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**An Analysis of Human Resource Management:  
Involving Administrative Leadership as a Means to  
Practical Applications: National Focus**

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## ABSTRACT

Attracting the most highly qualified employees and matching them to a particular job in which they are best suited for is important for the success of any organization or urban school district. However, under the no child left behind act, school districts are obligated to do just that. Urban school districts are enormously large and cannot permit close contact between top level administrators and employees. Mandates like No Child Left Behind will ensure the success of properly placing people in the areas that match their qualifications and expertise. In an effort to improve the morale and productivity and limit job turnovers, administrative leaders should aid their schools in effectively utilizing employee skills, provide training opportunities to enhance those skills, and boost employee satisfaction with their jobs and working conditions. Although some jobs in the human resources and administrative field require minimal contact with people outside the office, dealing with people is an essential part of the daily operations of any organization or school district. According to Esther Contreras, Principal at Robert T. Hill Middle School, *“being in administration requires you to be knowledgeable of all facets of human resources, not just being able to hire and fire personnel; if you want to be a successful positive productive administrator you must learn it and know it all.”*

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## Introduction

Primarily, the administrative leader may oversee several departments, each headed by an experienced person, who most likely specializes in one personnel activity such as employment, compensation, benefits, training and development, or employee relations. Performance in administrative management is part of the process in creating a work environment that is conducive to the setting in which they work or in which people are enabled to perform to the best of their capabilities. Performance in administrative leadership management is a working system that begins when a job is clearly defined and It ends when an employee leaves, retires or performs inadequately for an organization or school district.

Oftentimes, in large organizations and urban school districts human resources are increasingly prominent in which it is taking shape. Recognizing the fact that administrators are the organization or urban school district greatest asset, and administrative leaders locally, nationally and globally should rely heavily upon effective administrative leadership management practices to obtain their desired goal. “Often, the greatest challenge facing an organization is recognizing and acting on opportunity rather than solving a problem,” according to Peter Ginter.

## **Purpose of the Article**

The purpose of this article is to discuss the analysis of human resource management and how to engross administrative leadership management as a means to practical application as it relates to employees. As an administrative leader one must develop clear job descriptions, possess the ability to select appropriate people within the appropriate selection process, be able to negotiate requirements and accomplishment-based on performance standards, outcomes, and measures, provide effective orientation, education, and training, provide on-going coaching, feedback, and afford promotional/career development opportunities for staff. George Patton said, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

## **Employee Relations**

Employee relations should provide news and information about the guidance and assistance programs offer in organizations and school districts that pertain to issues such as discipline, misconduct, performance problems, and dispute resolution. Focusing on and supporting employees is essential in creating a work environment that is conducive to aid in the flourishing of their employees. Employee relations should function in the capacity of assessing, designing, developing, and implementing programs and policies that enhance employee morale, create a harmonious environment, and their overall well-being.

## **Employees Retention**

A positive approach gives significantly different answers than the traditional approach. For example, as a marketing expert focus on a product's best qualities, an organization must focus on the reasons why people stay in their jobs. Reinforcing major factors are generally easier and more successful than trying to eliminate the frustrating elements of a job that cause people to leave. The first step to improving employee retention is to understand why employees stay with their current employer.

Many experts dwell on the reasons employees leave, which is not as important, valuable or revealing as to the reasons why they choose to stay. Organizations or school districts have tried many different programs and perks to hold onto good employees. However, studies show that these efforts are not enough to retain good employees when the support that is needed to achieve job success is not adequately provided.

## **Effective Leader**

"The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out and meet it," according to Thucydides. As a leader one needs to have vision of what he or she wants their team to

accomplish. A vision is more than just a statement; it is a complete depiction of all the particulars of a goal or goals. If the vision the leaders are trying to create does not inspire them, how can the leaders possibly expect it to inspire others? When creating a vision, one should not be held back by perceived limitations.

A vision should be exciting to the leader and the team members as well as the leader can find innovative ways to overcome adversities to see the vision through. Making sure the vision excites the leader is compulsory, if the leader wants it to excite their team. As leaders, we must deal with many stresses and challenges on a daily basis. Oftentimes, it can foster a feeling of being overwhelmed. If leaders are not feeling positive, they must take the necessary measures to do whatever it takes to change their attitude before meeting with the team. The team tends to look to the leader for encouragement and support. Part of the role of being an efficient effective leader is helping team member's to move forward to gain a positive attitude and foster a sense of empowerment.

As leaders, we must be diligent about our attitudes, the ability to remain motivated and inspired. In positions of leadership, it is necessary to adequately motivate the team members. Woodrow Wilson stated: "The ear of the leader must ring with the voices of the people." Everyone will look to the leader to determine what he or she should do. In order to be an effective leader, one's behavior must match the message they are sending. A good leader will model the behavior they want to convey to their team. If a leader says one thing and do something different, the team will follow what the leader is doing and not what the leader is saying. Edward G. Bulwer-Lytton explained that "The best teacher is the one who suggests rather than dogmatizes, and inspires his listener with the wish to teach himself."

If a leader wants the team to meet their commitments, the leader must make ensure he or she meets theirs. If a leader want their associates to do whatever it takes to get a project done on time, then the leader should roll up their sleeves and pitch in to do whatever it takes to help the team to succeed in meeting their deadline. A leader's behavior is the benchmark that everyone will look to and use as a guideline for their own. A good leader should demonstrate what they want to convey by modeling the appropriateness of behavior in the work environment. "The strongest principle of growth lies in human choice," stated George Eliot.

### **Effective Leaders Seek**

Great leaders seek to instill the belief in all members of an organization or school district that quality begins with them; they need to make decisions, and the need be a stakeholder in the success of the organization or urban school district. Leaders as well as team members should be responsible for the performance of the organization or the school district. Leaders should seek to publicize their vision through clear expression of hopes and purpose for their time on board. Effective leaders should seek to ensure that the vision considers the social responsibility to the people and their families. Great leaders will maintain a disciplined life that focus heavily on highly important, but not necessarily urgent activities.

They will take positive measures to minimize crisis management and maintain high moral values in their professional and personal lives. Efficient leaders will share

recognition and power by tapping the capabilities of all people in the organization or school district and habitually provide constructive feedback and praise. Good leaders know how to reduce the friction, while recognizing that an effective team and a effective team environment, strengths lies in diversity of all staff members and create an environment of trust. Arnole Glasgow once said, *“One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.”*

An effective leader seeks ways to actively listen to subordinates to clearly understand their ideas, show restraint and respect in dealing with subordinates to maintain a two-way communication, foster mutual respect and build a complementary team where the individual strength is made productive and each individual weakness is made irrelevant. Effective leaders should be able to permit solutions to be formulated through the open communication between respectful individuals.

An Effective leader should posses the ability to problem-solve using information from communicating effectively and efficiently with staff members. Leaders can effectively use their creativity to, improve, innovate beyond their own capabilities, pursue innovation and refinement within the organization and school district. Effective leaders know how to broaden cross-functional cooperation and communication; expand trust and synergy within the whole organization or school district. According to Mahatma Gandhi, *“You must be the change you wish to see in the world.”*

### **Effective Administrator**

According to Katz (2006), effective administrators should posses the ability to work with others, and they should be able to recognize the essentialities of effective administration at each level. Skilled administrators seem to be most effective at lower levels, where the number of direct contacts between administrators and subordinates is the greatest. As leaders go advance and advance in their administrative echelons, the number and frequency of personal contacts decrease, and the need for human skills becomes proportionately, inadequate, or absolutely, less. At the same time, conceptual skills become increasingly important with the need for policy decisions and broader-scale action. The human skill of dealing with individuals becomes subordinate to the conceptual skill of integrating group interests and activities as a whole.

### **Concluding Remarks**

In conclusion, recognizing the fact that administrators are the organization or school district greatest asset, and administrative leaders locally, nationally and globally should rely heavily upon effective administrative leadership management practices; leaders can effectively use their creativity to, improvement, and innovate beyond their own capabilities, pursue innovation and refinement within the organization and school district. Effective leaders should be able to broaden cross-functional cooperation and communication; expand trust and synergy within the whole organization or school district and provide a positive productive working environment that is conducive and fair to all staff members.

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