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The future of HR is RH: Respect for humanity at work

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ABSTRACT

Using Ecological Systems Theory, we propose a four-part approach to HRM: short vs. long-term relationships, life-course changes, multiple contexts and success criteria, and permeable and reciprocal influence. Infusing HRM with a psychological concern for human dignity results in respect for humanity at work, as well as advocacy for employees and their communities.

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Human Resource Management (HRM), both a profession and a set of activities within an organization, has the overarching goal of making the best possible use of human resources to help make organizations effective, successful, and sustainable (Davidson, McPhail, & Barry, 2011; Fombrun, Tichy, & Devanna, 1984). The roles of Human Resource (HR) managers range from administrative (e.g., payroll administration, record keeping) to managing the training and career development of employees. Similarly, the stakeholders who are served by HRM are just as wide-ranging, including the members and owners of organizations and the society in which organizations are embedded.

The modern profession and discipline of HRM have its roots in the changing relationships between employers and workers starting in the early 20th century (Dulebohn, Ferris, & Stodd, 1996; Ulrich, Younger, Brockbank, & Ulrich, 2012). Originally focusing on methods of increasing productivity (Taylor, 1911), the field expanded to include industrial and labor relations and a reconceptualization of workers as human assets rather than as essentially interchangeable cogs in an industrial machine. Industrial and Organizational (I/O) psychology shares many concepts, goals and tools with HRM, but there are important differences in the emphases of these respective fields. Both fields are concerned with the success and viability of organizations and with the welfare and behavior of its employees, but the two fields do have different emphases.

Modern HRM thinks of employees as a critically important asset to the organization. Taylor's Scientific Management represented an early attempt to develop these assets that treated employees more like tools than like individuals, but as HRM developed as a field, it recognized that human assets could not be effectively developed and sustained without recognizing and taking into account the needs, preferences and perspectives of employees. Nevertheless, HRM does not exist to serve employees per se, but rather to help to develop and sustain an asset that is critically important to the organization. Benefit to the organization represents the ultimate criterion for evaluating the success or failure of HRM.

In contrast, psychology takes the person as a starting point, and treats work organizations as one of the important contexts in which people act. I/O psychologists are very interested in ways people can be selected, trained, developed, and assigned to help organizations achieve their goals. However, the central focus of psychology in organizations is to enhance employee performance, health, and well-being, treating the organization as an important context within which people interact (e.g., employees, customers, and communities) and to benefit and improve peoples' lives (www.siop.com/missionstatement; www.apa.com/mission).

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Table of Contents Human Resource Research Paper

1. Understanding the eBook Human Resource Research Paper
 - The Rise of Digital Reading Human Resource Research Paper
 - Advantages of eBooks Over Traditional Books
2. Identifying Human Resource Research Paper
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Human Resource Research Paper
 - User-Friendly Interface
4. Exploring eBook Recommendations from Human Resource Research Paper
 - Personalized Recommendations
 - Human Resource Research Paper User Reviews and Ratings
 - Human Resource Research Paper and Bestseller Lists
5. Accessing Human Resource Research Paper Free and Paid eBooks

- Human Resource Research Paper Public Domain eBooks
- Human Resource Research Paper eBook Subscription Services
- Human Resource Research Paper Budget-Friendly Options
- 6. Navigating Human Resource Research Paper eBook Formats
 - ePub, PDF, MOBI, and More
 - Human Resource Research Paper Compatibility with Devices
 - Human Resource Research Paper Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Human Resource Research Paper
 - Highlighting and Note-Taking Human Resource Research Paper
 - Interactive Elements Human Resource Research Paper
- 8. Staying Engaged with Human Resource Research Paper
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Human Resource Research Paper
- 9. Balancing eBooks and Physical Books Human Resource Research Paper
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Human Resource Research Paper
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Human Resource Research Paper
 - Setting Reading Goals Human Resource Research Paper
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Human Resource Research Paper
 - Fact-Checking eBook Content of Human Resource Research Paper
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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