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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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Technical Report S. United States. Army. Behavioral Science Research Laboratory, 1967 U.S. Government Research & Development Reports , 1971

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