Leaders and institutions must develop alertness to respond to crisis. There is a need to review and consider the insight and abilities needed to respond to an evolving crisis. Planning is key to success. Scenario-planning exercises need to consider decisions that might be needed in the short-term, medium-term, and long-term to ensure differing responses. Flexibility in planning for student needs is critical. More emphasis should be placed on meeting actual student needs rather than prescriptive programs. There is a need to actively plan for a second pandemic. Traditional schools have to offer something more than just online learning because institutions doing online learning for years were much better at online learning for students who only wanted an online approach to learning.

What Areas in Planning Are Needed? In terms of academic institutions areas on financial, faculty development, technology infrastructure, maintenance and operations, student engagement, and information dissemination for

students and faculty are the areas that need to be taken into consideration in terms of planning as a result of the challenges met during the pandemic. The global pandemic has demonstrated that the education system, in general, is unprepared and vulnerable to external threats. Although academic institutions that normally teach face-to-face in classrooms or on campuses will likely return to that mode of instruction, special arrangements put in place during the COVID-19 crisis will leave a lasting and indelible trace. The challenges met during the pandemic can be an enabler of more flexible and innovative digital methods of education but could also lead to less quality assurance activities while the focus is on revenue mitigation. Educational institutions undergoing a rapid change need to be conscious of their ability to continuously monitor the quality of the learning design. The quality of the learning online needs further study. The pandemic has demonstrated that the internet, including social media, provides powerful communication channels for both students and teachers as well as those who are in the industry.

Conclusion

The core function of management is planning. The manager cannot execute any other function without performing a

planning function. It is considered as the foundation of all managerial functions. It serves as a guide for organizing, directing and controlling. Managers need to have creative thinking and sound imagination in order for him to plan strategically at a given point of time. There is a need for a manager to have an overall view of the organization in order to determine what the future lies ahead. The manager should have a right forecast of the future tasks and events and anticipate the future problems to come up with a right decisions and course of action. Planning is done to achieve the set of goal and objectives of the organization along with the activities to be done in order to achieve the goals. It arises when alternatives are available and involves selecting suitable course of actions especially when unexpected problems arise.

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DIRECTING

•*The Primary Function of Management*

Introduction

Business activity increased globally by leaps and bounds. Everyone who is into business is not always successful and those who were on the top once, are finding it difficult to maintain the status quo. Many industrial and business houses, even those that are over a century old continue to be successful irrespective of the challenges in their business environment. They can ensure success and constantly achieved their aims through building teams, and leading and coordinating these teams effectively. In other words, they managed their business in a most effective and efficient manner. Their management skills and practices lead to their success. It is not just management alone, understanding the employees and human behavior at both personal, team and organizational levels make a difference.

Management refers to the action, disposition, or pattern of behaviors displayed by the managers in handling work responsibilities. It aims to enhance managers' capabilities for performing their roles, and refine the utilization of various communication patterns. While the

managers are the people who handle positions of authority in the organization as the head. Management is as old as man himself. It is the process of designing and maintaining an environment in which individuals, work together in groups, and accomplish their aims effectively and efficiently. It is method of carrying out one of the essential functions that is directing (leading) by which a cooperative group directs actions towards common goals. It involves techniques by which a distinct group of people (managers) coordinates activities of other people, their subordinate or employees (Rao, 2007).

It applies to every kind of organization, whether it is government, profit making or not profit making organizations. It pertains to management at all levels in the organization. People is one of the essential elements in the organization. People constitute the organization's human resources. Most organizations face dynamic and complex situations, which suggests that progress toward goals be continuously controlled, monitored and adjustments in their human resources are systematically made. Managers are the people who handle positions of authority in the organization as the head. They are responsible for the operation of the business. Whether the business is large or small, the manager is primarily responsible for managing all aspects of

operations. They typically care about customers and want to satisfy them. Satisfying the customers although important and desirable, is the only function that businessmen must investigate. They must keep the business moving in a direction that will benefit the customers and employees.

The manager is the key in shaping the company's culture. Managers have to communicate the core values, behaviors and expectations in their everyday work and interaction with peers, subordinates and heads. An effective manager recognizes his or her personality and how operational factors or daily tasks affect his or her relationship with others (Peterson & Deal, 2003). Commercial companies are part of a much larger global system. They are linked with their customers through influence that shapes almost all managerial decisions. Thus, is part of managing an organization. Management refers to the action, disposition or pattern of behaviors displayed by the managers in handling work responsibilities. It aims to enhance manager's capabilities for performing their roles, refine the utilization of various communication patterns. People who engage in business wish their company to be good, so improvement is a major function for the managers in the business firm. It is necessarily an ongoing activity because past successes are no guarantee of future ones.

Improvement has desired two main elements: the choice of desired directions and aims, and strategies for attaining them. The selection of directions can be made in several ways, including and considering philosophical values, exploring business goals and objectives. The direction finally chosen will depend on its relevance in terms of desired ends. Furthermore, it should also be based on its feasibility as determined by the exploration and analysis of the implemented strategies.

In this new normal era, managers find themselves leading the organization and employees across a rapidly shifting landscape toward new destinations. These experts are increasingly more diverse and challenged to deal with unpredictable problems, grapple with theoretical and emotional issues, and make decisions so new that the organizational consequences are unknown. Furthermore, managers must help the employees increase the meaning of often fragmented, overwhelming, and fast moving situations characteristic by this the new era. Given that so many of us are working from different places, the new work-from-home habit has presented management with several issues. Coordination with staff, email-based progress tracking, and online collaboration need a lot of effort and ongoing attention. Virtual meet-ups are becoming the new standard

for office communication, having moved online. Nevertheless, despite how challenging this change has been, everyone is adjusting to this method of doing things. At the end of the day, achieving our personal and professional objectives requires a lot of effort.

Every organization, whether at home or at work, works to accomplish both short-term and long-term goals. Ways to determine whether the roles, responsibilities, deliverables, and deadlines are well defined must be arranged. The management philosophy of French industrialist Henri Fayol is applicable in this situation. The idea identifies planning, organizing, staffing, directing, and controlling as the five management functions. Each of these tasks is essential to helping firms operate successfully and efficiently. For now, Luther Gulick, the successor of Fayol, further defined the management functions into seven. These are planning, organizing, staffing, directing, coordinating, reporting, and budgeting or POSDCORB. However, experts have questioned Gulick's 7 tasks of management as an oversimplification of the managing process. Therefore, management still tends to embrace Fayol's managerial tasks more frequently nowadays.

Reflection

a. Directing the Team

Monitoring the performance of the team is an important part of directing. To stay on top of things in this stage, the manager must maintain an open line of contact and obtain frequent updates. Giving and receiving feedback to solve any issue areas and enhance performance is a fantastic approach to do this. At this point, manager needs to step up as a leader, handle disagreement, and inspire staff's initiative. Because manager must take into account various work styles, personalities, and skill sets, managing a team is not easy. The management functions emphasize the critical abilities that every manager requires in order to monitor, plan, and interact with their staff. As a successful manager, one must have the correct perspective to know who he is dealing with and how to best utilize their skills for the benefit of the firm as a whole.

In directing the employees, the manager must work hard to increase each employee's degree of dedication and self-assurance as well as that of the whole organization. To direct the employees effectively managers are on the lookout for talent. Technical, functional, problem-solving, decision-making, interpersonal, and collaborative abilities are among the traits they have to seek in their employees. To get there,

the manager must motivate their colleagues to take the risks necessary for advancement and progress. Additionally, by changing their roles and tasks, employees are being challenged. Encourage them to leave their comfort zone and into the learning zone, but not to the point that they experience dread. Change and learning become challenging when employees remain in their comfort zones. However, the organization will reach the danger zone if they venture too far beyond its comfort zone (Robbins, 2009).

To a great extent, the quality of the effectiveness of leaders to be able to respond to workforce diversity and pressures as they continuously work to improve the company, is enormously important. The call is for leaders with political savvy, a moral compass, who understand the social, economic and human demands, the governmental and community agenda, as well as the professional expectations and responsibilities of the work. A manager is the one responsible to promote the success of the operations of the organization by ensuring that the management of the organization's means and resources are utilized safely, efficiently and effectively to achieve the goals of the organization. As far as competencies of the managers are concerned, there is no doubt that they can accomplish their duties. However, the organization places primary

importance on the managers' abilities to develop interpersonal skills (such as collaboration, and communication), technical skills (such as observing, assessing and evaluating), conceptual skills so that they can conceptualize plans and implement strategies that can best work with employees and the customers.

Lewis (2004) believed that the evaluation of the managers' performance should be based on the context of administrative skills which managers should prove that they are capable of performing their jobs effectively. Their conceptual, technical, interpersonal skills played a big role. Conceptual skills are directly associated with management. To conceptualize, a manager needs both a store of information and a basis on which to channel that information. A manager possesses conceptual skills if he/she has developed the ability to apply information and concepts at the organization as a whole and to understand how the various parts of the school relate and affect each other, which requires diagnosis and analysis. Managers need to have strong conceptual skills, if they are to be effective. These competencies will enable them to process a tremendous amount of information about the internal and external environment as well as to assess its implication to the organization's operations. In short, conceptual skills enable

the managers to analyze complex situations and respond directly to these challenges confronting the business. Managers must also have the technical skills in order to succeed in the area of management. These skills are related to methods or techniques of getting a job done. A manager is called on to perform many tasks that call for highly developed technical skills. A central job of the manager is to take the lead in establishing and maintaining an effective organization for carrying out the functions for which the institution exists. This involves establishing appropriate structural arrangements for the functions to be performed and providing adequate incentives to elicit the necessary contributions from members of the organization for the accomplishment of the organization's tasks.

The establishment of appropriate structural arrangements involves essentially three key responsibilities: allocating staff personnel to accomplish departmental goals, providing time and space to utilizing materials, equipment and facilities to attain organizational goals. Another significant managerial skill is the interpersonal competence of managers. It contributes to an individual's ability to work effectively as a group member. Human skills are the most difficult to deal with as they pervade in all aspects of performance. Thus, effective management inspires

balancing may be conflicting activities and responsibilities - through the myriad of functions performed by managers, they create, nurture, and sustain successful and healthy teaching and learning environments for employees as well as customers.

b. Challenges in Directing a Team

Many challenges await the manager. The first, centers on clarifying and articulating the values and principles that will guide one as an authorized person of the organization. The organization's challenge is for the managers to determine work priorities. Finally, managers as an authorized person are challenged to promote change and at the same time pursue and celebrate the successes of the employees. While employees need to strengthen their capabilities and skills, the most important challenge is to develop their competence as representatives of the organization. In responding to this challenge, managers are at the forefront in organization's developments.

Whether the organization is small or big, the process of change is a key to understanding the implementation of policies and innovation. Initiation normally involves conceptualization, awareness and commitment. Implementation includes development, experimentation,

adaptation and refinement. Finally, institutionalization involves refocusing, continuation, rationalization and consolidation. The managers are expected improve their utilization of the various patterns of communication to help overcome the barriers of communication in organizational changes.

c. Communicating the Team

Communication is the primary area of focus for understanding human interactions and for learning methods, of changing one's own behavior and influencing that of others. It is one area in which individuals can make great strides in improving their own effectiveness. This process is also considered as the lifeblood of every school organization. Communication occupies a central place in organizations because the structure, extensiveness and scope of an organization are almost entirely determined by communication techniques. The managers of today's business organization have a multifaceted job which includes setting objectives, organizing tasks, reviewing results, motivating employees and a lot more. These duties cannot be completed nor implemented without adequate communication. Thus, the centrality of communication to the over-all job of the manager cannot be ignored.

Communication is interlinked with most of the processes that take place in whatever type of organization, such as planning, organizing, staffing, directing, coordinating and reporting. The purpose of organizational communication is to provide the means for transmitting information essential to goal achievement. Much of this communication flow is carried in four distinct directions: downward, upward, horizontal, and grapevine.

Downward Communication. This is the flow of information from heads to subordinates. Such flow is deemed necessary to provide job instructions, information on organizational, policies, performance feedback, organization's goals and about changes faced by the institution. Hierarchical systems of large organizations tend to use downward communication, in which people at higher levels transmit information to people at lower levels. The communication can take place among different groups of sender and receivers including, department heads, supervisors and to subordinates. Downward communication is necessary to help clarify the organization's goals, provides a sense of mission, assist in indoctrinating new employees into the system, inform employees about organizational changes impacting the company, provide subordinates with data

concerning their performance, describing procedures and so on.

According to Zalabak (2003) downward communication in any organization usually encompasses the communication of new strategies, and provides information about specific targets and expected behaviors. It gives direction for lower levels of the organization.

It is utilized to direct employees on how to do a specific task and how the job relates to other organizational activities. It aids to clearly transmit the messages defining the organization's policies, rules, regulating and structural arrangements. This type of communication is a way to bring the messages of appraisal on how well individuals and departments are doing their jobs. Through the use of these type of communication the messages that are designed to activate employees to adopt the company's mission and cultural values and to participate in special sessions or committees can be obtained.

Downward communication occurs easily, but it is frequently deficient. One problem is that subordinates select from among the various directives transmitted from above those most in keeping with their perceptions of their boss's character, motivation and personality. Another problem is that not enough time and effort are devoted to learning

whether messages sent from above have been received and understood. The third problem is that those that at the top of the hierarchy may shut off this channel at times and on certain subjects, that is, withhold information on a need to know basis and finally, downward communication tends to dominate in mechanistic organizations as opposed to organic systems, which are characterized by more open and multidimensional flows of information. Downward Communication is the flow of formal communication where messages and information are transmitted from people at the higher levels to people in the lower levels.

Harris (2002) has identified three (3) ways for managers to improve downward communication. It was declared that:

(1) *organization should adopt communication training programs for all administrative personnel*. In this way managers could benefit greatly from learning better ways of communicating as well as developing more effective listening skills;

(2) *managers should get out of their offices and talk to employees on the "firing line."* This is known as Management by Wandering Around (MBWA). It allows managers to become more aware of the needs of their subordinates; and

(3) *managers should conduct regular supervisory – subordinate discussions*. Such participative interactions will help managers identify, analyze and solve problems collaboratively with subordinates.

Upward Communication. This communication pattern flows from the subordinate to the head. This pattern is necessary to monitor the effectiveness of decisions, provide information, maintain associate morale and ensure that jobs are being done properly. It follows the hierarchical chart and transmits information from lower to higher levels in the organization. Upward communication is necessary to provide administrators with feedback on downward communication, monitor decision effectiveness, gauge organizational climate, deal with problem areas quickly, and provide needed information to managers. Harris (2002) discussed that for several reasons, upward communication is difficult to achieve. It is usually subject to filtering and distortion because subordinates do not want their superiors to learn anything that may be potentially damaging to subordinates' careers. This tendency is likely to increase when subordinates do not trust their superiors. Furthermore, highly cohesive groups tend to withhold information from superiors that might be detrimental to the group as a whole.

Modaff (2003) recommended four practices to improve upward communication and can be simplified as follows:

(1) *Meeting with Employees*. These meetings attempt to probe job problems, needs and administrative practices that help and hinder subordinate job performance. These meetings provide feedback to managers and encourage subordinates to submit their ideas. As a consequence, subordinates feel a sense of personal worth and importance because managers listen to them. By opening channels upward, managers help the flow of acceptance of communication downward. At the same time, it improves subordinates' attitudes and turnover declines;

(2) *Open Door Policy*. It is a statement that encourages subordinates to walk in and talk to managers. The goal of this process is to facilitate upward communication. It has a merit but is often difficult to implement because psychological barriers often exist between superiors and subordinates. Some subordinates, do not want to be identified as having a problem or lacking information. A more effective open door procedure is for the managers to get out of their offices and observe first-hand what is happening in the organization;

(3) *Employee Letters*. This is a direct and personal method that provides and coordinates with the opportunity for the employees to present their ideas to managers. To increase the effectiveness of this procedure, submissions can be anonymous, all submissions must be answered and replies must be delivered without delay.

(4) *Participation in Social Groups*. This method provides excellent opportunities for unplanned upward communication. Information at these activities is shared informally between subordinates and superiors. Examples include picnics, golf outings, parties and others. The major barrier to such activities is lack of attendance, that is, those who need to share information the most may not attend the activities. Although upward communication is not the primary goal of these activities, it is certainly an important by product. Upward Communication is the formal flow of formal communication from lower to higher levels in the organization. However, upward communication is difficult to implement because it is subject to filtering and distortion, thus it is one of the least frequently used form of communication.

Horizontal Communication. It takes place between employees at the same hierarchical levels. This type of

communication is frequently overlooked in the design of most organizations. Integration and coordination between departments in an organization are facilitated by horizontal communication. At the upper levels of a company, the manager will coordinate his efforts in arriving at an integrated strategic plan for the department. This horizontal communication is frequently achieved through cross functional committees' meetings, groups and others that tie together horizontally. Besides providing task coordination, horizontal communication furnishes emotional and social support among peers. In effect, it serves as a socialization process for the organization. The more interdependent the various functions in the organization, the greater the need to formalize horizontal communication (Lunenburg, 2004).

There were three categories of horizontal communication namely:

(1) *Intradepartmental Problem Solving*. These messages take place among members of the same department and concern task accomplishment.

(2) *Intradepartmental Coordination*. These messages facilitate the accomplishment of joint projects or tasks.

(3) *Change Initiative and Improvements*. These messages are designed to share information among teams and departments that can help the organization change, grow and improve. Horizontal Communication refers to the formal and informal flow of data and information between employees at the same hierarchical levels.

Grapevine. This is the communication pattern that involves spontaneous interaction between two or more people outside the formal organizational structure. The informal system frequently emerges as an important source of data for managers. Leaders must recognize it and be sensitive to communication that travels through informal channels. When the shortcomings of the three types of organizational communication become apparent, employees build their own channels of communication and this is called grapevine. It exists in all large organizations regardless of communication flow. This type of communication flow does not appear on any organizational chart, but it carries much of the communication in the organization. Grapevine co-exists with the management's formal communication system. Grapevine refers to all informal communication including instructional information that are transmitted verbally between employees and people in the community.

Communication patterns are the models of communication flow that represent established connections through which the managers and employees can send and receive information.

The Role of the Managers

The role of a manager is essential and one of the most important aspects of all is the directing functions of management. Katz (2003) divided management roles into three major areas; the first is the technical role. Specifically, technical roles assumed by managers deal with specialized knowledge, procedures, and techniques to accomplish the task. It involves the understanding of and proficiency in the performance of specific tasks. Generally, a technical role includes mastery of the methods, techniques and facilities involved in specific functions such a finance, research and others. Furthermore, the role calls for specialized knowledge, analytical ability and the competent use of techniques to solve problems in a specific description.

The second managerial role is the conceptual role. This refers to the administrator's responsibility which emphasizes on knowledge and technical skills. It involves developing and using ideas as well as concepts to solve complex problems. It is the cognitive role which sets the organization

as a whole and the relationship among its parts. Conceptual role involves the educational leader's thinking, information processing and planning activities. In short, it is the capacity of the leader to "think strategically" to take the broad long term view.

The third type of managerial role is the interpersonal relations. This role normally deals with human relations and people management skills, good motivating and morale building activities. This role of a manager focuses on his ability to understand feelings and attitudes of others and to establish cooperative work relationship. It is the manager's function to work with and through other people and to work effectively as a group member. This is normally demonstrated by the way a manager relates to other people, including ability to motivate, facilitate, coordinate, lead and resolve conflicts. A manager who assumes such role tends to allow subordinates to express themselves without fear of ridicule and improve participation. On the other hand, managers have to communicate to the employees the totality of company's activities. Communication, the lifeblood of every organization, is a process that links the individual, the group and the organization. To be sure, communication indicates inputs to the organization, from the environment and outputs from the organization to the environment.

Communication occupies a central place in organizations and almost entirely determined by communication techniques. As Katz and Kahn (2003) put it, communication is "*the essence of organizations*."

The managers of today's commercial companies have a multifaceted job, which includes setting objectives, organizing tasks, motivating employees, reviewing results, and making decisions. They also plan, organize, staff, direct, coordinate and review. Tasks cannot be accomplished, objectives cannot be met and decisions cannot be implemented without adequate communication.

The centrality of communication to the overall job of the managers is evident when we consider how much time managers spend communicating in the organizations. The results of two separate studies of executives across a spectrum of organizational types and administrative levels indicate that administrators spend 80% of their time in interpersonal communication. Hence, they need a clear understanding of the process of communication (Lunenburg, 2004).

Conclusion

Business organization's practice is a blending of knowledge, preparation, ethics, culture and new vision. There is not one

perspective or approach that will provide a complete explanation for managerial functions in the business industry. Suffice to say, the challenge now is for the managers to find ways to integrate the various perspectives, values, and approaches so as to improve the outcomes of business organizations. To function as manager one must be aware of his roles and must put into practice one of the managerial functions which is directing with an abundant amount of preparation since he is dealing with diversity of workforce. A manager must have limitless knowledge in many aspects of running an organization or a business and in directing the subordinates the manager must be equipped with the appropriate communication patterns to avoid conflict with the employees.

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ORGANIZING

•The Fundamental Process of Management

Introduction

Organizing is one of the key management functions, apart from planning, controlling and staffing. It aims to accomplish the organizational objectives by coordinating human efforts and aligning the resources. Organizing encompasses the important functions like division of labor, coordination, communication, authority responsibility structure and specification of objectives. It has various steps and processes, which include: identification and division of work, departmentalization, task assignment, organizational hierarchy establishment, providing individuals resources, and coordinating efforts and planning activities.

According to Chester Barnard, organizing is a function by which the manager concern becomes capable to define the role positions, the jobs associated and the coordination between authority and responsibility. Therefore, a manager at all times has to organize in order to accomplish the results. Barnard perceived the

organization as a multifaceted social system in which he succeeded to move back and forward, indicating a distinctive competence, from practical understandings towards academic beliefs and vice versa, in harmony with the accomplishments in psychology, sociology and human relations. He focused exclusively on studying the human as an important factor in the organization, the psychological impact of human behavior and finding the way to use it to the optimum to accomplish the accomplishment of the company goals. He emphasized on the importance of the need for the managers to be enthusiastic, spirited and consistent in reorganizations or reforms. He also mentioned that apart from managers their colleagues should also be equally motivated and enthusiastic in the administrative department so that legal facets and leadership would be reinforced (Nikezić et al., 2016).

Organizing function plays are very crucial role in any company. Few important points on organizing function include:

Coordination. It establishes apparent connections between different roles and ensures interpersonal cooperation. In this process, higher level managers exercise their impact over allied jobs and activities

accomplished by subordinating managers which contributes to the harmony of the workplace.

Effective management. Organization structure makes it easier to describe the job positions. Supervisors' responsibilities are made clear wherein work division is important aspect that helps to achieve specialization. Ultimately, this would result to well-organized and successful administration.

Expansion and growth. Companies may easily handle the impediments and challenges and can develop their activities in a planned manner if they make the best use of their resources, properly divide the job, and departmentalize. Numerous factors, including marketing tactics, business operations, human resources, and others, can have an impact on an organization's organizational structure (Bateman & Snell, 2008). A company's development is reliant on how efficiently and smoothly a work is carried out. If the roles and responsibilities are clearly communicated, the efficiency can be increased manifold.

Sense of security. The clarity in roles, job position and the powers associated support the increase in emotional and psychological satisfaction and thereby lead to the sense of security.

Scope for new changes. The possibility for getting new and innovative changes into the running of an enterprise is plausible through a set of organizational structure, which organizing function clearly specifies.

Resource optimization. Organization promotes efficient use of labor, materials, and finances. There is no confusion or duplication because the jobs have been assigned correctly. This reduces the amount of resources wasted.

Change adaptation. Organizing function aids in the development of different departments and decision-making or managerial hierarchies. This arrangement supports in adjusting and amending the activities of the organization in reaction to the variations in the external environment.

Effective management. Organizing function provides a distinct account of jobs, there is no misunderstanding and repetition. The individual employee in the department knows his role and position distinctly. Consequently, management becomes easy and brings effectiveness in administration (Jakhongir & Gulnora, n.d.).

In the post pandemic era, rebuilding economies offers chances to reorganize work-pattern related activities while generating the new and different occupations in organizations. Everybody is anticipating the pandemic to

totally disappear for the economy to grow again and so that life can regain to normal. However, there are still broad questions that cannot be taken-for-granted as assumptions in the field of managing workplace tasks. This is specifically challenging in most of the managerial functions, the organization of staff tasks. Understanding the prevalent situations, management must formulate differently and customize ways to handle work. Many were out from the job, new hires are coming in, and constituents in business industry are adapting new organizational culture. These are just few but prevalent scenarios to consider. To establish the dynamics of work activities there is a need to greatly vary from the customary way of working in this new normal work situations. More so, it is greatly affected due to the sprout of different platforms online that have been utilized which consequently provide positive implication in the flexibility of work organization. In order to cope with work demands, HR departments in organizations need to adjust and adapt a mixture process for a convenient and more productive workforce. The strategic guidelines and procedures in sustainable flow of goal achievement is necessarily be considered.

Reflection

a. The Organizational Structure

Organizational structure is a system and a technique by which organizational activities are divided, organized and coordinated. The organizations generate the structures to coordinate the activities of work elements and regulate the members' actions. An organizational structure outlines the different job duties and demonstrates how they are formally separated, organized, and coordinated. It also gives authority relationships the proper framework, displays the reporting provisions i.e. hierarchy and the order of power, and assists management in achieving organizational goals.

According to Ahmadya et al. (2016), there are three guiding principles for planning organizational structure, which include:

(1) The organizational structure should establish the official relationships and reporting in an organization, it also shows the hierarchy of the managers' range of authority.

(2) It should divide the groups within the whole organization and establishes the positions of employees working in groups inside units.

(3) Organizational structure must ensure that all organizational relationships are functional and well-coordinated.

Goals, strategies, the environment, technology, and the size of the business all have an impact on organizational structure. The entire organization and its place between the organization and environment are indicated by these essential, content-based variables. In order to understand organization and the context in which structural factors operate, content variables can be crucial.

Characteristically, four styles are used to create the organizational structure in order to carry out the organizing function (Lumen Principles of Management, n.d.). The first style is *Functional style*. This style groups events together under the main categories like production, marketing, finance, and personnel, among others. The boundaries between departments are very distinct. However, issues might occur when workers are split up by department and consequently from one another. It is difficult to get them to comprehend and care about the specialization areas other than their own. It may result in poor coordination and communication between functional areas. Additionally, it does not foster the development of management generalists.

The second style is the *geographic strategy*, which organizes the tasks and responsibilities by geographic region. Growing businesses frequently set up factories, sales units, and repair facilities around the nation due to low labor and material costs, tax breaks, convenient transportation, or the need to be closer to their clients in order to provide prompt and effective customer service. Geographical patterns function best when diverse laws, currencies, languages, and traditions are present and directly affect how organizational operations should be carried out. The geographic organization provides a training environment for the development of general management skills. The expense of hiring staff and maintaining facilities is a drawback of this strategy.

The *production line approach* is the third style. With this approach, each product's development, manufacturing, and marketing are all handled by a single department. This strategy is typically taken into account if each product of the firm requires a distinct marketing plan, manufacturing procedure, delivery method, or financial resources. Similar to the geographic method, the main drawback is that each product line's function duplication results to higher costs.

The fourth style is the *customer approach*, which groups activities and resources in response to the needs of

particular client groups. If clients have varied wants, needs, and preferences, then this method is appropriate. If this method is applied to a few organizational clients, it will be difficult to synchronize customer-based departments with departments organized in other patterns. The overspecialization in this method is another potential drawback. The employees and facilities may become so specialized in order to serve the needs of the clients that they are unable to be employed for other tasks.

b. Educational and Industrial Organization of Work in the New Normal

The peak of pandemic greatly affected the field of education globally. As the COVID-19 alarmed the academe at critical condition, strategic means of organizing the academic institutions are seriously required and essential considerations are a must. The closure of all educational institutions, either temporarily partial or full during the pandemic outbreak distressed the majority. More and more students around the world have been affected, disturbed and deprived from a normal learning environment. Based on the data of UNESCO, before pandemic as education was kept tract until at present, millions of children were out of schools without real indication of when to recover them quickly.

Although there are measures to substitute physical classes with online or remote learning, the number of days lost for teaching and learning may perhaps bring to distractions and lead to ineffective education (Huang et al., 2020).

There are several disorders brought by pandemic generally in all strata; in education, business and industrial sectors. The situation did not exempt countries and specifically more dangerous and higher crises had happened to places with low economic indicators. Severe effects to the different segments of the society: health, industry, economy, tourism, education and the like. Further, social impacts, mostly for those who suffer emotionally, physically, financially and spiritually where societies' conditions were unprecedented. In reality, the works in education and business industries were significantly altered. Disorders to systems of education for the past three years have previously driven significant losses and learning inequalities. Entirely the struggles to deliver distant instruction are worthy, but still a poor substitute for face to face learning (Toquero, 2020). To ensure on ways of getting many children back to school and students to universities/colleges as possible are still important. The disaster has brought up weakening of meaningful educational developments. The systems of providing educational opportunity for everyone to learn

becomes limited; as observed the practical knowledge and skills acquired by students are insufficient. The graduates who become contributors of the working societies would not be confident enough due to lack of practical exposures prior to their finishing stage of education. These scenarios can bring domino effects to society, in general.

The existing practices of education that address the emergency distant instructions are diverse from the planned mode of instructions. Specifically, the online learning, distance education or other alternatives can bring imbalance, social injustice as well as digital divide which intensified during the pandemic. There is a need of distinctive processes to resolve. It is evident from researches that community supports and corresponding mechanisms are available at some point but additional burdens of psychological pressures, anxiety and trauma are experienced by students, parents, and teachers. The process of adjustments to educational situations signifies the importance of educational managements' sincere care directed toward the concerns in the new normal. The pandemic caused a transformed focus on internal organizations of works in many companies. This led to different working undertakings, retrench or may arrange employees to handle sudden job redundancies. It generated distinctive concerns

for industries in adjusting to new environment of business operation and government policies. As an outcome, reliable, correct, and consistent work organization should be thoughtfully done ensuring employees to work effectively through the destructions while sustaining productivity (Rakesh & Wind, 2020).

At one aspect, apprehensive measures gave rise to a heightened and effective organization of works specifically the unprecedented decrease in occupation across all economies in every nation. Significant working force data in countries paint a collective image of weakening numbers of staff at work since more were laid off, put on forced vacation or did not renew their working contracts. The sudden threat occurred from COVID-19 over a considerably extensive period also brought global financial crisis. These main human activities prior to the devastation squeezed all over the world. The declined number of working people had ranged from nearly 40% to around from 9% all over the world (Koop et al., 2021). This experienced situation opted business operators with their planned contingencies; in fact, the drop of total number of working hours for staff who necessarily work physically or online persistently lasted until total lockdowns were compulsory and were mandated as one of the existing solutions. Truly the condition indicated

serious impact of pandemic on employment much more entirely on the business industry. The loss of life among victims cannot be recovered and the revenue losses in industries can hardly be regained.

The crisis also affects the important elements of corporate sustainability including contemplation of social, economic, and environmental issues by reinforcing the social responsibility of organizations so as to meet the current and future expectations of stakeholders (Kleine & Hauff, n.d.). For instance, it has created public issues (e.g., risk of pollution, protection of employee as well as client health, health measures, retrenchments), economic issues (e.g., decrease of activities, risk of bankruptcy, management of financial impacts, market evolution), and environmental issues (e.g., the role of habitat destruction and climate change in the emergence of zones. Without improving corporations' social responsibility, it is still challenging to solve these interconnected concerns in a significant way. Additionally, due to the vulnerabilities of infection related with company operations (such as the manufacturing and distribution of goods and services, business travel), corporate executives need to be accountable to bring an end or restraining the virus' spread (He & Harris, 2020).

It has also extraordinarily distorted the space between social and corporate fields of workers which has unsettled the work-life balance and raised work-life conflict. In general, work-life balance aims to provide quality life to an employee while he is still at work contributing at the optimum in productivity and efficiency of the organization. However, disruption in the balance between work and life may lower down the morale of the employee and thus reducing efficiency. Many of the employees across the globe have had to make an abrupt and exceptional alteration to remote work amid the coronavirus pandemic, that led to many of them feeling like they need to work all the time to show indication of their devotion and productivity that might have resulted in struggle to maintain the balance between home and work (Giurge & Bohns, 2020). Many families needed to change their personal space either by offering or reorienting one room for work purposes or were forced to keep mum and restrict their normal activities in one corner at the time of online meetings. This started creating frustration amongst family and the employees of the organization. Hence, work-life balance was disturbed.

There were short run and long run effects of pandemic on organizational structures. The economic disruptions were mostly caused due to lockdowns. Lockdowns were imposed

worldwide as pandemic was severe health threats. As the activities were restricted, this caused disorder in organizational structures. Hence, on-site work was transformed to electronic platform work; these electronic platforms substituted for direct coordination of work efforts. In the long run, organizations need to start using technology more intensely than ever before. While face to face coordination has been taken as not very important and remote work has improved productivity, it has decreased the use of teamwork. Due to remote work, the virtual boundaries of organization have increased (Foss, 2020).

c. The Organizing Function of Management in the New Normal

Education Sector

The pandemic necessitates education sector to organize for uninterrupted system-delivery of educational services. According to the collaborative study of Treceñe (2022), organizing contingencies in this new normal setting are worthy and valuable. The policymakers organize and highlight schemes for comprehensive and multi-sector public policies not only for emergency response but as support for sustainable administration. Similarly, a favorable

integration of online system linked to education approach that are conducive for delivery and more fitted for emotional as well as psychosocial welfare of learners and the supporting families. Educational institutions collaborate and affiliate for new opportunities in all levels of private and public institutions. This can be a new structure of alliance not merely for economic rewards but to open up possibilities of solidarity promoting the well-being and interest of students and educational community. The educational institutions can be more mindful of providing extra care in terms of students' and teachers' psychological, emotional and mental health necessary for sustainable teaching and learning process.

Several strategies had been in transition to the new normal such as: facilitating the necessary modification progressions to avoid excessively affecting the emotional well-being of the community; engaging in voluntary sharing of good practices through team teaching and guest lecturing from/to other educational institutions; making certain that the teaching and learning strategies are more flexible to align the institutional mission in its role to sustain society's education; and revisiting curricula that can emphasize achievement graduate attributes. Considering the value of educators and learners who are not technologically savvy,

educational institutions created buddy workshops or trainings to assist in strengthening the teaching and learning changes in the new normal situation using the lessons learned during emergency distant education to organize strategies that influence the community for comprehensive innovative techniques from now and in the future.

Organizing educators' tasks in the new normal contributes favorable implications to minimize the burdens caused by pandemic. For instance, teachers adhered to the importance of social responsibilities; maintaining and reviewing sustainable quality in the delivery of online lessons are assured, ensuring these are non-discriminatory and are easily accessible. Similarly, effective learning is guaranteed when teachers are able to entice varied aspects of students' personalities through proper formulation, planning and organization of online lessons. At the institutional level, choosing relevant application software that can help the teaching and learning activities is a must. At the managerial level, it is best to organize sessions of team-teaching that enhance teaching capabilities and innovative skills.

The way forward, teachers can help educate students the sense of pandemic; its implication to individuals, industries and the society, as a whole. The teachers may allow students develop reflective and critical thinking

through sharing of their personal endeavors in contextualized lesson activities. In addition, collaborative activities through pair, small and big group discussions can be initiated thereby allowing them share what they know best, uplift their emotional welfare, minimize the stress and burdens caused by the pandemic and develop the sense of self-efficacy. Creative lessons develop both the teachers' pedagogy on differentiated learning and the students learning abilities. Hence, teachers need to devise plans and start-up methods of learning that are relevant for new media learning to ease worries that may arise from new modalities (Bozkurt et al., 2020).

Industrial Sector

The traditional industrial practices will become obsolete in post COVID-19 (Kenji, 2020). While one function of management is fixed on activities like strategizing and goal setting, organizing functions are focused on division of labor, organizational design, working relationships, etc. The occupational staffing comprises of people resourcing, recruitment, employee development and training, employee relations and retention. It is vital for managerial authorities to possess the abilities to create and demonstrate a culture of

'pandemic-fit' in organization, making contemporary decisions and the responsibilities to delegate tasks. Specifically, the tasks in monitoring of employee performance through evaluation scheme with accompanied corrective measures are necessary for employment discipline (Diokpa et al., 2021).

Organizations that have been controlling the units prior to pandemic sensed that their current ways are more general, outdated and not even covering pandemic situations where remote works held at home are the common contingencies. The option to strategic work delegation helped while few managers did not organize the usual handing over of task practices and others are occasionally deviated the controlling of staff functions. Diversity is the majority alternative in monitoring staff works; it is an important element in the staffing method (Winston & Creamer, 1997).

The teams who are tasked for a diverse work responsibilities were becoming more creative and dynamic, increasing their productivity and brought advancing ideas influenced from their strengths, employment histories, involvements and interests. Direct implications are obtained on workers' ability to involve in vigorous discussions/dialogue during the challenged situations with colleagues. Recruitment of diverse teams is important since

higher levels of varied experiences and perspectives were found useful and fitted for the concurrent situations. However, diversified controlling of staff functions or tasks brought gap on employees' working and non-working hours impacted on their work-life balance during pandemic (Gigairu, 2020).

The emphasis on meaningful and thoughtful supervision through the managements' effort as model showing willingness and support to the working team proved useful and brought effective synchronized working condition. This nature of involvement is a proof of managers' approachability, indicating that employees' efforts are treasured and created a wiser problem-solving technique than acting like a police to the staff. Unity is emphasized and was given weight. This boosts the employees' working morale; enforcing positive attributes as they feel that their valuable contribution matters to the management (Kuhlmann et al., 2021). The trials from COVID-19 demonstrated that leaders who spend time, effort and energy in providing clear processes of controlling performance show trust and confidence among workforces and create output improvements.

Distant monitoring of staff performance is challenging among industrial leaders. There are several solutions

developed by managers to address this issue all over pandemic situation. One of the challenging solutions was the regularly synchronized time-in and time-out that maintains the continuity of job requirements among the working team members. Thus, informal registration desk permitted workers to regulate their self-managed performance monitoring preference. Most managers are satisfied by the teams' quality of works done (Carter, 2022). In relevance, there are also organizations that utilized the systematic use of Performance Monitoring Systems devise/software.

Commonly, managers relied the traditional procedures of employee performance evaluation, like setting-up deadlines and conducting regular performance appraisals among staff. It has been the trend for industrial leaders who are convinced that intranets are useful digital tools to monitoring and communicating issues of team performance. Through the use of either digital or traditional Performance Management Systems (PMS) measures, completion or failure depends on the foundation of organizational culture that value workers' output over routine gaps of job activities assisted through employee-employer dialogues.

Technologies amidst pandemic truly assisted in the controlling and monitoring of staff performance. This artificially substituted the physical presence of heads or

supervisor online coordinated work duration. This method has been applied in IBM, which has been embracing remote works for years where majority of their staff are already accustomed of working outside the traditional hubs (Kessler, 2017).

d. Learning Strategies to create an Organization to maneuver in the New Normal Environment

Mc Namara (n.d) argues that the organization function requires to deal with the current times accepting the changes that were enforced as means of survival. It requires to ease the process of customer care by effectively dividing the work suitably amongst the workers. There is a need to face the situation that has arisen due to factors beyond control and deal with the changes that emerged by accepting and planning the actions in accordance with the environmental factors. An organization needs to prepare for the huge change that now is referred to new normal. Inclination to change even in the hardest situation can be seen as the strength. The organization should be ready to adapt the change. The existing concepts can be re-defined in the organization, the existing principles can be changed keeping new normal in mind. The existing principles could be the type of organizational structure, distribution of

authority and power, kind of communication flow in the organization.

With all the changes in the organization function during the pandemic, there were organizing principles that were over looked which need to be taken into account with more flexibility. For instance, the innovative practices were not inculcated amongst the employees. The employees should be encouraged to cooperate as well as compete within themselves to create a collaborative organizational structure, minimizing too many hierarchical levels. Having collaborative structure will remove the bureaucracy and simplify the flow of work. The organization structure will be less formal, dropping the unnecessary tasks. The employees can self-organize the schedules and come up with more pragmatic solutions.

Maintaining physical and social boundaries was not taken into consideration in order to use time and focus on the most important work. Today, as innovative information technologies emerge as strategic differentiators, there is a transformed interest in identifying the best organizational model for structuring and organizing information technology (IT) activities in firms. The pioneering firms have designed their IT function to nurture innovation and sustain superior

business performance such as different guiding principles for superior performance can be first encourage co-evolution of IT and the business, nurture relationship networks and organize value-creating process (Agrawal & Sambamurthy, 2020).

If the pandemic has taught us anything, it is that people and organizations are interconnected and accountable to each another and to society in means afar short-range reckonings. The huge impact of the pandemic on businesses was to escalate the need of being responsive and adaptive within the operational competence. Failure to adapt and respond to both positive and negative external risks would regrettably result into some businesses to be left behind. Individuals and professionals have a huge task at hand to make sure that people practices support agile ways of working, enabling operations to be upscale or scaled back at a very short notice (Peters, 2020).

Embracing change is another very important aspect of work learnt by the business organizations. From the current crisis, there has been immense learning. Learning is not just in one facet of life, it has been in many areas. Responding quickly to a crisis is the most important decision. It is not enough to manage the risk resilience be built up. It needs to examine worldwide supply chains

while reinforcing and strengthening the local ones. Similarly, building strong cross-sectoral relationships also matters.

Conclusion

The traditional approaches what we had seen till the beginning of COVID-19 changed completely. Technology and the global economy changed to entirely new concept that work now is conceivable twenty-four hours a day, seven days a week. Internet has become an essential dimension of work. As the different internet media have enthralled in individuals' life, work is no longer an 8-hour routine morning until evening. The traditional old-style of organization meant identification and division of work, departmentalization, assignment of the task, establishment of organizational hierarchy, provision of resources to members, coordination of efforts and scheduling of activities, are no longer required in the same proportions as they were needed pre-COVID organization. People must now self-consciously fight to generate a framework between work and home.

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CHAPTER 4	**STAFFING**

·The Most Important Function of Management

Introduction

One of the crucial roles of the Human Resource Manager (HRM) is staffing. This is one of the tasks as part of the job of the HRM which is to hire human resources. Robbins (2005) observed that an organization's human resource policies, procedures and practices play a significant role in influencing how employees behave and think. It is necessary to build a systematic set of formal structures in the corporate world of business and industry. Responsible management was prompted by the needs of an organization to develop more holistic programs, which went beyond the simple improvement of workers' technical skills to encompass a wider range of personal and professional development. In addition, as more women have entered the workforce, holistic programs have become increasingly important.

Personnel are potential inventors because they are human. The habitat in which they are found can be altered. They have fresh ideas about what to accomplish and how to do it; machines or computers, on the other hand, can only carry out instructions that are given to them roughly. They

can do tasks that are more creatively inclined in addition to those that are clearly defined, predefined, or pre-planned. They are unusual and sensitive (more of expression peculiar to individual). They possess several essential rights. They must adhere to their own expectations of personal decency. They aspire to live happier, more satisfying lives. Additionally, they are the sole resource that qualifies as spontaneous.

Ezeali and Esiagu (2010) as cited by Ekwoaba et al. (2015) stated that any organization's staffing and selection processes are a critical matter since they determine the ability, quality, capacity of the workforce that was brought on board via these processes and ultimately determine how effectively services are delivered. Staffing is the process of creating a pool of qualified people who may apply for jobs inside a company (Ofori & Aryeetey, 2011). Chandra Kumar et al. (2015) expressed that adopting appropriate HR policies guarantees more production, less wastes, and sustainable economic success.

People are essential to companies or businesses because they bring different views, beliefs, and characteristics to the workplace. Ekwoaba et al. (2015) discuss staffing as the process of locating and attracting appropriate qualified individuals to apply for employment

openings inside the firm. It is a series of actions a company does to entice applicants with the required skills and attitudes. Creating a pool of competent candidates for open positions inside an organization is the process of recruitment. When skillfully handled, these human characteristics may be very advantageous to the firm.

Sinha and Thaly (2013) identified many different employment strategies (such as employee referral, campus recruitment, advertising, recruitment agencies, job sites, company websites, social media, and many more; most organizations use the combination of two or more of these as part of their staffing process or to carry out their overall recruitment strategy. Thus, staffing is a key responsibility of human resource management for every company. This phrase describes the method of recruiting and selecting job seekers. The efficiency of these two tasks has a significant impact on the quality of the human resource the company possesses (Gamage, 2014).

Reflection

a.Staffing as the most Important Function of Management

There is always something to learn in our daily lives. Human resource management job calls for certain abilities. It is also

necessary to have knowledge of the rules and procedures of private administration, the administration of the merit system, the laws governing labor relations, and the salaries and benefits owed to employees. Human resource management is in charge of deciding how employees are handled inside an organization or business. A component of an organization dealing with the "people" factor is human resource management (HRM). Two perspectives on human resource management are possible: First and foremost, the staff or support role within the company. Its responsibility is to help line employees, or those involved directly in the organization's products and services, with HRM-related issues. Second, is the responsibility of every managerial position. The person in charge of the people aspect of the firm would help the employees understand the significance of human resource management. He oversees the selection of qualified candidates, educate, assists them in performing at a high level, and setting up systems to guarantee that these workers keep their beneficial affiliation with the company. This function is called staffing. Strategic human resource planning, recruiting, and selection are all parts of the staffing function. The staffing function's objective is to identify and hire qualified workers. One of the well-known theorists, Elton Mayo, who gained notoriety for his Hawthorne

Studies, discussed the significance of employee benefit programs, safe and healthy working environments, and managers' attention to interpersonal relationships (Decenzo, & Robbins, 2005).

Failure in the company can have numerous reasons, and most of the time, a firm will collapse due to a combination of circumstances. The effects of the external environment, unsuccessful leadership, ineffective operations, poor financial management, incompetent management of the human resources can occur inside a firm at any level are some of the causes of failure (Capon, 2008). Modern technology is mostly responsible for delivering new methods of doing things in the modern world. To achieve the organization's objective, workers must be adaptable and receptive to other people's perspectives. More often than not, a company's personnel enable it to increase productivity, remain competitive, and add value to the market (Mullins, 2009).

It is crucial to hire qualified employees. They play a key role in determining the organization's success. Different organizations have different procedures for finding and employing staff. The best candidates will be drawn in by the good features in the recruiting process. The human resource manager oversees how employees are handled inside an

organization or business. The human resources division of the company is managed by the director of personnel. There are many important and different tasks to be completed in the human resources division. The personnel director's broader responsibilities include recommending and developing personnel management policies and practices; planning, implementing, and reviewing departmental short- and long-term goals; supervising employee recruitment and examinations; managing classification and compensation; and formulating employee benefits, performance ratings, development, occupational, health, and safety programs, counseling, and service awards policies (Price, 2011).

The human resource manager must collaborate with the heads of the departments and workers to oversee skill development when the nature of work is changing. HRM should contribute to the development of a work environment where people feel trusted, valued, acknowledged and rewarded, and empowered. Before they become unmanageable, concerns must be identified by the HRM and addressed (Price, 2011). Through effective and efficient human resource delivery that enables the organization to evolve and innovate, human resource managers contribute to organizational success (Armstrong, 2012). Human resource problems may have a significant impact on a given

company's performance. One must refrain from being self-important and from imposing their own opinions. Personal opinions need to be improved.

The human resource director of a corporation is responsible for recruiting and firing personnel, providing benefits, and managing employee benefits. Traditions in the workplace may be out of place when new rules and procedures are implemented, and when this occurs over time, difficulties can develop from poor management. Management often has a basic understanding of the outcomes and efficacy of human resource policies and practices. This will have a significant impact on the organization's ability to survive (Price, 2011). The human resource manager should focus on several different things, including the department's operating standards and the department's ability to develop, refine, and install personnel procedures.

According to Kenton and Yarnall (2005), a human resource manager's duties include uniting the members of a company into a single community, assisting them in carrying out their tasks, paying them for their efforts, and resolving any issues that may come up. Staffing, performance reviews, salary and benefits, training and development, employee and labor relations, safety and health, and human

resource research are the top seven managerial responsibilities of an HR department.

Conflicts and issues inside the company may arise from a lack of the necessary information, insufficient skills, and poor capacity to be used in the performance of human resource operations. Conflicts should be settled amicably before they escalate, and proper procedures must be followed. Every business tries and directs their attention on service, quality, and productivity. When their connection is well handled, the organization and its personnel both succeed. Costly and malicious lawsuits can be avoided.

Additionally, Reddington et al. (2009) said that chances for individual growth are presented via employee-management dialogue. Employee motivation is increased by everyone in the firm participating in issue resolution. Furthermore, the business might receive wise recommendations on how to enhance operations. The comprehensive collection of practices that support the growth of employees' abilities, motivation, and work organization were defined by Hook and Foot (2008). To succeed as a business, the company's employee sustainability initiatives must complement its business model.

b. Employee Motivation

Employee's participation in organizational initiatives can range from self-directed work teams to consultative committees. Employees who provide their employers a competitive edge are an asset (Gueutal et al., 2005), and corporate policies and procedures should compensate them for that value. When workers feel appreciated, they are more devoted to the business and use all of their talents to boost productivity. The goals of the organization's other departments must be coordinated with the human resource director's duties.

Management should update employees on policy and organizational changes, give a platform for asking inquiries, and inform employees on corporate policies (e.g., an employee handbook detailing personnel policies and procedures. A strategic human resource program guarantees that human resource policies and procedures related to obtaining, sustaining, and improving human resources support are properly integrated in the entire company strategy (Mathis, 2011). Through effective and efficient human resource delivery that enables the organization to evolve and innovate, human resource managers contribute to organizational success (Armstrong, 2012).

The human resources division of the employer is managed by the director of personnel. There are many important and different tasks to be completed in the human resources division. The personnel director's broader responsibilities include recommending and developing personnel management policies and practices; planning, implementing, and reviewing departmental short- and long-term goals; supervising employee recruitment and examinations; managing classification and compensation; and formulating employee benefits, performance ratings, development, occupational, health, and safety programs, counseling, and service awards policies (Price, 2011).

According to Mullins (2009), employers must show caution in managing human resources. Even companies with established reputations in the business sector might still benefit from adhering to this declaration. A worker hired at the correct time will increase productivity and the company's market worth. This would imply that employing the ideal candidate for a role that fits his talents and abilities would have a little detrimental effect on turnover.

The hiring of human resources job calls for certain abilities. It is also necessary to have knowledge of the rules and procedures of private administration, the administration of the merit system, the laws governing labor relations, and

the salaries and benefits owed to employees. Workers are people. Human resources are one of a company's most valuable assets. Employees should manage their company's duties for it to run and prosper. Employees' abilities and skills will contribute to the intended results of the organization. The modern era of constant change affects not just the corporation but also its personnel. It is necessary to manage the skills and talents of the workforce to maximize the organization's value throughout time. To achieve the organization's goal—serving the clientele—at this stage, human resource management is crucial (Human Resources, 2010).

c. Important Areas to consider to avoid Future Costs

In hiring human resources, the HRM must investigate significant areas to avoid future costs to the company. Specifically, there are areas to be considered by the HR namely:

(1) *current job description and specifications* that need human resources or job analysis. Establishing relationships at work is necessary, and job analysis is a good way to achieve this. The human resource manager must ensure a good fit between the applicant, the opening, and the company. According to Pulakos (2005), assessments are

specifically created to quantify the activities that were determined to be most important by a job analysis. In certain exams, candidates must show that they can successfully complete work given to them as samples that represent typical job responsibilities. Because HR representatives concentrate specifically on evaluating how effectively job candidates can do crucial tasks, these sorts of evaluations are developed using data from job-oriented or task-based job analysis. When legal issues in recruiting are brought up, HR professionals may respond quite seriously. They believe that regulations and laws are merely administrative burdens placed on businesses by the government that prevent them from choosing the best employees. Therefore, HR managers needs to adhere to their policies, government rules and regulations to avoid facing legal issues.

(2) *human resource management forecasting component* or educated guess on the future supply of and demand for employees in the company; In order to make an appropriate decision during the recruiting process, the company has to draw in a sizable pool of candidates. This will have a significant impact on the organization's ability to survive (Price, 2011).

(3) *recruitment process and procedures*; more often or not, these are the company's own decisions on how they are

going to conduct their hiring processes. A human resource manager must ensure a good fit between the applicant, the opening, and the company. Effective management requires the hiring of the appropriate personnel (Armstrong, 2012).

(4) *job–related selection interviews*; the thorough investigation would be helpful in identifying the crucial job functions, knowledge, skills, and abilities required to complete the duties, as well as other qualities particular to the work; and

(5) it may require a *physical exam procedure* to make sure that the future employees are suitable for the job that he is applying for.

More competence is now required as a result of new work patterns and evolving technology. Training programs are the solutions for the business to have excellent employee performance. A person's expertise in a specific job or organization is developed via training. An effective employee training program should, according to Mathis (2011), "*address both job-based or occupational skill requirements and the academic or foundation knowledge, skills, and abilities.*" It should also "reflect the workplace and its requirements" (i.e., training curricula, structure, and delivery methods should be appropriate to the company's organizational structure, work processes, and culture).

Additionally, HRM must consider the projected growth of the company, anticipated retirements, and turnover.

The quality and productivity of an organization's personnel may be considerably improved by choosing and utilizing efficient evaluation techniques. However, many HR managers are unaware of the need for formal evaluations and the kinds of tests that have been shown to be most successful. This has caused formal evaluations to be underutilized in businesses, together with the fact that selection testing is a highly technical and complex field (Pulakos, 2005).

d. Lessons Learned by Managers in Hiring People

HR managers may take away from errors and employ cost-prohibitive management if they learn some lessons from their experiences. Here are some of the reasons that need to be avoided:

(1) *failure to document* – performance evaluations and other related materials, issues of the human resources must be adequately documented to avoid any labor cost in the future;

(2) *deficiency of understanding on companies' regulations and policies* – not only managers should know them, workers must know them at the fullest extent; If not

all, most of the employees are passionate with their job; however, managers, supervisors must ensure that personnel have appropriate knowledge and well inform about their tasks.

(3) *evasion from making flexible work arrangements or other perks accessible to employees* – the common reason why people obtain work is to give a better life for their family; thus, employees need to have work-life balance experiences especially those employees who have children or other family obligations;

(4) *favoritism* – Some managers emphasize on their likes and dislikes, this attitude may not be improper; however, necessary deadlines, rules and tasks should be applied to all employees;

(5) *mistakes in compliance* - Companies are aware that HR laws are relevant, that the legal environment is uncertain, and that any termination may give rise to a claim. Nevertheless, they frequently overlook the possibility that additional HR laws, beyond the one or two they are most familiar with, may be relevant in a particular circumstance and fail to train their managers accordingly; before taking some actions companies must thoroughly examine any issues and, when necessary, identify all potential legal risks before the termination of employees;

(6) *sightlessly on workplace bullying* - Bullying at work may result in later health conditions and even indirect abuse in which victims of bullying go on to bully others. HR specialists occasionally believe that managers with common sense would not commit these errors. Do not leave it up to the management to handle these complexities. Train HR managers to encourage employees who have concerns and issues to talk to the HR managers, and if it runs into trouble, consult company's lawyers.

These are six of the many reasons how companies can achieve its objective and place the appropriate HR managers to hire suitable employees to perform business activities without ever having to set foot inside a courtroom;

(7) *Failure to Accommodate* – sometimes employees made some request from their employer due to their personal or health reason, in this situation employer must be fair to all employees; HR managers must be cautious in implementing accommodation choices (Janove, 2017).

Conclusion

Staffing allows an organization to find the right people for the right place, and in a right time. It is the process of hiring the best candidates for an open position in the organization. Human resource manager is in charge of deciding how

employees are handled inside an organization or business. Employees' abilities and skills will contribute to the intended results of the organization. Thus, every staff needs to be motivated to boost productivity. Management should update all staff members on organizational policies and its changes and give a platform for asking inquiries, and inform employees on corporate matters. A strategic human resource program guarantees that human resource policies and procedures related to obtaining, sustaining, and improving human resources support are properly integrated in the entire company strategy.

To avoid hiring inefficient staff, HR representatives should concentrate specifically on evaluating how effectively job candidates can do crucial tasks by evaluating the current job using accurate job analysis. The quality and productivity of an organization's personnel may be considerably improved by choosing and utilizing efficient evaluation techniques. Therefore, HR managers may take away from errors and employ cost-prohibitive management if they learn some lessons from their experiences.

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·As an End Function of Management

Introduction

Management control can be viewed as a process to check if the actual working of the organization is as per the original plan. Robert Simons describes management control as a feedback process of planning, setting targets, monitoring progress and taking corrective action to ensure that the goals are achieved. Thus, controlling is a dynamic and key function very closely knit with other management functions of planning, organizing and directing. Scholars such as Kelly (2009) defines control as guaranteeing that plans are accurately executed and assuring that the firm operates as per plan whereas Drury (2013) defines it as a process to ensure that the organization's functions conform to its plans and the organizational objectives are met. According to Koonts O'Donnel, "*controlling is the measurement of accomplishment against the standards and the correction of deviation to assure attainment of objectives according to plan.*"

There are several features of controlling. Firstly, control is positive and necessary function to identify the

areas of weakness, the person behind the weakness and to suggest corrective action. Thus, control guarantees that there is minimum deviation between planned and actual performance of the organization. Second, control is a continuous and ongoing function and not a one-time action. One can draw an analogy with using a navigation system. Just like the navigator that continuously monitor the directions and locations to check the right route, the manager has to constantly confirm whether actual performance is as per the planned performance. Thirdly, though control deals with assessing past performance, it is forward looking as it tries to offer remedial action to improve future performance. Fourthly, control is an integral part of management and managers at every level have to carry out this function. Fifthly, control is a dynamic function. After the plans are implemented, many changes can take place in the internal and/or the external business environment which may acts as roadblocks or even change the planned goals itself. A well designed control system evaluates these changes and realigns the organization. Lastly, planning and control go hand in hand. Planning determines the goals and sets standards whereas control assures the goals are achieved.

Reflection

a. Management Control and Its Significance

Control is an integral management function. All other management goals cannot be achieved without control. The significance of an effective control system depends on how the management implements and executes its strategic plan. All organizations has its own control system. One of the effective control system is the attainment of targets. An effective control system helps to attain the planned targets. In case of impediments, remedial measures are undertaken to see that the intended targets are aligned to the actual goals. Successful execution of plans depends to a large extent on effectiveness of the control process.

Controlling ensures proper execution of plans. Discipline among employees is another thing that management executes. The managers may order insufficient or incorrect inputs. An effective control and monitoring mechanism will avoid such problems. Facilitation and decentralization and co-ordination helps to decentralize authority and power. Proper coordination among departments is also ensured as all departmental activities have to attain a single objective. Lastly, mitigating risk and uncertainty is the control system that helps to manage organization's uncertainty and risks.

b. The Management Control Process and Techniques

The Control Process. Every organization follows steps in controlling and managing the entire organization and its people. These four steps include: establishing standards, measuring actual performance, comparing actual performance with standard performance, and taking corrective actions. In the planning process the targets or objectives to be attained are clearly defined and quantified. These targets acts as benchmarks or standards against which the actual performance will be compared.

The actual performance is measured as per the predetermined standards. While measuring performance, the manager has to objectively check if all aspects of the job are complete. The actual performance is compared with standard performance to check for deviations, if any. If actual and targeted performance are the same, it means the organization is progressing on the planned path. Corrective actions will be undertaken if there are large variations between actual and planned performance.

For a control process to be effective, accurate information on the measurable and non-measurable aspects should be made available. Further, to undertake corrective action the information must be made available at the right time and must be objective. The control process should focus

on those points where deviations are most likely to occur. Again control is most desired in areas where deviations would result in costs to the organization. The control process needs to be economically realistic in the sense that the cost of implementing the process should be lower than the benefits derived from it. The standards set should be realistic and compatible with organization's workflow. The process also needs to flexible enough to take remedial action or advantage of favorable changes.

Although all good control processes work on similar lines, some variations are noted. These variations arise due to the degree of outside control that is required, time perspective and whether it's a formal or informal management process.

Cybernetic control processes are self-regulating and do not require any monitoring.

Non-Cybernetic control processes require external supervision, for example the quality control department in a manufacturing firm.

Feed forward or pre control process is designed before the activity commences (Bateman & Snell, 2012). It includes inputs in the appropriate quality, formulated and implemented policies, and recruited manpower with requisite skills. These control measures aim to prevent a

problem before it arises. An example of feed forward control will be the purchase of safety equipment prior to commencement of construction at the office site.

Concurrent control measures are implemented alongside the activity. For example, inspection of activity sites to see that instructions and organizational standards are followed. Concurrent control is called as screening control as it determines whether the activity should be stopped, modified or can continue.

Feedback control occurs after the completion of the activity. This type of control assesses if the activity was completed on time and within the allocated budget. Thus, the firm can continue with its good practices. Usually managers formulate policies and regulations such as requiring sales projections in order to control.

Market control revolves around a yardstick provided by an external agency such as customer feedback regarding product satisfaction. Changes are implemented based on the survey results.

Clan control is an indirect control mechanism arising from the social values and belief system.

Control Techniques. There are various techniques whereby managerial control are exercised. This include: financial

audit, budgetary control, break even analysis, PERT and CPM Techniques, MIS, computerized control, and return of investment.

Financial control can be exercised through audits. *Audit* helps to detect whether the financial statements prepared by the firm are true and fair. External auditors are appointed by the shareholders which public responsibility towards the shareholders, Board of directors and society at large. Financial ratios such as liquidity ratio, profitability ratio, debt ratio to name a few depict the health of the organization.

Budgetary control is a technique of comparing actual results with the budgeted targets. Budget is a statement of the company's estimated expenses and earnings during a financial year. A firm prepares various types of budgets such as sales budget, production budget, cash budget, master budget etc. In case of variation, the responsible authorities can either exercise control or revise the initial budget.

The *break-even point* is a point of no profit and no loss and hence act as a control device and a measure of the firm's performance.

PERT and CPM are techniques aimed to reduce the total cost or time taken to complete the project. A project is a series of sequential activities and for timely completion

within the budgeted cost all activities have to be completed as per schedule. This is achieved by identifying the activities whose delay will cause the entire project to delay.

Management information system is a well-known control device. It is a framework whereby information is collected, processed and visualized. Through MIS senior level managers can delegate authority to subordinates without losing control.

Computerized control is used by many organizations monitor employees access to databases, their computer usage to measure and control performance.

Return on Investment, a measure of profitability, is widely used to compare present and past performance and inter firm financial performance.

c. Impact of Management Control on Employees

Control can have positive and negative impact on employees. Control provides clarity of goals and expectations thus improving performance. Concurrent control provides constructive feedback which helps in improving productivity and efficiency. However, excessive controls involve documentation and paper work which leads to excessive costs. When goals are unrealistic, employees may resort to short cuts in order to save their jobs but narrow

goals may inhibit employee's creativity. Employees too feel a need for personal control. As such, the organization can formulate rules and standard operating procedures which all employees have to follow. The challenge for the organization lies in striking the right balance between personal and organizational control.

d. Learnings on the Control System in the New Normal

The new normal is the organization's response to changes brought about the global pandemic (Raghavan et al., 2021). COVID-19 brought along with it number of challenges for organizations. Economies declared lock downs and new regulations were imposed. To curb the spread of the disease, remote working and hybrid working hours were imposed. This posed as a challenge for controlling employees especially for the micro managers. Micro managers, who used to supervise and control the day-to-day activities, had to learn to trust and give greater freedom to their subordinates. The employees used to the concept of working during office timings had to work in remote destinations, beyond the working hours and often during weekends. According to Kim et al. (2021), result based management and efforts at getting employees trust helped in a smooth transistion.

Another concern with regards to control was the issue of cyber security and sensitive data and information breaches. With employees engaged in telework, the three fundamentals of cyber risk-confidentiality, integrity and availability of data were difficult to monitor. Limited cyber literacy meant that malicious software could be executed by the employees. Organizations controlled these risks by allowing participants in shared platform meetings only through invitations. The use of remote access or VPNs to log into the organization's database was banned. Email messages with confidential data must be encrypted (Martin & Mac Donnell, 2012). A study by Galić et al. (2021) found that management which could provide authentic inter department data at the right time was in better control of its operations.

In the new normal, telework and digital adoption will be the order of the day. In the post pandemic world without social distancing regulations and lock downs, the workplace modifications in relation to hybrid working hours, telework and digital adoption are here to stay. The organization benefits from the flexible working hours in the form of savings on rent, electricity and transportation. On the other hand, employees can take care of dependents and save on transportation costs and time. Flexible working hours have

inculcated personal control among employees who tend to be more goal oriented which improves productivity. Thus, the new normal has seen shift from micro management to more of personal control. In the new normal control of cyber security risks, data thefts, threats of malicious software, inadequate computer literacy implies that control has shifted to a new dimension.

Conclusion

Management control can be viewed as a process to check if the actual working of the organization is as per the original plan. During the pandemic lock downs, health risks, digital adoption and hybrid working hours changed the dimensions of controlling. In the new normal, sustainable hybrid working hours, telework and digital transformation policies may be adopted. Organizations have to adopt employee centric control measures. The management control system has to adapt to its competitive advantage.

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