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**How to Implement the *Ways of Knowing Through the  
Realms of Meaning* in Human Resource Management-  
Ten Recommendations: National Impact**

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## ABSTRACT

**Human resource management system should be able to convert input, such as skills, abilities, motivation, potential, working time and vacancies, into output to produce improved skills, increased motivation, reduced absenteeism, reduced labor turnover, reduced accident rates, increased effectiveness and suitability-filled vacancies. In order to be successful in today's organizational market the ability to align human resource strategies with organizational strategies is paramount. In the knowledge era the quality and not the quantity of the intellectual capital of ones company will establish future success or failure. Getting the right people and or managers to become human supporters is a necessity. The right people and or managers can make or back the success of an organization or school district. By implementing the ways of knowing through the realms of meaning, by being an Omni person- - which means all knowing - - the Omni leader must engross their knowledge base with the six components of the realms of meaning. They are Symbolics, Empirics, Esthetics, Synnoetics, Ethics, and Synoptics.**

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## Introduction

To have a successful human resource department, potential managers within an organization should become skilled in managing staff, the realms of meaning and promoting boarder roles for human resource management. Leaders and managers are responsible for producing results not only for the organizations, clients, donors, investors, parents and students but for its employees. To achieve these organizational results, effective management of human resources is essential. Leaders and managers must expect high performances from their employees and at the same they must also provide the necessary resources and support for their employees to attain the expected performance level.

## Purpose of the Article

The purpose of this article is to discuss, how to implement the ways of knowing through the realms of meaning in human resource management. Competence of the realms of meaning and skills needed to effectively manage people in work settings is increasingly important to an organization in potential years. To meet this challenge, one should be concerned with developing and disseminating knowledge and skills concerned with management and utilization of human resources to meet the needs of individuals and organizations in the private, public, and non-profit sectors.

## **Understanding Outsourcing**

According to Kritsonis (2007), the meanings that constitute the proper content of human experience do not automatically by a process of natural growth and development. Outsourcing cannot be categorized as a natural growth or development. Leaders must use logic and commonsense when utilizing outside entities as a part of their human resource daily operations.

Many activities are currently being outsourced all over the world in service, production, and consulting: Outsourcing is growing dramatically. Business process outsourcing (BPO), for example, it is predicted to yield over 50 billion in revenues worldwide (Dearlove, 2003). Currently 58 percent of companies outsource at least one of their human resource management activities. According to a survey by the Conference Board, 50 percent of companies reported that they achieved their goals of outsourcing human resource management functions, and as many as 42 percent accomplished some of their goals (Bates, 2002).

There are many definitions of outsourcing. One recent study defined it as a process, in which a company contracts with a vendor and rents its skills, knowledge, technology, service, and manpower for an agreed-upon price ad period to perform functions the client no longer wants to do (Adler, 2003). Information technology and management information systems led the way in outsourcing, but recently outsourcing has been expanded to other operations. Outsourcing is now a major importance in the human resource management; it has come to the foreground as the role of human resource management in contemporary business environment has gained particular emphasis. Human resource management is the second most likely corporate business function to be outsourced, according to a study by American Management Associations (HRM Focus, 1997). Outsourcing activities initially encompassed only small segments of many human resource functions (Lever, 1997).

## **Understanding Diversity Management**

Kritsonis (2007) states that moral meanings also fare badly in the modern world. Pragmatist convincingly wages war on moral absolutes. Positivists deny any cognitive significance to moral assertions, regarding them as expressions of feeling and as disguised commands or means of persuasions. Anthropologists demonstrate the variety of moral codes in the cultures of mankind and usually disapprove of making value judgment about different ways of life. In short, contemporary life is pervaded by doubts about the basis for moral commitment and by skepticism as to possibility of reliable meaning in the ethical realm. Being ethical and diverse in human resource management is pivotal. Many diverse persons are now being employed by major organizations and school districts. Being in compliance can save leaders heartache and pain.

It is useful to understand the white male culture, since the term white male, as the workshop facilitators would point out, has come to imply much more than simply race and gender. In today's nomenclature, white male tends to refer to those men who are not only white but heterosexual, upper middle class, Christian, and not handicapped. Men who do not fit all of these descriptors are typically identified by their exception. Unlike

other groups, white men tend to see themselves as individuals rather than as a part of a group with its own cultural norms. This naturally limits their ability to see how their own cultural norms affect them, their organizations, women, and people of color (Association Management, 2003).

Diversity as a concept focuses on a broader set of qualities than race and gender. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees. Diversity is also about having the long term goal that the campus work force should generally reflect the population of the state it serves in all its dimensions. Diversity in the workplace can be utilized to explore, analyze and understand the impact of increasing diversity on the management of organizations; and to better understand the managerial and behavioral dynamics that involve gender, race, age, physical challenges, sexual orientation, cultural background, and other issues within minor and major organizations.

Concepts such as leadership, power, conflict, performance, communications, roles and stereotypes, and career issues can be examined as a result of diversity and management. Varying concepts can be explored from the perspective of political, economic, social, and technological changes in society as they impact management and those who are being managed. As a result, diversity in the work place and organizations now more than ever need to understand the issues of workplace diversity to foster a positive work environment, avoid discrimination and harassment, and prevent potential complaints and lawsuits (Elmer, 2006). Employers are required by law to avoid discriminatory hiring practices. Management also needs to understand that diversity can be a plus that can improve and benefit their companies and employees by making the workplace more productive and more profitable. It is simply in the best interest of all concerned to value and respect other people regardless of their background (Elmer, 2006).

Managing racial and ethnic diversity has become a key leadership challenge for the U.S. The percentage of people of color in the work force has steadily increased since 1992, but continuing racial/ethnic disparities at the management level suggest much is yet to be done (Millman, 2006). In an ideal world, every person is treated equally when it comes to getting a job, advancing in their career, and being treated fairly in the workplace. In reality, we know this is not the case. Racial discrimination does still exist in hiring, firing, and promotions.

### **Understanding Human Resource Management Information Systems**

Critical aspects of setting-up a computerized information system specifically designed for the management of human resources responsibilities such as payroll, benefits, recruitment, selection, staffing, career development, training/development, and government compliance are a critical in organizations. Human Resources Management includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs,

dealing with performance issues, and ensuring your personnel and management practices conform to your needs.

### **Understanding Management of Human Resources**

Metaphysics is largely out of favor, having been displaced by the more modest and manageable concerns of logic and theory of knowledge, because to many it no longer seems profitable to attempt a comprehensive synoptic pertaining to the human experience. Thus, in all the major domains of meaning modern man is threatened with meaninglessness. If educators are to counter this threat successfully, they need some understanding of the factors in culture and society that are sources of the difficulty (Kritsonis, 2007).

A contemporary process and practice pertaining to the organization and management of personnel; including employee selection, development, motivation, evaluation and remuneration, and union relations is vital in management of human resources. Therefore, emphasis on the management of human resources is task-oriented within different organizations are vital in the success of human resource department.

In the face of this hyper abundance of culture and profusion of related problems, modern man feels frustrated and impotent. Transformations in the content and conditions of experience make life unsettled and precarious. Nowadays the world in which the average person dies is vastly different from the world in which he was born. Few traditions remain as unchallenged points of reference. Rarely are there settled orders around which a person can organize his hopes and expectations. Change is the only certainty, and transience pervades everything (Kritsonis, 2007). Meaning change is inevitable. Leaders must be able to change with the times and people – traditional ways of doing things are not necessary, if the people are not able to relate.

### **Understanding Management Skills**

Perhaps the greatest contribution of the analytic philosophers is their witness to the importance of meaning and their faith in the possibility of making meanings clear. Furthermore, they have shown that meanings are of different logical orders, which cannot all be subsumed under one type. By this demonstration they have countered the positivistic position limiting all meanings are of logic, mathematics, and science, and have reaffirmed the possibility of many distinct modes of thought, each valid in its own sphere and justified by its specific human uses (Kritsonis, 2007).

A development of management awareness of dynamics of organizational behavior can be emphasized highly in potential managers and leaders. Effective management involves the efficient, effective and economical use of resources to achieve results with and through other people. Successful leaders never let go of an opportunity to observe the way that their team members work or behave during the normal course of their work. This observation itself is not an end in itself, but is an objective means of gathering information for evaluation.

## **Understanding Conflict Management and Negotiation**

The recent philosophic emphasis on distinct logical orders of meaning and on the clarification of human understanding by the analysis of the actual uses of symbols is basic to the philosophy of curriculum. Ernst, Cassirer, using methods quite different from those of the language analysts, has also established the principle of distinct logical orders of meaning (Kritsonis, 2007).

An analysis of conflict in organizations and strategies and process for effective settlement or resolution of that conflict should place emphasis on the practical aspects of institutional and extra-institutional process outside the conventional legal system. These dispute resolution methods include negotiation, mediation, arbitration and fair hearing. It is important to realize that conflict that requires resolution is neither good nor bad. There can be positive and negative outcomes. It can be destructive but can also play a productive role for you personally and for your relationships-both personal and professional. The important point is to manage the conflict, not to suppress conflict and not to let conflict escalate out of control. Many of us seek to avoid conflict when it arises but there are many times when we should use conflict as a critical aspect of creativity and motivation (Nierenberg, G, 1978).

## **Understanding Compensation Management**

Real, substantial progress is being made in the articulation and interpretation of personal meanings. Psychoanalysis, though grounded in the identification of unconscious and irrational factors, is primarily aimed at bringing these subterranean forces under the scrutiny and control of reason. What appear as meaningless dreams and fantasies and as inexplicable actions are shown by analysis to be symbols of unconscious meanings. These hidden meanings often reflect disturbances in relationships with other persons and in evaluations of the self. Improvement of relations with others and self may then follow the recognition of unacceptable emotional patterns and understating of their causes (Kritsonis, 2007). In lawman's terms, it mean understanding oneself and the ability to rationale will help in the managing an organization or school district.

Planning and implementation of wage, salary, and supplementary benefits policies and programs in private or public sector organizations can be a timely matter. Therefore, measurement of job and performance contributions through job analysis and evaluation systems and performance appraisal techniques can be used for a leader who is properly trained. Methods and criteria for determining the nature, structure, and level of compensation for each employee should be revisited on a continual basis.

## **Understanding Labor Laws**

Comprehension of the development and current status of legislation, courts and government agencies' decision in: union-management relations in private and public sectors; equal employment opportunity; protective legislation, particularly concerning health and safety; employment contracts in non-union firms and the issues of job security

and fair treatment; employee right of privacy; income and retirement security; and emerging issues in labor and personnel management are pivotal, when it comes to broader knowledge of the labor laws. The impact of law on the management of human resources in an organization should be the central focus rather than the purely technical logic of the statutes, regulations, and public policies.

### **Understanding Personnel Management**

Contemporary problems, issues, and objectives relating to the management of personnel should be analyzed periodically. The principle functions comprising the personnel department should include those of employee assessment, utilization, supervision, and remuneration can be looked at in the context of current social, economic and political conditions which the personnel policies and practices of the organization--a concern that in its very seriousness reveals a profound faith in the potential meaningfulness of personal existence, even under conditions that seem to deny all meaning and value of life (Kritsonis, 2007).

### **Understanding Industrial Relations**

Human resources management is an evolving, applied field within organizational behavior that has played an increasingly significant role in organizations. Stringent laws, internationalization of business, changing social values in organizations, and a turbulent employment environment have made the human resources field far more important than it has been in the past. Understanding the basics of employer-employee relations in historical and contemporary contexts, with emphasis on development of labor and management institutions and philosophies, public policies, collective bargaining and contract administration in the private and public sector are of grave importance.

Organizations that are unionized (and some that are not) want to have human resources management professionals who are conversant in industrial relations. Collective bargaining, grievance handling, and arbitration and mediation are of major concern to organizations that have union contracts. Generally, employees in the industrial relations sector are middle management or higher, but managers at all levels benefit from understanding the collective bargaining processes.

### **Concluding Remarks**

Moreover, the aim of the foregoing summary sketch of some twentieth-century movements reflecting modern man's search for meaning has been twofold: first, to show that the forces of skepticism, frustration, and confusion in present-day life have by no means won the day, and second, to suggest some of the kinds of resources available for the construction of a meaningful philosophy of general education (Kritsonis, 2007).

In conclusion, to have a successful human resource department, potential managers within an organization should become skilled in managing staff, the realms of

meaning and promoting broader roles for human resource management. Leaders and managers are responsible for producing results not only for the organizations clients, donors, investors, and students but for its employees. To achieve these organizational results, effective management of human resources is essential. Leaders and managers must expect high performances from their employees and at the same they must also provide the necessary resources and support for their employees to attain the expected performance level.

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