European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.14, No.14, 2022

Managing People: Accomplishing More with Less Effort

Robbson Manda
Department of Business Administration, School of Business, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail: robbsonmanda@gmail.com

Austin Mwange, DBA/Ph.D (Corresponding author)
Department of Economics, School of Social Sciences, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail: lecturer.researcher@gmail.com

Windu Matoka, DBA/Ph.D.
Department of Economics, School of Social Sciences, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail:windu.matoka@zcasu.edu.zm or windumatoka@gmail.com

Joseph Chiseyeng'I, Ph.D
School of Management, Zambia ICT University
P.O. Box 71601, Ndola, Zambia
E-mail: bashikapembe@gmail.com

Nizah Mutambo
Department of Business Administration, School of Business, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail: nizahlm@gmail.com

Golden Mashiri
Department of Business Administration, School of Business, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail: browngoda@gmail.com

John Bwalya
Department of Business Administration, School of Business, ZCAS University
P.O. Box 35243, Lusaka, Zambia
E-mail: bwalya1972@gmail.com

The research is financed by the Authors

Abstract

People management is the management of Human Resources in the organisations. The purpose of HRM is fundamentally to maximise the output of the organisation by augmenting the effectiveness of its employees. Employees are an essential factor of achieving competitive advantage in organisations. Advancement in technology has left a paltry room to maneuver in the quest to differentiate products or services hence the focus on people based strategies. A number of studies have attempted to address a question of people management as a vital tool to accomplishing more with less effort. Nevertheless, most studies tended to be skewed towards specific areas leaving out a wealth of aspects critical to the subject. Accordingly, this study attempted to address the topic of people management using the 5W and 1H as an all-encompassing approach to achieving more with less effort in people management. This study is aimed at ascertaining essential elements in people management to achieve, augment and sustain employee output with less effort.A narrative review of literature was used in this study to get insights of the subject under investigation. A narrative review was used to fully explain concepts related to the subject and how they augment with the current study. A total of 38 journal articles on people management were reviewed, particularly from Elsevier, Science Direct and JSTOR.The study revealed that people management focus at all levels of HR in organisations. Behaviours, values, norms and habits should resonate with the organisation's goals. Formal structural set up in organisations facilitated good leadership practices, for continuous and timely management of behaviours, habits, aptitudes and team effort. Further, the implementation of management systems, processes and principles which if intertwined with a suitable strategy enhance efficiency output and competitive advantage of the organisation.The study concludes that a sustained blend of appropriate human resource processes, strategies and leadership styles sprout a culture that differentiate

the organisation's competitive advantage for efficient output and ultimate success. The study set ground for further probe of some elements revealed.
Keywords: Managing People, Human Resource Management, 5Ws and 1H, Leadership Styles, Competitive Advantage, Management Systems, Decision Making
DOI: 10.7176/EJBM/14-14-01
Publication date: July 31st 2022

1. Introduction

There is recognition that people are an essential part of productivity. Armstrong (2006) notes that people are the most important resource in the factors of production. It is human resource that bring together all other resources in the quest to achieve the set objectives of the organisation (Armstrong, 2006). People organise financial resources, secure a place where to operate from, source for raw materials and inputs to the production line, produce a product or service, market and offer it for sale (Stewart and Brown, 2011). In going through these processes humans are the only resource that have cognitive abilities, emotions and feelings. Accordingly, they need to be managed in order for them to manage other resources effectively. Reasoning, emotions and feelings can have a bearing on their behavior, attitude and consequently performance. Although human response to stimuli may be unpredictable, a desired behavior can be achieved by triggering elements that influence given desired behaviours and actions. Stewart and Brown (2011) notes that, hiring employees with talent and effective motivation enhances productivity. In addition, good human resource practices create more satisfied employees, who in turn work harder to meet customer needs.

It is on the above premise that people management concept is a widely accepted phenomenon in achieving desired results. People operate in an environment with a predetermined system. To manage their performance, both the environment and behaviour should be effectively managed to achieve better results. The ultimate goal of managing people is to achieve more with less. To produce more with minimal input. Human resource management strategies aim to support programmes for improving organisational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating 'a great place to work' (Armstrong, 2006). This bring out the element of efficiency whose elements include: time, cost and quality. People are managed to get results. They are managed because any given social set up, is established to achieve results. Organisations have goals, objectives and set targets which ought to accomplished. Achieving the objectives, is in itself not sufficient. Objectives have to be achieved at the right time, with the right cost and of great quality. The overall purpose of human resource management is to ensure that the organisation is able to achieve success through people (Armstrong, 2006).

The aim of this study is to ascertain a mix of essential elements in people management to achieve better results with less effort. While there was wide recognition that managing people was prime to enhancing organisational performance, the practice has been to employ part of the strategies in people management leaving a major aspect of it unattended to. This phenomenon leads to frustration in practice and an illusion that not much result could be attained in pursuing human resource management strategies as a panacea to enhancing organisational performance. It is against this background that this paper attempted to use the 5Ws and 1H as a logical formula of inquiry to determine the appropriate way of managing people to achieve more with less effort in the organisation.

The 5Ws and 1H is a formula used in an inquiry to get a complete picture of the subject under investigation. The formulae help to provide a complete report when the 6 questions are comprehensively answered. The elements in the 5Ws and 1H, are; who, what, where, when, why and how. The formula will help in ascertaining the efficient way of managing human resources, accomplishing more with less effort. It should be noted that, while the author recognises that there is a clear distinction between the concept "people" and "human resources" the two terms have been used interchangeably throughout the this article.

2. Rationale

The study managing people, accomplishing more with less effort, is aimed at answering critical questions in a systematic, logical and rational manner. By using a logical approach, the study is likely to respond to most questions omitted in the studies reviewed. The results of the study are likely to add to the existing body of knowledge and possibly bring out important elements that may trigger the need for further inquiry.

Although the subject under study has been reviewed by a number of researchers, perspectives tended to vary. Accordingly the context in which results were obtained may be restricted to specific studies. Based on the reviewed literature on managing people, it was concluded that this topic avails much more perspectives that could be considered by researchers. It was therefore concluded that people management, accomplishing more with less effort, was a study worth investigating.

3. Methodology

The study used a narrative literature review to investigate the topic managing people, accomplishing more with less effort. Narrative review was chosen for the subject in that it availed the researcher greater opportunity to review more than one research question. The method was effective in collecting topic-related literature with the aim to summarize, synthesize, and draw literature-based conclusions. Considering the nature of the topic at hand, which cut across various disciplines, a narrative review on the topic would more effectively acts as a link between various aspects of the subject.

In this study, the researcher explored the internet for journal articles particularly from Elsevier, Science Direct and JSTOR, using, "People Management" and "Human Resource management" as key words. The search produced many articles, although only 38 of them were adopted for their relevance to the subject. In addition, 6 electronic books were accessed from PDF Drive. Further, 3 online publications were uses to consolidate, affirm and fill in the gaps in areas of deficiency. Literature was accordingly reviewed following a logical pattern that attempted to answer the questions under study.

4. Literature Review

This section present a review of literature on related topics from various studies undertaken. It bring out numerous perspectives on the subject thereby enriching the understanding of the case at issue.

4.1 Who should be managed?

Literature reviewed in this section answers the "who question". The articles elaborate the nature of personnel that requires to be managed. Essentially, the articles states that all staff from the lowest to the highest person in management needs to be managed to get the best of them.

Manzoni and Barsoux (2011), presented an article titled, "The Set-Up-to-Fail Syndrome", which was based on two studies designed to understand better the causal relationship between leadership style and subordinate performance, which explored how bosses and subordinates mutually influence each other's behaviour. Findings of the study suggest that, there were two obvious costs of the set-up-to-fail syndrome: the emotional cost paid by the subordinate and the organisational cost associated with the company's failure to get the best out of an employee. The study brought out the need for management to fully evaluate poor performance from the leaders themselves, systems and processes to get to the bottom of the cause as opposed to placing the blame on subordinate staff.

Walker (2011), presented an article titled, "Saving Your Rookie Managers from Themselves", which focused on how to help a manager to master delegating, thinking strategically, and communicating basic skills that trip up most new managers. In the article, the author concedes that under pressure to produce, rookies often "just do it" themselves because they fear losing control or overburdening others. But failure to delegate blocks their staffs' advancement, making them resentful, and then disengaged. The author concedes that organisations that supports its new managers by helping them to develop new management skills, were more likely to succeed on their management roles. The study placed emphasis on the importance of delegation as an essential factor for building subordinates, motivating them and overall enhancement of performance of the organisation. It equally emphasised on the need to leverage on the strengths shown by staff at all levels.

Gabarro and Kotter (2011), presented an article titled, "Managing Your Boss", which was based on various studies that reviewed the process of consciously working with one's own superiors to obtain the best possible results for you, your boss, and the company. The authors concede that, the bosses were managed for very good reasons: to get resources to do the best job, not only for personal gain, but for the bosses and the organaisation as well. A healthy and productive working relationship is based on mutual respect and understanding, understanding our own and our bosses' strengths, weaknesses, goals, work styles, and needs. The study places weight on managing relationships in organisations as an important aspect of enhancing output and performance. There is mutual dependence in the organisations that must be embraced and enhanced to get the best from every member.

4.2 What to manage in people

Articles in this section cite human behaviour, skills, talent, personality traits, exogenous and endogenous factors of people motivation, values and norms as essential factors that are managed in people management.

Schuler and Jackson (1987), undertook an investigation on the relationship between business strategy and the personal characteristics of top managers. Particular manager characteristics such as personality, skills, abilities, values, and perspectives were matched with specific types of business strategies. Effectiveness can be increased by systematically melding human resource practices with the selected competitive strategy and that the success or failure of a firm is not likely to turn entirely on its human resource management practices, but the HRM practices are likely to be critical. The study brought out an important aspect to the current study suggesting that personality traits if matched with an appropriately identified business strategy were more likely to enhance

performance.

Androniceanu, Sabie and Pegulescu (2020), undertook an in-depth analysis of the correlation between the motivation of the medical human resources from a few representative hospitals and their professional performances in the process of achieving and providing the medical services. The study revealed that, the most important motivating factor for the medical staff was still the salary. Most of the respondents who considered themselves motivated to perform the tasks in the workplace, had stated that the salary was a highly motivating factor for delivering patient care quality. Another important conclusion concerns the working conditions and the medical equipment that motivated personnel to perform the tasks. The study showed that financial incentives were a critical reward factor in improving employee performance seconded by tools of the trade. The findings supports the ground on which this study is premised.

Rossenberg, Cross and Swart (2022), undertook a study in which the authors sought to bring together key developments in commitment and HRM research. The study noted that, in HRM studies commitment had either not always been defined, defined inconsistently, or the definitions vary and particularly the measurement of commitment did not fit well with the conceptual meaning. The toolkit provided the recommendations for more precise and careful fitting of definition, conceptualisation, measurement and methodology in HRM studies. The study touched an aspect of human values, norms and behaviours as essential components to enhancing people management and employee performance.

Urrila (2021), undertook a systematic review of prior empirical research on the impact of mindfulness interventions and practices on leaders. The aim of the study was to integrate existing knowledge and identify future research needs. The author conceded that, leaders' mindfulness practices affected various developmental outcomes viewed as important for leaders and leadership. The study showed that it was critical for leaders to be aware of themselves and their environment. Leaders tended to improve their leadership and therefore enhance performance if they were aware of themselves.

Herzberg (2011), conducted a study that reviewed data to understand the counterintuitive force behind motivation and the ineffectiveness of most performance incentives. The analysis revealed that, motivation does not come from perks, plush offices, or even promotions or pay. He noted that extrinsic incentives may stimulate people to put their noses to the grindstone, but they will likely perform only as long as it takes to get that next raise or promotion. Most people are motivated by intrinsic rewards: interesting, challenging work, and the opportunity to achieve and grow into greater responsibility. The study brought out an aspect that motivation using extrinsic incentives had limits. Man reaches a stage where extrinsic incentives do not matter anymore. It is at that stage that requires intrinsic incentives to trigger motivation.

Karamanis, Arnis and Pappa (2019), undertook a study to analyse the satisfaction of workers from their working environment during the financial crisis in Greece. In the study, the authors observed that, satisfaction from endogenous factors (e.g. activity, independence, creativity etc.) was higher than exogenous (e.g. human relations, remuneration, colleagues, working conditions etc.). In addition, the study of satisfaction per group of employees indicated that the Director/Office Manager and the University Educational employees appeared more satisfied when it came to satisfaction derived from endogenous factors and more dissatisfied as far as indicators of exogenous satisfaction was concerned. The study concedes that environmental factors internal to the organisation were critical for employee performance. Good environmental factors enhance performance. The study bring to the fore vital aspect of motivating human resources which is placing more weight to endogenous factors. Knowledge of this is critical to job satisfaction and enhancing performance.

Stephanie, Seitz and Choo (2021), conducted a study aimed at developing a model of Stuttering Stigma in Organisational Communication (SSOC) in order to better understand the complexity surrounding communication, stuttering, and stigma. The study revealed that, factors influencing stigma development included personal characteristics, interpersonal history, and cultural context and that, stigma had implications for outcomes such as speaker evaluations, communication strategies, behavior, and attitudes. The study demonstrated that stigma in workplaces was a serious vice that needed to be deliberately managed to protect victims as it negatively affect work output. The findings resonate with the study objective that considers the management of human behavior as critical element to enhancing performance.

4.3 Where are people managed from?

In this section, articles were reviewed to establish where people are managed as a response to the "where" question. All articles reviewed provide one answer, which is, that people are managed in organisations. The articles reviewed are as presented below.

In answering to the "where factor" of managing people, an article posted by Sutner (2020) defines Human resource management (HRM) as the practice of recruiting, hiring, deploying and managing an organisation's employees. Sutner, reaffirms that, human resource management is the organisational function that manages all of the issues related to the people in an organisation. That includes but is not limited to compensation, recruitment, and hiring, performance management, organisation development, safety, wellness, benefits, employee motivation,

communication, policy administration, and training (Heathfield, 2021). Essential to the definitions in the articles, are the emphasis that people are managed in organisational set up. People management is organisational management.

Stewart and Brown (2011) puts this in a more blatant way stating that human resource management focuses on people in organisations. The authors avow that considering that people are a major factor of production, highly productive employees translate to organisational success. Essentially, when we refer to people management, we consider them as being managed in a controlled set up. People are managed in organisations, a set up with established rules and regulations to facilitate the achievement of organisational goals and objectives.

The articles presented and definitions thereof endorses the proclamation that people management focus on people in organisations, which is in line with the study at hand. Every definition of human resource management or people management places the activity in organisational set up.

4.4 When are people managed?

To answer the "when question" successive articles in this section were adopted to respond to "when" people are managed. Central in the articles reviewed bring out the main factor which is that, "people issues are everyday events", hence requires daily management.

Organisations are basically established for two main purposes, that is, to produce a good or offer a service. In order to produce goods and services employees continuously perform tasks which they have to complete. In so doing, they facilitate the achievement of the orgaisation's objectives. In the process of producing goods and services people's lives are affected by various factors in organisational set up. Accordingly, it is vital to meet people's needs if they are to produce best results for the orgaisation's success (Stewart and Brown, 2011). What this entails is that the process of people management is one of a continuous activity as it is undertaken on a daily basis. Employee's issues and concerns differ from one person to another. Accordingly, people management is an everyday activity. There is no specific day or time particularly reserved to attend to people. People's issues are dynamic and unlimited. While issues are resolved on one hand, there were more issues emerging that require resolution to smoothen the work environment.

Rothwell, Lindholm, Yarrish and Zaballero (2012), concedes that Human resource (HR) is an essential department for implementing annual business goals, which can only materialise by recording and making available performance of daily operations. A "human resource form", is vital tool to capture data that allow organisations to process daily HR transactions. The form, capture information ranging from job posting requests, job applications, salary adjustments, and computer password assignments to organisational performance assessments, project completion reviews, and position terminations and promotions. The authors brought out specific aspects that made people management an everyday activity. The elements highlighted come with own operational needs and processes to be resolved hence calls for daily operations. Accordingly, the question of "when" people are managed has a definite answer, that is, "every day and at all times"

Rothwell, Lindholm, Yarrish and Zaballero (2012), defined performance management as a continuous process of identifying, measuring, and developing the performance of individuals and aligning performance with the strategic goals of the organisation. Performance appraisal is used for improving work performance, administering merit pay, advising employees of work expectations, counseling employees and making employee promotion decisions. In addition, appraisal is used for motivating employees, assessing employee potential, identifying training needs, enhancing working relationships and helping employees to set career goals. Further, it is used for assigning work more efficiently, making transfer decisions, making decisions about layoffs and terminations, assisting in long-range planning and validating hiring procedures (Rothwell, Lindholm, Yarrish and Zaballero, 2012).

The importance of the definition as espoused by Rothwell, Lindholm, Yarrish and Zaballero (2012) is that, it bring out one of the important aspects of people management as being a continuous process of managing people, which affirms the assertion that people management is an everyday activity. The definition further expanded aspects that were essentially managed on a daily basis to enable organisations achieve the set goals and objectives.

4.5 Why should we manage the people?

In answering the, "why factor", successive articles contains elements that explain "why" people are managed. Elements that stand out for the reason people are managed include, managing and enhancing relations, intertwining strategy with aptitudes, embracing the social needs and triggering innovation. Others include, keeping performance in line with objectives, ridding personal biases, enhancing decision making, enhancing employment climate and enhancing team effort, among others.

McMackin and Heffernan (2021), undertook a study in which the authors offered a definition of agile HR as a HR operational strategy and assess how the relationship between organisational strategy, HR strategy and HR operational strategy has evolved over four waves since the 1950s. The study conceded that, analysis of agile as a

HR operational strategy placed it firmly in the context of the evolution of linkages between organisational strategy, strategic HRM and HR operational strategy since the 1950s. The study bring to the fore vital perspective to efficient people management highlighting the importance of proactivity in people management and the ability to move with time since human factors evolve and so should management practices.

Coo, Richter, Schwarz, Hasson and Roczniewska (2021), conducted a study, in which the authors examined employee–teammate perceptual congruence and incongruence regarding three types of organisatinal congruence (OC). The study findings, suggested that the negative effects of OCs were exacerbated by perceptual incongruence with teammates and indicated the need to include social contexts in the study of work environment perceptions., The study supports the model for organisational congruency that people management is enhanced when the work, the people who do it, the organisational structure and the culture blends. The study adds some perspectives to the current study.

Biswas, Makel and Andresen (2022), undertook a study to extend the knowledge of antecedents of expatriates' well-being, this meta-analytic review combined the empirical results from 24 studies to establish assertions that a reduction in expatriates' well-being while abroad which entails a risk of low performance or even termination of the assignment abroad. The study, offers evidence that resources like job factors, organisational support, work adjustment, work-family interference, and spouse factors played important roles in expatriates' well-being. It was also established that the existence of spillover effects between expatriates' life-work roles that influenced their work well-being. The study enriched the current study by adding a different dimension to enhancing job performance, which entails embracing family related factors as a way of motivating the employee.

Christensen, Guschke, Storm and Muhr (2021), conducted a study to present a systematic literature review on how norms were used in a sample of 436 articles in the human resource management (HRM) field. In exploring how norms were theorised, applied, and operationalised, the article identifies four main thematic fields in which norms were commonly used: culture, diversity, labor market, and work–life. In the study, it was revealed that a pervasive inconsistency in the use of norms across HRM research such that any assumption of a "norm of norms", that is, consensus on the meaning of norms in HRM was erroneous and in need of critical reflection. The study recognises the importance of norms in the employees' life. Among the thematic fields addressed norms under work life were accordingly critical for enhancing employee performance.

Meijerin and Bondarouk (2021), conducted a study which proposed the 'duality of algorithmic management' as a conceptual lens to unravel the complex relationship between human resource management (HRM) algorithms, job autonomy and the value to workers who are subject to algorithmic management. The authors concedes that, HRM algorithms limit worker autonomy and value through increased surveillance and control exercised over workers, which workers sought to resist by means of algoactivism as a novel type of workers resistance vis-à-vis management. The study brought to light that management worker relationship was critical to overall performance of the organisation. Flexibility and giving workers room to innovate produces greater results compared to restricting their space which was more likely lead to stifling initiative.

Mello, Suutari and Dickmann (2022), conducted a research, in which the authors explored studies addressing the objective career success and subjective career success of company-assigned and self-initiated expatriates after their long-term international assignments. The study noted that, expatriates were often interested in continuing on an international career path due to the development and career opportunities offered. It was further noted that a suitable match of repatriates' skills and their jobs positively affected repatriate job satisfaction, move to another country should consider the assignees' family members, among others. The study affirms the need to consider employee's family incentives in motivating them for enhanced performance especially those that take up international assignments.

Maleya, Moeller and Ting (2020), examined an important area of strategic global human resource management - expatriate managers' compensation in times of global business uncertainty. In the study, it was revealed that, MNC radically restructures expatriate remuneration. The resultant effect of these actions was a negative impact on the relationship between the expatriate and the MNC, ultimately reducing expatriate performance and thereby abating the many advantages that the expatriate program brings to MNCs. The study addressed the criticality of sustaining good work incentives at work places. It concedes that consistence was important to keep motivating the workforce for effective job performance as deviation from good practices led to negative employee output and performance.

Argyris (2011), presented an article, titled, "Teaching Smart People How to Learn", in which he highlighting how self-praise, long term experience and defensive reasoning come across as factors that prevented people from learning. In the article, the author observed that, people often profess to be open to critique and new learning, but their actions suggest a different set of values such as desire to: remain in unilateral control, maximising "winning" while minimising "losing", and belief that negative feelings should be suppressed and to appear as rational as possible. The article put across the need for continuous learning in the organisation as vital to streamline operations and success of the organisation.

Banaji, Bazerman and Chugh (2011), presented an article, titled, "How (Un)ethical Are You?", in which the authors explored four related sources of unintentional unethical decision making: implicit forms of prejudice, bias that favors one's own group, conflict of interest, and a tendency to over claim credit. In the article, the authors noted that, managers harbor many unconscious and unethical biases that derail decisions and undermine work. Additionally, hidden biases prevented managers from recognising high-potential workers and retaining talented managers. They stop managers from collaborating effectively with partners and erode teams' performance. , The article emphasised the need to audit own decisions to avoid falling into the trap of own biases that had potential to derail organisational performance.

Goleman (2011), conducted a study set out to gain a more molecular view of the links among leadership and emotional intelligence, and climate and performance. The study found that, leaders who used management styles that resulted to a positive change of the organisational, climate produced better financial results than those who did not. The analysis of the study strongly suggested that organisational climate accounts for nearly a third of positive results. Managers often failed to appreciate the significance of organisational climate in enhancing workers performance.

Katzenbach and Smith (2011), presented an article tittle, "The Discipline of Teams" that outline the strength that lies in team effort fortified by discipline of the team. In the article, the authors affirmed that, mutual accountability can lead to astonishing results. It enables a team to achieve performance levels that were greater than the individual bests of the team members. The authors state that to achieve the benefits, team members must do more than listen, respond constructively, and provide support to one another. In addition to sharing team-building values, they must be a shared a discipline. The article places emphasis on team effort as a great tool for effectiveness and achieving set goals. The article also re-emphasises team discipline as core to success.

4.6 How should the people be managed?

Literature reviewed in this section, is in line with the inquiry that sought to address the "how question" Articles bring out, employee engagement, staff motivation, training and consolidation of HR systems and processes. In addition, people are managed through consolidation of linkages, collaborating effort, sharpening HR processes, maintaining discipline and creating teams and promoting team effort.

Piwowar-Sulej (2020), undertook a study to present the development of human potential in an organisation, against the background of other detailed sustainable HRM principles, to be followed by confronting the theory and the research results on the development of future competencies referring to industrial engineers in Poland as the professional group responsible for implementing the idea of cleaner production and Industry 4.0. In his study, it was concluded that industrial companies in Poland had a short-sighted perspective when it comes to developing the potential of their engineers as they focused on meeting current needs which were not in line with the Strategic Human Resource Management (SHRM) principles of a long-term perspective and flexibility. There was also lack of employee participation in the process of making training-related decisions, which was another principle of sustainable HRM. The findings were is in line with the current study that presupposes that in addition to enhancing workers performance, training is one of the important factors of staff motivation. There was therefore need to engage staff in planning for training. Employee engagement would motivate them and most likely enhance their output even before the training is conducted.

Arthur (1994), conducted a study, wherein, the author tested the strategic human resource proposition that specific combinations of policies and practices were useful in predicting differences in performance and turn-over across steel "minimills". The research, showed that a number of insights could be gained through the use of a human resource strategy perspective and methodology. By empirically testing whether certain combinations of activities were associated with higher manufacturing performance, the study provided empirical evidence with which to evaluate the prescriptions in the human resource strategy literature. The study barely showed that management aspects can be employed in varying aspects of Human Resources to make them efficient. The bottom line is to manage if results were to be enhanced. This resonate with the current study.

Becker and Gerhart (1996), undertook a study to describe why human resource management (HRM) decisions were likely to have an important and unique influence on organisational performance. Findings of the study, suggested that firms enjoyed considerable gains as they "got in the game." During this phase (0-20th percentile), the HR system was moving from being an impediment to firm performance to being a neutral influence. Firms in the broad middle ground (20th-60th percentile) might concentrate on professionally developed best practices, but these improvements were not what was required for sustained competitive advantage and improved firm performance. The study re-affirmed the current study that effective management of Human Resources calls for establishing appropriate management systems, or they may act as impediments.

Delery and Doty (1996), undertook a study to articulate and test three different theoretical frameworks in strategic human resource management to examine views that strategic human resource management lack a solid theoretical foundation. The study revealed that, Organisations that adopted the best practices reaped higher profits. In the contingency framework, the effectiveness of individual HR practices was contingent on firm

strategy. An organisation that adopted HR practices appropriate for its strategy was more effective. Thus, consistency within the configuration of HR practices and between the HR practices and strategy were necessary to enhance performance. The study confirmed and fortified the proposition of this study that managing people does not operate in a vacuum. It is enhanced by implementing a predetermined framework.

Youndt, Snell, Dean, and Lepak (1996), undertook a study to examine two alternative views-universal and contingency-of the human resources (HR)-performance relationship in manufacturing settings. Findings of the study, showed that HR systems can substantially influence performance when aligned with appropriate manufacturing strategies, thereby supporting a contingency view of HR. Establishing such a link is only one step of the many needed to gain a deeper understanding of how firms can manage human capital to improve competitiveness. The study is in line with the current study which places credence to using all tools available for effective management of human Resources as panacea for organisational competitiveness.

Huselid, Jackson, and Schuler (1997), conducted a study, wherein the authors attempted to improve upon the prior empirical literature on establishing a relationship between HRM policies and practices and firm performance by focusing on the impact of overall HRM quality on firm performance. Results from a sample of U.S. firms drawn from a wide range of industries, suggested that, in 1991, the levels of technical human resource management effectiveness, they had achieved, were higher than their levels of strategic HRM effectiveness. The average level of perceived technical HRM effectiveness was approximately one standard deviation higher than the average level of perceived strategic HRM effectiveness. The study add an important dimension to the current study, that the quality of organisational performance is enhanced with high levels staff appropriately selected using suitable method.

Naroş and Simionescu (2019), undertook a study that focused on an empirical analysis of the education of the employees of the Romanian companies, by studying the level of education of the managers in newly created companies and the continuous formation of employees. The authors, conceded that, the importance of in-depth education increase when it comes to adapting work resources to labor market requirements, allowing for some mobility in terms of job choices. A high level of education was also beneficial at the social level, ensuring the stability of the community and accelerating the development of society. The study re-affirms that there is no substitute to education as a measure for improving employee performance.

Korkmaz, Engen, Knappert and Schaland (2021), undertook a systematic review of 107 papers to address the conceptual confusion about what inclusive leadership (IL) behavior entails and understand the theoretical development of IL. The study, demonstrated that there had been considerable progress in inclusive leadership with regard to its conceptualisation and research models. The study bring out the element of engagement in workplaces to enhance productivity. It also emphasises on the power of appropriate leadership styles in enhancing performance which resonates with this study.

Hewett and Shantz (2003), undertook a study, in which the authors introduced HR co-creation as a continuous process in which HR and stakeholders optimise value through collaborative efforts to innovate in the design and use of HR practices to better satisfy multiple stakeholder needs. Findings of the study, suggested that, role modelling on the part of the leader, through coaching and demonstrating integrity and humility built safety, roles that were particularly important for HR and organisational decision-makers. The study bring out an important dimension that emphasise the importance of leading by example as leaders to enhance employee performance. Workers were more likely to emulate their leaders in behavior and practice. Chiseyeng'i, Mwange, Manda, Mashiri, Masase-Muza, Mutambo and Bwalya (2022), notes that like Shepherds, Charismatic leaders motivates by tapping into follower's emotions, thereby creating purpose, trust, and passion. These are attributes that employees were likely to emulate from their leaders.

Ehnert, Matthew and Camen (2020), undertook a study on the impact of positive psychology principles in a team context. The study observed that, collective strengths used may improve team performance by enhancing team learning and team work engagement. The study recognises the importance or diversity in a team with varying strength which should be leveraged to enhance performance.

Edmondson and Harvey (2017), conducted a study wherein, the authors sought to shed light on the complexity of cross-boundary teaming, while highlighting factors that may enhance its effectiveness. The authors, concedes that, as the problems organisations face grow in complexity, fluid cross-boundary teaming may be increasingly important for solving them. Teams were vital to the production of innovation and were more likely than individuals to develop innovative solutions. The study advances the strengths that lies in team effort. It recognises the ability for teams to synergise that eventually enhances networking, innovation and problem solving.

Apascaritei and Elvira (2021), conducted a study where the authors explored how dynamic capabilities (DC) can be developed through HRM resources and practices, and advance several caveats about potential obstacles. The authors, proposed the integration of strategic human resource management (SHRM) and DC functions to extend the understanding of the HRM-performance relationship and inspire further research concerning its underlying mechanisms. The study espoused the need to design a framework that allows for hiring and managing

employees in the manner that support long term goals of the organization as a way of improving performance.

Styven, Napp, Mariani and Nataraajan (2022), conducted a study which investigated how current employees in tourism and hospitality perceive their employers regarding the level of creativity and innovation in the workplace. Results of the study suggests that, many employees perceived their jobs as creative, and further indicated that the possibility of being creative and innovative at work was an important driver for employees to stay with their current employer. This factor also influenced their intention to recommend employment at the company to others. The study recognises the importance of employee perception. Perception plays a vital role in performance. Positive perception make employees put in their best which ultimately enhance performance. Management should therefore constantly engage with employees to manage perception for effective performance.

Manda, Mwange, Chiseyeng'i, Mashiri, Masase-Muza, Mutambo and Bwalya (2022), undertook a study aimed to better understand leadership roles and redefining them in managing environmental crises faced in organisations. The study attempted to identify and integrate leadership roles essential in crises management, from different articles thereby providing a more elaborate source that could guide leadership and database for various stakeholders. The study, ascertained eight essential leadership roles in managing crises. Leaders collaborate effort, implement contingency plans and learnt from the past through research. Additionally, leadership facilitate training on crises management, establish a crisis communication strategy and crisis management kit, and allocate resources to crisis management activities. The study identified collaboration in effort, training, communication strategy as well as provision of tools of trade and resources, as essential elements in people management especially during crises. Failure to manage such elements could ultimately result in serious underperformance.

Buckingham (2011), conducted a study that investigated what happens in the thousands of daily interactions and decisions that allows managers to get the best out of their people and win their devotion. The study findings revealed that, while there were as many styles of management as there were managers, there was one quality that sets truly great managers apart from the rest. Great managers discovered unique elements in each person and then capitalised on it. The author concedes that person's strengths are not always on display. Sometimes they require precise triggering to turn them on. Accordingly, there was need to squeeze the right trigger, and a person will push himself harder and persevere in the face of resistance., The study availed a vital aspect of enhancing performance in the employees by discovering and triggering the strengths in individuals.

Kim and Mauborgne (2011), reviewed studies on fair process, decision-making approach that address basic human need to be valued and respected. Findings were that, when people perceive a decision affecting them as having been made fairly, they trust and cooperate with managers. They share ideas and willingly go beyond the call of duty. Corporate performance soars. Further, evidence established that people care as much about the fairness of the process through which an outcome is produced as they do about the outcome itself. The study brings out the importance of process as an important factor to the effective management of human capital.

5.0 Discussion

5.1 Who should be managed?

The response to the question may seem absolute. However, in practice, there is a tendency to concentrate on managing and even over managing people holding lower positions. Conversely, staff at senior management level are hardly given targets, supervised and or appraised. However, the concentration on managing lower level staff is partial management and does not comprehensively resolve issues affecting the organisation.

In the reviewed articles, Manzoni and Barsoux (2011), noted the tendency for senior management to place the blame of subordinate staff even when the problem lied with them leading to perpetuity of the problem. Walker (2011) on the other hand demonstrated that most managers showed elements of underperformance but were too embarrassed to admit and take responsibility. In the same vein, Gabarro and Kotter (2011), stated that senior staff were equally humans capable of failing. Accordingly they needed to be managed as that was in the interest of everyone in the organisation. More importantly, it is senior management or leaders that lead other employees towards achieving the objectives of the organisation. Their failure, can potentially clog the entire organisation and could lead to its downfall.

Organisations are constituents of various categories of human capital. Viewing people in general terms may not resonate with the concept of accomplishing more for less effort. Human resources needs to be segmented in various groups according to the levels, tasks, functions and other organisational segmentation. In the interest of simplifying the discussion, human resources would be segmented at three levels, being senior management staff, supervisory staff and operational staff. In this article, senior management staff would refer to individuals at the apex of the organisation responsible for day to day management of the organisation. They oversee the organisation from the top. They make policies, generate ideas, make decision and essentially decide the general direction of the organisation. Secondly, supervising staff refers to individuals that oversees the tasks assigned to operational staff. They ensure that tasks assigned are undertaken in accordance with the set procedures and operational guidelines. They also ensure that the goods and services are produced within the set timeframe and

meets the required standard. Lastly, operational staff are individuals that do the actual execution of work. These are individuals that undertake activities that would produce a good or service.

For instance, in a fast food restaurant with several outlets across the country, senior management would be the individuals that make high level decisions such as the level of investment to pump in each branch, decisions on pay and number of staff to be hired in each outlet, among others. Supervising staff would therefore be branch managers who oversee everyday works of operational staff, ensuring that targets set for the outlet were met. Supersing staff motivate their subordinates, guide and coach them, implement discipline and gather information on the challenges faced but ends at making recommendations to senior management staff who have a final decision. Operational staff are those that would be involved in the actual sales, food preparation, serving and cleaning of utensils.

From the segmentation made, it is clear that individuals at all levels were important for the organisation to achieve its objective of preparing and selling food for ultimate profit generation. A lapse at any level would affect the level of profit which, if not addressed may lead to the collapse of the restaurant. Staffing issues and investment decisions made at the top level determine the amount of profit the restaurant generate and sustainability of operations. Lack of supervision can lower the standards of food produced, may result in demotivated workforce, poor standards of goods and services offered, leading to the desertion of the restaurant by customers and collapse of business.

To accomplish more from human resources, staff at all levels should be managed to ensure that they conform to their operational guidelines and ultimately individual work plans. Accordingly, all staff in the organisation should have individual work plans which should be appraised. There should be an established mechanism to ensure that management staff were appraised in accordance with the work plan regardless of the size of the organisation. Management needed to be managed and conditioned to behave and operate in a manner that resonate with the organisations objectives. It is not enough to deal with operational staff and expect good results. All categories of staff needs to be termed to achieve more. There is a tendency to place the burden on supervising staff who equally transfer the burden on operational staff. Studies have shown that organisational inefficiency does not solely rely on inefficiencies arising from lower cadre human resource. Inefficiencies could be a result of improper supervision, poor management and or improper execution of work by any of the categories of staff.

In practice, much emphasis was placed on how to extract best results from human capital without addressing the elephant in the room, that is, management. While management take a fair share of bashing in bigger organisations especially those with a standing board and or shareholders at the apex, there was a tendency for management to escape discipline in small sized organisations. Management enjoy some level of immunity and can be a great source of inefficiency and organisational failure if not termed. Most senior staff escape the whip as there was no one to appraise their performance. Management underperformance tended to go uncorrected. Accomplishing more for less effort entails placing every organisational resource under the binoculas and undergo reprimand as and when found wanting. The hot stove rule should apply to everyone as there should be no sacred cow. Accordingly, leaders needed to focus on enhancing their effectiveness and make use of it to their advantage as a strategic direction to outwit competitors (Bwalya, Mwange, Chiseyeng'i, Manda, Mashiri, Masase-Muza and Mutambo). They should therefore be appraised and accordingly sanctioned if it was determined that they underperformed.

5.2 What to manage in people

The investigation by Schuler and Jackson (1987), showed that matching personality, skills, abilities, values, and perspectives with particular types of business strategies tended to enhance the effectiveness and competitive advantage. Mutambo, Mwange, Manda, Chiseyeng'i, Mashiri, Masase-Muza and Bwalya (2022), observed that business strategies are essential to effectively maintain the profitability and competitiveness of all those who aspire and practice small, medium and large businesses. In additions, an in-depth analysis by Androniceanu, Sabie and Pegulescu (2020), showed that salaries and good medical equipment motivated personnel to perform the tasks better. Further, Rossenberg, Cross and Swart (2022), study demonstrated that human values, norms and behaviours were essential components to enhancing people management and employee performance. Furthermore, a systematic review of Urrila (2021), showed that leaders with greater emotional intelligence produced greater results. The study by, Karamanis, Arnis and Pappa (2019), showed that endogenous factors had more impact in people satisfaction compared to endogenous factors. Lastly, the study by Stephanie, Seitz and Choo (2021), showed that workplace stigma had negative effect on employee output and performance.

The importance of the studies reviewed is that they provided an evidence based approach to identifying elements that motivated staff in organisations. The studies showed practical factors that motivated the people as well as factors that demotivated individuals in the workplace. Knowledge of motivating and demotivating factors set a tone of the elements which organisations were expected to focus on as areas that needed attention in people management. Identifying crucial elements that matter was the starting point to motivating staff with the resultant

effect of enhancing efficiency and ultimately productivity of each individual in the organisation.

Accordingly, when we refer to the management of people, we refer to the shaping of cultures, behaviours, norms, values, mindset and habits of the people as a panacea for effective productivity. These are elements inherent in every human irrespective of the level. The Chief executive officer may have a toxic habit or behavior that can demotivate subordinates and ultimately harm the organisation. What is managed are elements that interfere with the effective flow of work in the organisation. Any elements that interfere with proper flow of work compromise the effective achievement of results in the organisation. Accordingly, it is such elements that needed to be managed to accomplish much with little effort in the human resources.

In undertaking various assignments and tasks towards achieving the set objective, there are methodologies that may need to be applied to operate at optimum level. Procedures and guidelines help human resources to operate at optimal level. There was therefore need for human resources to be cultured in the manner that resonate with the roles assigned to them and also exhibit appropriate behaviours to accomplish the set targets and goals of the organisation. Accordingly, behaviours needed to be managed in order to accomplish much with human resources. Armstrong (2006) notes that the human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organisation.

5.3 Where are people managed from?

Sutner (2020) in his definition of human resource management states that people are managed in organisations. Similarly, the definition espoused by Stewart and Brown (2011) consolidate that position, by observing that human resources were subject to an organisational set up.

The "where element" speaks to the place "where" the people being managed are located. It is a question that talks of the institution. Accordingly, people were more likely to adjust their behavior and act in a different way if they determine that they were being monitored in one way or another. Similarly, most research conducted have demonstrated that individuals tended to think through responses when they perceive the outcome of the study as having a negative bearing on their livelihood, if they were to respond in a given manner. What this entails is that, with cognitive abilities, feelings and emotions, organisation can have a bearing on the manner in which the people behave. The organisational set up, has an environment which if perceived negatively could lead to negative performance of the employees. As such the environment should be set in a manner that enhances individual performance. The organisation should be managed, set and reset to ensure that people operating therein were motivated for greater performance.

Organisational structures should therefore resonate with processes, systems and strategies that enhances productivity. Nothing should be left to chance in the management of people. There was sufficient evidence to show that certain types of structures were good for identified types of management practices, strategies and leadership styles. The study by Goleman (2011) affirms that leadership styles had a bearing of organisational climate and ultimately performance. Accordingly, the significance of re-emphasising where people where managed from is the need to enhance their work environment as a sine qua non for effective performance.

Emphasising on where the people conduct business, or where they are managed from restrict the focus in a formal organisatinal set up. It is a set up consisting of senior management, supervising staff and staff at operational level. Accordingly, people management viewed in the context of an organisation have established rules and regulations to govern people behavior. Organisations equally have formal leadership structures with levels of accountability. Formal organisational set up operate with established principles that may on one hand consider the nature of the structure, such as hierarchical or flat structures and on the other hand span of control and unit of command, among others, which are essential elements in enhancing individual performance and overall productivity of organisations.

The span of control in the organisational set up, which refers to the number of subordinates that report directly to a manager should be moderated at the optimal level to ensure that the manager does not get overwhelmed. If overwhelmed, the supervision may be compromised leading to underperformance (Armstrong, 2006). Similarly, Unit of command entails that an individual should be answerable and or given directives by one superior and not several of them as this can result in confusion which may affect performance (Bratton and Gold, 1999). Additionally, while hierarchical structures may be appropriate for Government operation and work processes, they may stifle innovation in organisations that predominantly depend of product differentiation to out compete its competitors in the industry. Flat structures may produce greater results for such organisations.

5.4 When are people managed?

The "when" factor explores elements of time or frequency. Time is an important factor in the management of human resources. In the context of this article, the "when factor" in viewed in in terms of "when" the people are expected to be managed in the organisations. To put this question into context, the article by (Vulpen, 2022) is reviewed to establish the nature of human resource activities in order to determine when these activities needed

to be managed. Vulpen (2022) notes that the seven basics of human resource management includes, recruitment and selection, performance management, learning and development, succession planning, compensation and benefits, Human Resources Information Systems, and HR data and analytics are considered cornerstones of effective HRM. Looking at the nature of work to be managed, it is clear that people needed to be managed on a daily basis to ensure that every aspect was in place and in conformity to the needs of the organisation.

In addition, Stewart and Brown (2011) observed that human resource professional roles involve spending time interacting with employees individually on matters such as, retirement benefits, health concerns, and harassment policies, in addition to undertaking activities, such as, placement, recruitment, advertisements, developing compensation plans and creating performance measures (Stewart and Brown, 2011). Clearly, the activities as illuminated by Stewart and Brown (2011) requires a thorough and everyday attention.

Stewart and Brown avows that people work continuously in their quest to produce goods and services. Continuous work, therefore, requires continuous supervision, motivation, coaching and appraisal to remain focused. In the same way, Rothwell, Lindholm, Yarrish and Zaballero (2012), concedes that in undertaking organisational assignments, human resource departments performs their duties on a daily basis. Accordingly, it should be noted that, since people work on a daily basis, it follows that management of people should be daily.

Another angle of looking at the "when question" is to establish the time when given activities needed to be actioned. When the agreed measures are required to be implemented. Further, "when" a given decisions is required to be made on an active matter. The "when factor" looks at the speed at which some actions needed to be undertaken. The decision could revolve around disciplinary matters or any other decisions with a bearing on the organisational performance. Delay in making a decision and or auctioning an activity can be detrimental to the organisation's performance.

Accordingly, the "when factor" plays an important role in managing human resources related decisions in the organisation. The "when factor" should address the period in which management process is taking place. Like other fields of studies, management is dynamic. Some elements that were considered unethical decades ago are being incorporated in management so as to be more encompassing. Issues of human rights, gender specific concerns and technology were being incorporated in modern human resource practices. Accordingly, the time in which given elements of human resources were being addressed, is vital to make decisions in context. Lately, e-Human Resources management has taken Centre stage in the operation and management of human resources. This was not a factor more than three decades ago, therefore people management is time sensitive hence the need to address the "when factor" in order to enhance performance.

5.5 Why should we manage the people?

In answering the "why" question, the study by McMackin and Heffernan (2021), suggested that human resource was dynamic hence the need to be agile and evolve in order to address emerging issues in HR. Coo, Richter, Schwarz, Hasson and Roczniewska (2021), on the other hand concedes that culture should blend with organisational structures to enhance performance. Similarly, Biswas, Makel and Andresen (2022), and Mello, Suutari and Dickmann (2022) called for social support to individual families to enhance workers performance. Christensen, Guschke, Storm and Muhr (2021), noted the roles which norms play in performance hence advocated for a suitable blend that supported organisational objectives.

Further, Meijerin and Bondarouk (2021), proposed greater flexibility that would give people room to innovate as an important facet to enhancing performance in organisations. In their study, Maleya, Moeller and Ting (2020), called for the need to monitor and maintain conditions to sustain relations and ultimately performance in organisations. Argyris (2011), placed emphasis on continuous learning to get abreast with modern trends, while Banaji, Bazerman and Chugh (2011), noted the need to rid own biases to enhance performance. Finally, Katzenbach and Smith (2011), took a different but important dimension, wherein they emphasised on team discipline as a remedy to outstanding performance.

The question of "why" we manage Human resources has an obvious response but of vital importance. The question is visionary and forward looking. The question bring results into context. Essentially, human resources are managed in order to produce results. People are managed to produce best possible results. Accordingly the answer to the "why" question is no more than the need for the people to produce results. A "result" is an end product of an action. It is a consequence or outcome of an action. It is achieving the goal or accomplishing the objective for which the organisation was established.

Accordingly whatever people does in the organisation no matter how minor it may appear should focus on the bigger picture of the organisational objectives. It was easy for the lower level cadre to lose focus. However, with consistent supervision, coaching, education and communication, an appropriate culture can be developed that recognises that every activity undertaken by every personnel in the organisation was aimed a accomplishing the purpose for its existence. There is therefore need to effectively communicate to all employees in the organisation on the need to work as a team. Communication act as a vital tool which directly impacts the social dimensions of the team (Mashiri, Mwange, Manda, Chiseyeng'i, Masase-Muza, Mutambo and Bwalya, 2022).

Accordingly, since people have different attributes, talents and competences, and that they emanate from different backgrounds with different beliefs, biases and stigmas, they needed to be managed to shape their character in conformity with the needs of the organisation. Biases, stigmas and other vices should be eradicated while good character should be propagated. There is recognition that humans are diverse and it was therefore impossible to have staff with identical characteristics. However, the call in this article is that a blend of human resource should be that which enhances the performance and attainment of the organisations objectives. Human strengths should be incubated in their own right and stimulated to achieve prominence in organisations.

5.6 How should the people be managed?

In responding to the "how" question, the study by Piwowar-Sulej (2020), Youndt, Snell, Dean, and Lepak (1996) and Huselid, Jackson, and Schuler (1997) called for employee engagement as an important factor in people management. Arthur (1994) noted the need to implement appropriate strategy, while Becker and Gerhart (1996), Kim and Mauborgne (2011) and Delery and Doty (1996) advocated for the use of appropriate management systems. Additionally, Naroş and Simionescu (2019) and Apascaritei and Elvira (2021) re-affirmed the need for training while, Korkmaz, Engen, Knappert and Schaland (2021), Buckingham (2011) and Hewett and Shantz (2003) called for good leadership styles and practices in enhancing employee performance. Further, Ehnert, Matthew and Camen (2020) and Edmondson and Harvey (2017), recognises the use of teams. Styven, Napp, Mariani and Nataraajan (2022), called for managing employee perceptions.

The question of how human resources should be managed is complex. The question can be addressed from different perspectives. However, this article will address it in relation to the way people were managed in organisations. The approach that look at people as human beings with feelings and emotions and not machines. People think, feel, reason, have a will and make decision. Accordingly, it was important to consider the aspect of humanity in order to get the best of human resources. The best approach to accomplish more from human resources with less effort is to treat them with respect and dignity while being firm on results. Participation, engagement, recognition, feedback, fairness and reward were essential elements that can motivate and bring out the best of humanity with less effort. A motivated workforce is a committed workforce, while a committed workforce is result oriented.

A call is to use less effort by being systematic, rational and logical in managing the people coupled with elements of empathy. In doing so, it has been noted in the studies reviewed that strategies, systems and processes played an important role in improving the management of staff in organisations. Appropriate strategies blended with good leadership practices spelt success in the achievement of goals in organisations. It should be noted that leaders make decisions. Accordingly, decisions made can either make or break the path to organisational success. Some leadership styles especially those with dictatorial tendencies can demotivate the people leading to reduced performance. Leadership styles that allow room for flexibility and innovation allow human resources to perform better.

In addition, the studies reviewed suggested the need to implement training. There is no substitute to training as that was the only way to inculcate new ideas, cultures and keep the people abreast with modern trends. Training and retraining should be both long term as well as skill building short-term programmes. It was further important to ensure that people were fully engaged in deciding the nature of programmes they needed to undertake. The programmes should create value to both the organisation and the person to be trained.

Formation of teams was another aspect that stood out in the articles reviewed. Teams were particularly important in that, individuals working in isolation were likely to achieve less results compared to placing them together. Teams had the advantage of bringing diverse people of different aptitudes and allow them to synergize effort and knowledge. Accordingly, there was a tendency to perform better with more brains. Manda, Mwange, Chiseyeng'i, Mashiri, Masase-Muza, Mutambo and Bwalya (2022), summed up the "how" question by calling for sharpening of leadership roles by spearheading collaboration, training, implementing communication strategy as well as provision of tools of trade and resources, as essential elements in people management with potential to enhance and sustain productivity.

In concluding the "how" question, Bratton and Gold (1999), notes that employees were critical to achieving sustainable competitive advantage, that human resources practices needed to be integrated with the corporate strategy, and that human resource specialists help organisations to achieve both efficiency and equity objectives. Employment roles are defined and described in a manner designed to maximise particular employees' contributions to achieving organisational objectives (Bratton and Gold, 1999).

6.0 Future Direction

This paper attempted to clarify the aspect that in managing people, it was impossible to get the best out of human resource based strategies if implemented lopsidedly. There was need to employ a multifaceted approach to get the most benefits of people management. The paper has therefore attempted to bring to the fore various elements essential to people management to enable organisations achieve more with less effort. The importance of this

study is that it bring together a number of aspects in people management that can now be accessed under one single article. The article, therefore, brings to the fore a wealth of evidence based resources that can be considered in people management and achieving better results with less effort, which potentially add value to both researchers and practitioners. This article avails future researcher's a mix of elements that can be investigated in detail to clarify a number of points.

Firstly, in focusing at all levels of people management, an investigation can be undertaken to determine the extent to which existing appraisal frameworks were sufficiently covering leadership aspects and attributes essential for senior management staff. This would ensure that tools used for appraisal of management staff were relevant, ideal assessing the right attributes to make desired change in organisations. Secondly, investigating and determining if there were universal norms, values and behaviours applicable across nations, in the wake of international human resource practice that takes place beyond boundaries, with varying cultures. This was in the wake of findings which suggested that norms, values and behaviours had direct bearing on performance, and therefore needed to be well cultured in the organisational strategy. Lastly, researchers may consider ascertaining the extent to which size of the organisation affect the effectiveness of HR systems, strategies, processes and leadership styles employed. Results of these inquiries have potential to refine some of the aspects raised in this study.

7.0 Conclusion

The purpose of this study was to establish essential elements in people management to achieve better results with less effort. The subject was explored through the review of various studies and articles using the 5Ws and 1H formula, that is, answering the, "who", "what", "where", "when", "why", and "how" questions as a way of systematically responding to the pressing questions in people management. Bratton and Gold (1999), notes that the field of human resource management is dynamic and challenging to managers. The turbulent business climate, caused by increased competition, changing technologies, employment legislation, and workforce composition posed a challenge to managers to effectively manage employees to gain competitive advantage, (Bratton and Gold, 1999).

The study has revealed a number of elements that needed to be brought to the fore to enhance the management of people. People management focus at all levels of human capital in organisations. Particularly, the focus was to manage behaviours, values, norms and habits to come up with an appropriate culture that resonate with the organisation's goals. In addition, people were managed in organisations as it presented a formal set up that facilitated the implementation of management systems, processes and principles suitable for enhancing performance. Further, considering the nature of tasks involved in providing a service or production of goods, as well as attending to unending needs of humans which calls for continuous performance of tasks, people mangement was an everyday activity. Time was important element in people management as it borders on the speed of decision making and completion of tasks. People are generally managed because they have different behaviours, habits, aptitudes and cultures which needed to be blended for a common good. People were further managed by addressing matters relating to systems, strategies, processes, leadership styles and individual perceptions, all in the quest to enhance performance with less effort.

References

Androniceanu, A., Sabie, M.O., and Pegulescu, A. (2020). An Integrated Approach of the Human Resources Motivation and The Quality of Health Services, Theoretical and Empirical Researches in Urban Management, 15 (1), February 2020, 42-53, https://www.jstor.org/stable/10.2307/26868294

Apascaritei, P., and Elvira, M.M. (2021). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research, Human Resource Management Review, Online publication, 27 November 2021, 100878, https://doi.org/10.1016/j.hrmr.2021.100878

Argyris, C. (2011). Teaching Smart People How to Learn, Harvard Business Review Journal, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Armstrong M. (2006). Human Resource Management Practice, Kogan Page Limited: London.

Arthur, B.J. (1994). Effects of Human Resource Systems on Manufacturing Performance and Turnover, The Academy of Management Journal, Jun., 1994, 37 (3), Jun., 1994., https://www.jstor.org/stable/256705

Banaji, R.M., Bazerman, H.M., and Chugh, D. (2011). How (Un) ethical Are You?, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Becker, B., and Gerhart, B. (1996). The Impact of Human Resource Management on Organizational Performance: Progress and Prospects, The Academy of Management Journal, Aug., 1996, 39 (4), August 1996, 779-801, www.jstor.org/stable/256712

Biswas, T., Makel, L., and Andresen, M. (2022). Work and non-work-related antecedents of expatriates' well-being: A meta-analysis, Human Resource Management Review, 32 (3), September 2022, 100889, https://doi.org/10.1016/j.hrmr.2021.100889

Bratton, J and Gold, J. (1999), Human Resource Management: Theory and practice, Macmillan Press Ltd, London.

Buckingham, M. (2011). What Great Managers Do, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Bwalya, J., Mwange, A., Chiseyeng'i, J., Manda, R., Mashiri, G., Masase-Muza, M.A., and Mutambo, N. (2022). A Systematic Literature Review of the Importance of Leadership to the Growth of Small and Medium Enterprises, Journal of Economics, Finance and Management Studies, 5 (06), 1727-1733, DOI: 10.47191/jefms/v5-i6-24

Chiseyeng'i, J., Mwange, A., Manda, R., Mashiri, G., Masase-Muza, M.A., Mutambo, N., and Bwalya, J. (2022). The Nexus between Shepherd Leadership and Modern Leadership Models: A Systematic Literature Review, Journal of Economics, Finance and Management Studies, 5 (06), June 2022, 1686-1699, DOI: 10.47191/jefms/v5-i6-20

Christensen, F.J., Guschke, L.B., Storm, L.I.K., and Muhr, L.S. (2021). The norm of norms in HRM research: A review and suggestions for future studies, Human Resource Management Review, online 20 September 2021, 100859, https://doi.org/10.1016/j.hrmr.2021.100859

Coo, C., Richter, A., Schwarz, U.V.T., Hasson, H., and Roczniewska, M. (2021). All by myself: How perceiving organizational constraints when others do not hampers work engagement , Human Resource Management Review, 136, November 2021, 580-591, https://doi.org/10.1016/j.jbusres.2021.08.010

Delery, E.J., and Doty, D.H. (1996). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions, The Academy of Management Journal, August 1996, 39 (4), August 1996, 802-835, www.jstor.org/stable/256713

Edmondson, C.A., and Harvey, F.J. (2017). Cross-boundary teaming for innovation: Integrating research on teams and knowledge in organizations, Human Resource Management Review, 28 (4), December 2018, 347-360, https://doi.org/10.1016/j.hrmr.2017.03.002

Ehnert, A.I., Matthew, B., and Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? Human Resource Management Review, 30 (3), September 2020, 100705, https://doi.org/10.1016/j.hrmr.2019.100705

Gabarro, J.J., and Kotter J.P. (2011). Managing Your Boss, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Goleman, D. (2011). Leadership That Gets Results, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Heathfield, M.S, (2021). What is Human Resource Management, The balance Careers, online publication, accessed on 29th June 2022. https://www.thebalancecareers.com/what-is-human-resource-management-1918143

Herzberg, F. (2011). One More Time: How Do You Motivate Employees? Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Hewett, R., and Shantz, A. (2003). A theory of HR co-creation, Human Resource Management Review, 31 (4), December 2021, 100823, https://doi.org/10.1016/j.hrmr.2021.100823

Huselid, A.M., Jackson, S.E., and Schuler, S.R. (1997). Technical And Strategic Human Resource Management Effectiveness as Determinants of Firm Performance, The Academy of Management Journal, 40 (1), February 1997, 171-188, https://www.jstor.org/stable/257025

Jooss, S., McDonnell, A., and Conroy, K. (2021). Flexible global working arrangements: An integrative review and future research agenda, Human Resource Management Review, 31 (4), December 2021, 100780, https://doi.org/10.1016/j.hrmr.2020.100780

Karamanis, K., Arnis, N., and Pappa, P. (2019). Impact of Working Environment on Job Satisfaction, Theoretical and Empirical Researches in Urban Management, 14 (3), August 2019, 5-21, https://www.jstor.org/stable/10.2307/26753786

Katzenbach, J.R., and Smith, D.K. (2011). The Discipline of Teams, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Kim, W.C., and Mauborgne, R. (2011). Fair Process: Managing in the Knowledge Economy, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Korkmaz, V.A., Engen, L.V.M., Knappert, L., and Schaland K, R. (2021). About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research, Human Resource Management Review, 32 (3), September 2022, https://doi.org/10.1016/j.hrmr.2022.100894

Maleya, F.J., and Moeller, M., and Ting, F.A. (2020). Sustainable expatriate compensation in an uncertain environment, Journal of International Management, 26 (3), September 2020, 100776, https://doi.org/10.1016/j.intman.2020.100776

Manda, R., Mwange, A., Chiseyeng'i, J., Mashiri, G., Masase-Muza, A.M., Mutambo, N., and Bwalya, J. (2022). Redefining Leadership Roles in Managing Crises in Organisations, Journal of Economics, Finance and

Management Studies, 5 (06), 06 June 2022, 1646-1667, http://ijefm.co.in/current.php

Manzoni J.F., and Barsoux J.L. (2011). The Set-Up-to-Fail Syndrome, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Mashiri, G., Mwange, A., Manda, R., Chiseyeng'i, J., Masase-Muza, M.A., Mutambo, N., and Bwalya, J. (2022). A Systematic Literature Review of E-Leadership, Journal of Economics, Finance and Management Studies, 5 (06), June 2022, DOI: 10.47191/jefms/v5-i6-22, 1700-1704

McMackin, J., and Heffernan, M. (2021). Agile for HR: Fine in practice, but will it work in theory? Human Resource Management Review, 32 (3) September 2022, www.elsevier.com/locate/hrmr

Meijerin, J and Bondarouk, T. (2021). The duality of algorithmic management: Toward a research agenda on HRM algorithms, autonomy and value creation, Human Resource Management Review, 32 (3) September 2022, https://doi.org/10.1016/j.hrmr.2021.100876

Mello, R., Suutari, V., and Dickmann, M. (2022). Taking stock of expatriates' career success after international assignments: A review and future research agenda, Human Resource Management Review, 32 (3) September 2022, https://doi.org/10.1016/j.hrmr.2022.100913

Mutambo, N., Mwange, A., Manda, R., Chiseyeng'i, J., Mashiri, G., Masase-Muza, M.A., and Bwalya, J. (2022). The Management of a Business Strategic Plan: A Systematic Literature Review, Journal of Economics, Finance and Management Studies, 5 (06), June 2022, DOI: 10.47191/jefms/v5-i6-29, 1776-1789

Naroş, M.S., and Simionescu, M. (2019). The Role of Education In Ensuring Skilled Human Capital For Companies, Theoretical and Empirical Researches in Urban Management, 14, (1), (February 2019), 75-84, https://www.jstor.org/stable/10.2307/26590930

Piwowar-Sulej, K. (2020). Human resources development as an element of sustainable HRM with the focus on production engineers, Journal of Cleaner Production, 278 (1), January 2021, 124008, https://doi.org/10.1016/j.jclepro.2020.124008

Rossenberg, G.T.Y., Cross, D., and Swart, J. (2022). An HRM perspective on workplace commitment: Reconnecting in concept, measurement and methodology, Human Resource Management Review, 32 (3), September 2022, https://doi.org/10.1016/j.hrmr.2021.100891

Rothwell, J.W., Lindholm, J., Yarrish, K.K., and Zaballero, G.A. (2012). The Encyclopedia of Human Resource Management, Pfeiffer: San Fransisco, CA.

Schuler, S.R., and Jackson, E.S. (1987). Linking Competitive Strategies with Human Resource Management Practices, The Academy of Management Executive, August 1987, 1, 1987-1989, https://www.jstor.org/stable/4164753

Stephanie R. Seitz, R.S., and Choo, L.A. (2021). Stuttering: Stigma and perspectives of (dis)ability in organizational communication, Human Resource Management Review, 32 (3) September 2022, https://doi.org/10.1016/j.hrmr.2021.100875

Stewart, L.G., and Brown, G.K. (2011). Human Resource Management: Linking Strategy to Practice, John Wiley and Sons, Inc: Hoboken, NJ

Styven, E.M., Napp, A., Mariani, M., and Nataraajan, R. (2022). Employee perceptions of employers' creativity and innovation: Implications for employer attractiveness and branding in tourism and hospitality, Human Resource Management Review, 141, March 2022, 290-298, https://doi.org/10.1016/j.jbusres.2021.12.038

Sutner, S.C.W. (2020). Human Resource Management (HRM), online publication, accessed on 29th June 2022, https://www.techtarget.com/searchhrsoftware/definition/human-resource-management-HRM?amp=1

Urrila, I.L. (2021). From personal wellbeing to relationships: A systematic review on the impact of mindfulness interventions and practices on leaders, Human Resource Management Review, 32 (3), September 2022, 100837, https://doi.org/10.1016/j.hrmr.2021.100837

Vulpen, V.E. (2022). 7 Human Resource Management Basics Every HR Professional Should Know, Academy to Innovate HR, Online publication, accessed on 30 June, 2022, https://www.aihr.com/blog/human-resource-basics/

Walker, A.C. (2011). Saving Your Rookie Managers from Themselves, Human Resource Management Review, ISBN 978-1-4221-5801-2, Boston, Massachusetts, http:// www.hbr.org.

Youndt, A.M., Snell, A.S., Dean, W.J., and Lepak, P.D. (1996). Human Resource Management, Manufacturing Strategy, and Firm Performance, The Academy of Management Journal, 39 (4), August 1996, 836-866, https://www.jstor.org/stable/256714