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Human Resource Mechanisms for Mitigating Internal Disputes within Public Service and Non-Profit Organizations: The Analysis of An Equitable Process/System Focused on New Hire Trends and Retention

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Thesis Statement

Public service organizations are obligated to demonstrate how their services are a sheer representation of what stakeholders perceive as an ideal reflection of proper apprehension for the public good. This usually requires workers in the nonprofit world to create products and services that include a federal government mimicking approach that is specific to a focus group and issue(s) that align with national agenda items. Among the public/non-profit networking sphere of today, co-governance exists as the direct access point for organizations to collaborate on social capital and government capacity to determine how the work they do brings change to the current state of the union. In this study, several of the human resource mechanisms involved in the onboarding, active employment and employee-employee grievance/dispute process of public organizations that serve the general public will be examined to determine how they affect retention rates and new hire trends.

Abstract

It is not always easy to immerse yourself into a work culture that has gradually become commonly deemed untraditional. In the non-profit segment of public administration, there are a host of organizations delivering unique products and services that require employees to share special relationships with different stakeholders. Human Resource departments in organizations where nonprofit metrics control practice and theory evolve from a relation between the lack or abundance of resources. This relation is also contingent on the innovativeness of organizations that has to be reflected in its teams' ability to attract and retain the needed talents and resources; rather these resources be humans or non-human (Leitner, 2018).

In the bible, the word speaks of several accounts where God grants his faithful servants with the righteous reward. In 1 Samuel 2:9, the states that "He guards the steps of his faithful ones, while the wicked are made silent in darkness. He grants the request of the one who prays. He blesses the year of the righteous." (The King James Bible). The spirit of God that grants to the righteous is one that is constantly praised through the many success stories that are heard from non-profits that successfully secure grant funding by putting in place a strong, enduring HR team.

The trends highlighted in an organizations resource attainment and innovativeness are strictly followed even in the writing and accepted proposals for grant funding. Securing the appropriate funds to support programming and human resource needs are highly focused on competing needs in an organization that can be discovered through information collection and analysis from HR department figures in nonprofit development around the United States. Organizations generally write funding proposals to illustrate to potential donors that they share similar values and approaches to social change.

Public service organizations' influence on society is directly reflective of how members of these organizations work together. In these environments, elected and appointed officials gather to formulate decisions and rightfully disseminate resources for the general public that will affect the approach to cultural, environmental, corporate and social calamities with respect to the diverse attributes of the community. Diversity refers to the variants in appearance, biological make up, geographic origin, gender, sexual orientation, ableism and viewpoints. As leaders in our nation have redressed the topic of diversity and inclusion, the number of seats at the table have multiplied and now accommodates persons from extremely different walks of life. This pursuit, of justice and peace, has allowed for progressive success in government and private sector agencies and organizations. However, diversity and value complexity also pose some critical cons in local government.

Most of the material for this study focuses on the important matters of public service listed above. Using what's been learned from this course's material, it's been discovered that there are several ways that the public servants exemplify facing issues related to unequal rights in the light of dispute. Aspiring change makers, like the ones from this week's readings, understand that having a public service perspective is inevitably guided by the lived experiences of self and others, an ability to apprentice with public problems, building upon what others have started, incentivizing those that do create new metrics of success in changing an issue and the efficient use of monetary and human related (capacity and creation) resources . Stembile Mpofu, for example, talks about the agendas of civil society organizations and how they are donor driven and sometimes difficult situations. This is because of these idea specific agendas that are usually generated from the leaders of organizations. She also discusses how her organization has relooked at their project design to make it more open-ended allowing a focus on community conflict resolution which should be utilized in all planning organizations.

Research Paper Outline

Several organizations struggling to meet employment hiring and retention rates, such as Saga Education, an AmeriCorps program, will be used to discuss how self-serving leadership decisions can impact the growth and stability of organizations grooming entry to mid-level public administrators. The relationships that convene in public focused organizations convey pristine messages of established social missions, visions, and presentations of each. Sponsors, tax payers, employees and clients rely heavily on these inevitable constructs in human resource, legal and regulatory contexts of public administration to resolve some of their most challenging concerns when dispute arises (Feffer, 2017).

Dispute in public organizations can occur between several parties that share invested interest in the role their organization assumes in modern day society settings. The superior parties involved in disputes have proven to affect most outcomes of employment retention which has led experts to question the work systems and service-oriented behaviors in public organizations which they coin as the mediating role of work engagement (Luu, 2019). With statues such as “At-Will " employment, employers even in the non-profit sector continue to control the employment status of employees with no major checks to balance decisions they make that negatively affects the reputation of developing professionals in the field. Human resource departments are faced with the challenge of creating a system that allows employees to immediately defend their position in the termination processes in employment.

Regulations Related to This Issue

Regulations that help resolve issues that arise within public service organizations employment history are important guiding principles that provide stakeholders with direction in situations that may be out of their control. The idea of goal congruence has been studied to help readers learn more about issues evolving from competing needs in public organizations that provide insight based on data patterns (Piatak, Romzek, LeRoux, & Johnston, 2018). The authors highlight the important role that networks have played in the delivery of public sector services by employing a multi-case study design that examined internal network dynamics in county-based social service delivery networks in Kansas, Maryland and Michigan. According to Romzel et. al, there are common and diverse goals that public service organizations are working to achieve that are unique to specific organization members and programs. Many of the objections to arise regarding goal selection are undermined in most instances by conflict within a hierarchy.

These particular conflicts pose critical effects on agent performance, stakeholder demands, delegation of complex responsibilities and difficulties developing performance measures. After examining formal and informal accountability dynamics and goal conflicts in three US counties, the authors of this article distinguish several accounts of multi-sectoral networks that continue to make the work of public service professionals a shared responsibility with the general public. These governmental and non-governmental agents find newer industry-specific cultures, like shared norms, to combat the goal conflicts that may arise during organizational planning.

Researchers have founded that trust and reciprocity among network actors shields against conflict potentials by focusing attention to larger network goals is key to employment regulation.

Studies have analyzed how public buyers of a tunnel construction project formed a hybrid organization of a multi-party project alliance to respond to institutional complexity (Matinheikki, Aaltonen, & Walker, 2019). The main focus of this study stems from a lack of empirical illustrations and rigorous theorizing of mechanisms for responding to institutional complexity. Researchers delineate a process of temporary hybridization through which the competing logics of a bureaucratic state, corporate market, and multiple professions were combined within the temporary project alliance organization.

The researchers in this study explicitly focus on the stream describing a hybrid organization as a specific organizing form to combine multiple institutional logics. The further define organizational hybridization as a change process through which organizations aim to transfer from one organizational settlement (i.e., configuration of structural and cognitive elements of organizing) into a new one by instantiating multiple societal rationales, such as institutional logics, in their values, structures, goals, and practices. The researchers' in-depth, single case study on the Lakeside Tunnel Project is based on abductive reasoning through which they aimed to elaborate existing theories on the management of public infrastructure projects, institutional complexity, and hybrid organizing. Experts reconciled general theoretical claims with particular findings to identify potential contextual idiosyncrasies that would provide avenues for theoretical contributions, such as explaining the process of hybridization in a temporary project context. They discuss mitigating internal tension and mention that this allows organizations to provide a public good in the most cost-efficient manner in accordance with the bureaucratic state logic, allow reasonable profits for private service providers and, thereby complying with the corporate market logic.

Berman, Bowman, West, & Wart introduces public managers to one of the puzzles that may be confronted in the human resource profession. Their novel probes questions from both the employee and manager's viewpoint, while discussing how the problems arise and what can be done to resolve them (Berman, Bowman, West, & Wart, 2021). This new edition includes topics like the coronavirus outbreak, enhanced class, team and individual exercises, and governmental failures, reform initiatives, America's ultimate paradox and the constitutional role of civil servants.

Part one of the book showcases the heritage of public service by examining the normative and ethical underpinning of the field. During this portion of the novel many reform movements and contemporary issues are discussed. The final two chapters of this book explore labor management relations as the capstone of human resource management. Authors highlight the foundations of the field and its functions which are affected by the relationship between public employers and their employees.

The novel is sequenced to reflect the stages of employment. These stages included recruitment, selection, employment, motivation, compensation, training and evaluation. The quasi-science of selecting employees and the often-unappreciated importance of position management are also considered throughout this novel as authors describe the enigma of human motivation and the difficulty of knowing how much someone should be paid. This novel provides grave insight on the topic of human resource management and how organizations can leverage scarcity to advance in the marketplace.

In their article, Chams and Blandon discuss organizations that are setting themselves new goals, focusing on individual, communal, and environmental-friendly performance and development (Chamsa & García-Blandón, 2019). They highlight Sustainable Human Resource

Management (SHRM) as one of the leading disciplines that is promoting “green”, sustainable cultures that support conserving many parts of our economy. The overall aim of this review is to examine the key role of SHRM in developing a sustainable work environment and in facilitating the attainment of sustainable development goals (SDG).

First of all, the authors of the report feel that it is important to distinguish between strategic HRM and SHRM, as they have different roles in the organization. The research period covers more than two decades. Developed in the late 1970s and 1980s, the central role of strategic HRM focuses on the financial and economic outcomes of the organization’s labor force, implementation of HR practices, and monitoring of the human capital. On the other hand, SHRM places the emphasis on developing an innovative workplace with internal and external social involvement, on increasing awareness and responsibility toward environmental preservation, and on improving the distribution and consumption of resources to promote organizational success in a competitive environment.

Chams and Blandon use a multi-stage method to develop an in-depth analysis of the SHRM field and to identify the predictors of SDG attainment. Chams and Blandon believe that SHRM and sustainability are two paradigms that converge toward a common organizational benefit. These benefits not only satisfy shareholders’ objectives but also operate in a responsible manner, while taking into consideration collective welfare and the preservation of natural resources.

Other studies aimed to present an integrated theoretical framework of sustainable local and regional development with an emphasis on social economy theory (Kim & Lim, 2017). The theoretical literature on social economy and sustainable local and regional development are reviewed and integrated focusing on the obstacles of sustainability and the function of social economy in local and regional development. Conflict and competition among sustainability values necessitates agreement and cooperation among those who embrace such values. Kim and Lim mention how social enterprises emerge and maintain company and social services through the social innovation process. They discuss how social entrepreneurship and social entrepreneurship constitute the majority of social innovations, that is, the innovative thoughts and decision-making process for social purposes. To solve social problems, social entrepreneurs devise new products using appropriate technology. Recently, some empirical studies have tried to measure these characteristics and performances of social enterprise. The dual purpose or value of social enterprise is discussed to verify the singularity of social enterprise. The performance of social enterprise is evaluated by the holistic framework including input, organizational capacity, outputs, outcomes, and public value accomplishment.

Kim and Lim's perspective on the strategy for the social economy in LRD has focused on local and regional needs, community, and social values. The social economy has different conditions depending on the strategy, which Kim and Lim distinguish throughout their writings. Historically, LRD policies have concentrated on external growth and development by focusing on the influx of capital, creating jobs, and attracting specialized industries. However, these strategies have an unintended negative effect on some aspects of people's lives, such as destroying the community, neglecting local and regional problems, and weakening the community's capacity which these authors feel is easily combated with several of the strategies they discuss.

Ethical Considerations

When we think of ethics, it is important to consider all levels of public service organization. In an article, Eckhard proposes an alternative understanding of individual behavior in representation that emphasizes knowledge sharing instead of patronage but leads to similar outcomes (Eckhard, 209). These outcomes are associated with their societal background which provides officials with advanced social knowledge about the group(s) they represent, including both informational knowledge (facts about culture, history, politics) and relational knowledge (how people interact). The aim of this study also includes examining the risks (knowledge distortions) and benefits (attaining public value) of knowledge linkage for both international and domestic administrations.

Professional public servants represent various groups when they take on the responsibility of tackling social issues that have the potential of creating detrimental effects on inhabited environments. Eckhard's argument is grounded in the idea that "represent[ion]" is exemplified by brokering knowledge about societal groups, rather than engaging in "clientelistic" behavior. In this study, organizational boundary spanning and street-level bureaucracy, bureaucratic representation in non-Western states and international organizations are considered in four conceptualizations as Eckhard describes the knowledge linkage process involved in networking efforts in the public sector.

When the role of social knowledge in bureaucracy is informed and suggested through insights from street-level bureaucracy, high levels of local knowledge built through lived experiences is used by workers hoping to connect with the community they are serving. Eckhard assesses two basic categories of knowledge that, in research, can be differentiated into the following categories: the subjective world of individual experience, emotions and thoughts; and the world of objective knowledge, such as scientific theory.

The shared economy is protected by several of the public safety nets that are commonly provided by public sector agencies that organize events, programs and activities to meet the needs of an evolving citizenry. This article describes the “shared economy” as an umbrella construct that supports shareholders with three foundational cores that include access, platform and community engagement options which present promises and paradoxes to the organizations that utilize this popular organizing framework.

The authors of another study make sense of the various sharing economy initiatives by showing how they relate to the different cores (Acquiera, Daudigeos, & Pinkse, 2017). Authors of this article defend the idea that given the essentially contested and umbrella nature of the sharing economy, it can get stuck in endless academic and normative debates about what it is, what it fails to be, or what it should be. In this article, the authors make sense of the various sharing economy initiatives by showing how they relate to the different cores. Authors of this article defend the idea that given the essentially contested and umbrella nature of the sharing economy, it can get stuck in endless academic and normative debates about what it is, what it fails to be, or what it should be.

By navigating the tensions generated by the principles of the sharing economy, the author's research efforts have revealed that some initiatives position themselves at the intersection of all three cores: access, platform and community-based economy. The authors combined an analysis of nine articles that provides different perspectives on the current state of the sharing economy with some contributions being more optimistic and others more skeptical.

Researchers also investigate whether public service motivation (PSM) and organizational social capital predict knowledge sharing in the public sector (Kim, 2017). The hypothesized relationships in the proposed model are verified with the online survey data of 506 public employees in Korea. Kim's test results show that the two dimensions of PSM are attraction to public service and commitment to public values. He highlights that the trust component of organizational social capital is both positively related to knowledge sharing in the Korean public sector.

In this article, the associability component of organizational social capital is indirectly associated with knowledge sharing through its influence on PSM. The article discusses the ways that PSM and organizational social capital may contribute to overcome the social dilemma of knowledge sharing in public organizations. It also suggests that there is need for further research on the individual dimensions of the PSM construct. Here, Kim relies heavily on previously established research on the idea of PSM and uses it to show how the topic is currently impacting public organizations in Korea.

Knowledge sharing is gaining much popularity in the scholarly literature about human resource management in association with mitigating organizational disputes. There is an important role that it plays in cultivating the evolving public sector. This study highlights the position that knowledge sharing takes in Korea public spaces where leadership is both embraced and challenged at the intersection of civil and servant to investigate exactly what motivates workers to deliver on the public needs.

There is a gradual growth in research that seeks to investigate the role of paternalistic leadership in fostering job crafting among public employees, which may in turn foster citizen value co-creation with the public organization (Tuan, 2018). The data was collated from public employees working in public legal service agencies in Ho Chi Minh City, Vietnam and citizens whom they served. This study and the idea of paternalistic leadership helps public organizations determine where control and exploitation are overused. In a paternalistic relationship the figure of authority, say, the boss, may be involved in the lives of subordinates as would be expected in a collectivist society. This study explores this construct more.

The data analyzed verifies the negative association between authoritarian leadership behavior and job crafting, as well as the positive associations between benevolent and moral behaviors and job crafting. Other experts in the field support claims that have proven authoritarian relationships to be based on control and exploitation where subordinates show conformity simply to avoid punishment. The results also revealed the positive effect of job crafting on citizen value co-creation via citizen-organization identification as a mediator.

This study is very unique and poses thoughts and new perspectives on the way that public service might be viewed from an employee prospective. The idea of punishment is very distinctively different when we consider the fact that most public servants are of adult age. The idea of punishment for work that is mostly grounded in shared economy concepts easily transcribes to good will towards the public good which mostly reflects the many benevolent attitudes that derive in the field of public service. This study's focus asserts many new thoughts and ideas about the mitigating process in the public sector.

Integrate a Biblical Worldview

Integrating a biblical viewpoint into this conversation requires that we consider a few factors. Some research has examined the extent of monitoring mechanisms within public systems curbing fraud incidents (KAMALIAH, MARJUNI, MOHAMED, MOHD-SANUSI, &

ANUGERAH, 2018). The bible states that “He that is faithful in that which is least is faithful also in much: and he that is unjust in the least is unjust also in much” (King James Bible). The survey used for this study was determined to concern three dimensions of monitoring mechanisms: good governance, internal control procedures and fraud prevention programs. This survey has been conducted among various Malaysian government officers and has determined that internal procedures or policies were significant in reducing fraud incidents.

In this study fraud is defined as “deliberate deception, trickery or cheating in order to gain an advantage. The sample for the study was drawn from departments in all levels of the government comprising 233 various government agencies from ministries, departments, and public enterprises such as statutory bodies. From the 233 samples selected, only 91 responses were received. The majority of the respondents were from the federal government (53%), followed by local authorities (21%) and finally the combination of state government and the statutory bodies (26%).

There were three independent variables, which refer to the monitoring mechanisms that influence fraud incidents in the public sector, which were determined as: (1) good governance; (2) internal control procedures and policies; and (3) fraud prevention programs. Researchers stated that the elements covered under good governance were leadership, stakeholder relationship, accountability, planning, and evaluation. Researchers also used a reliability test to measure the reliability of each of the constructs identified from the factor analysis.

Other accounts propose a new perspective of employee satisfaction assessment that not only quantifies total satisfaction but identifies job attributes and socio-demographic characteristics affecting employee satisfaction and loyalty as a key concern for sustainable human resource management (Strenitzerová & Achimský, 2019). Findings of 1775 survey questionnaires of employees in Slovak Postal enterprise revealed that employee satisfaction is on average. The use of regression and correlation analysis pointed to the fact that not only their satisfaction, but also the situation on the labor market in the region, the age of the employee, the job position and the length of employment have a strong influence on employee loyalty.

These authors' research pointed out that the designed HRSI model can provide a better understanding of the complex relationships of the variables of employees' loyalty and employee satisfaction and their impact on sustainability of the postal provider. Factor analysis was used to summarize indicators (measurable variables) which identify the crucial factors. The regression and correlation analysis were used to examine the relationships between latent variables and measurable variables (indicators) which affect the satisfaction of employees and their loyalty to the employer.

Researchers state that many companies are struggling with existential concerns and disregard the needs of their employees. They believe however, that the interest in employees, their self- actualization, mutual expectations, and healthy labor relations are the preconditions for commitment, satisfaction, loyalty, and strong work ethic of employees and, thus, integral to the success of the entire company. The purpose of this study was to review the satisfaction of employees in postal companies and consequently evaluate the impact of employee satisfaction on their loyalty to the employer and researcher did this greatly.

Recommendations for the Solution

The purpose of this paper included topics that have appeared in research papers globally whose aim continues to involve investigating the impact of succession planning on turnover intentions among public service professionals (Ali & Mehreen, 2018). Moreover, researchers examine whether succession planning enhances employee job security and creates a career attitude that mitigates the risk of employee turnover intentions. Using the survey method, the authors recruited permanent employees of retail banking and the proposed model and structural relationships were tested via structural equation modeling.

In this study, Ali and Mehreen help those in the general management of organizations to formulate a strategic and proactive succession system based on job security. This helps public organizations foster and build a strong career attitude to discourage the turnover intentions among employees. Moreover, the outcome supports the management of organizations in case of the sudden resignation of an employee; they will be in a position to appoint a resourceful employee immediately on the vacant post to provide excellent customer services.

The study successfully developed an empirical relationship between succession planning and turnover intentions which was skipped in the literature on human resource development. Furthermore, this study offers an important mediation mechanism for job security and career attitude for mitigating the turnover intentions among bank employees through succession planning. This helps organizations minimize the risk of hiring employees who may cause retention issues for reasons that are not associated with dispute mitigation.

Developing human resource data involves risk management especially in the Age of Big Data (Calvard & Jeske, 2018). In their article, Calvard and Jeske discuss the complexities of big data for employers. They are explored, drawing on a risk management on Human Resources (HR) perspective and normal accident theory (NAT) to illustrate the evolving characteristics of these complexities. These researchers state that “Big data collections are increasingly being made open and available by government agencies” and this alone warrants more safeguards to prevent major corporate and personal losses.

Researchers of this study point out that in human resources (HR) practice, risk management and (big) data management intersect in a number of areas. This intersectional exchange is most notably in terms of how HR and data risks and practices may result in or mitigate corresponding reputational or legal risks. These claims support many of the arguments that Calvard and Jeske make throughout this study.

The authors of this study point out that a key limitation of existing research, but also a potential opportunity for future research, concerns recognizing more explicitly that most big data is highly unstructured and noisy, and that this requires studies into changing statistical mind-sets and analytical tools in organizations which they support with assertions from other research. This is particularly important as organizations are unlikely to be equally proficient in all areas of big data processing, as Calvard and Jeske clearly point out in their study.

Relationships and Resources have become known as the Isomorphism of Nonprofit Organizations’ (NPO) Self-regulation efforts (AbouAssi & Bies, 2018). A study examines self-regulation through the lens of the institutional perspective by focusing on a specific institutional domain of NPOs in Lebanon (AbouAssi & Bies, 2018). Researchers of this study claim that institutional environments of nonprofit organizations (NPOs) are controlled largely by the government, which is clearly true. They also pose that they can also be moderated by their status as private organizations, separate from government which can present conflict of interest errors.

Researchers mention a concern for appropriate management practices and professionalism within NPOs which led to the results that indicate a certain degree of normative isomorphism, through professionalization, has a positive impact on NPOs' participation in self-regulation. They go on to conclude that while mimetic practices do not yield the same results; coercive isomorphism is not a significant predictor of where interest truly lies in public servants serving in NPOs.

The results of this study also allude to certain implications both for management practices and for scholarly research. The authors state that self-regulation can be intended to stave off heavy- handed government control but operates as a complement to government concerns, potentially diminishing the need for government control. This is one of the many assertions made regarding the idea of self-regulation in the NPO culture.

Paternalistic Leadership has respectfully become known as the Missing Link in Cross-Cultural Leadership Studies (Jackson, 2016). In a modern-day study Jackson focuses on one form of leadership that has been ignored in literature. The growing literature leadership in non-Western countries and the cross-cultural management literature as a whole continues to exclude the practice of paternalism. Much of the literature on Africa, for example, as Jackson has pointed out in other studies, is concerned with offering Western alternatives to what is seen as 'African' management and organization.

Jackson highlights that paternalism represents the predominant mode of leadership in the majority of the world. He supports this with Aycan et al. (2013: 977) who also goes on to relate the main facets of paternal leadership identified in her research as ‘creating a family environment in the workplace that include establishing close personalized relationships with subordinates and getting involved in employees’ non-work lives’ especially.

This study’s authors do a great job of demonstrating how leadership studies for some time have been fashionable and an important component on MBA programs and management programs generally. The aim to answer the question of how many MBA students in Nairobi, Lagos or anywhere else in Africa or the majority world learn about paternalistic leadership? How many learn about transformational leadership, but knowing it isn’t going to work in their organization? But so far, through a lack of research, these authors do not really know very much about the nature of paternalism in, for example, Nigerian, Indian, Saudi Arabian and Chinese organizations.

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