

**LECTURE NOTES**

**ON**

**HUMAN RESOURCE MANAGEMENT**

**MBA II semester**

**(IARE-R16)**

**K. Vijaya Sekhar Reddy**  
Assistant Professor



**MASTER OF BUSINESS ADMINISTRATION**

**INSTITUTE OF AERONAUTICAL ENGINEERING**

**(Autonomous)**

**Dundigal, Hyderabad - 500 043**

## UNIT-1

### INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

**Unit 1:** Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, assessment of human resource requirements, human resource functions and policies.

#### **Introduction:**

Human resource management (HRM or HR) is the management of human resources. It is commonly referred to as the HR Department to maximize employee performance in service of an employer's strategic objectives. Human Resource is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce.[citation needed] It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human resources focuses on maximizing employee productivity.[citation needed] HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialise on recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources Generalists or business partners. These human-resources professionals could work in all areas or be labor-relations representatives working with unionized employees.

In startup companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures

and across borders. Due to changes in commerce, current topics in human resources include diversity and inclusion as well as using technology to advance employee engagement. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce.[citation needed] New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

### **Objectives / Functions:**

The function of human resources management is to provide the employees with the capability to manage: healthcare, record keeping, promotion and advancement, benefits, compensation, etc. The function, in terms of the employers benefit, is to create a management system to achieve long-term goals and plans. The management allows companies to study, target, and execute long-term employment goals. For any company to have an efficient ability to grow and advance human resource management is a key.

### **Human resources are designed to manage the following:**

- Employee Benefits: include various types of non-wage compensation provided to employees in addition to their normal wages or salaries.
- Employee health care: the identification of recognition of a disease by a physician/physician's assistant/nurse practitioner.
- Compensation: something, typically money, awarded to someone as a recompense for loss, injury, or suffering.
- Annual, sick, and personal leave: excused (and generally unpaid) leave for unexpected (such as accident or sickness) or expected (anniversaries, birthdays, marriage) events important to the individual.
- Sick banks: a fund accumulated to pay off a corporate or public debt
- Discipline: the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.
- Records (tax information, personnel files, etc.):also known as records and information management or RIM, is the professional practice of managing the records of an organization throughout their life cycle, from the time they are created to their eventual disposal.
- Recruitment and employee retention strategies:refers to the ability of an organization to retain its employees
- Salary and Wages Administrations : process of compensating an organization's employees in accordance with accepted policy and procedures

### **Human Resources Activities**

A human resources manager has several functions in a company:

- Determine needs of the staff.
- Determine to use temporary staff or hire employees to fill these needs.
- Recruit and train the best employees.
- Supervise the work.
- Manage employee relations, unions and collective bargaining.
- Prepare employee records and personal policies.
- Ensure high performance.
- Manage employee payroll, benefits and compensation.
- Ensure equal opportunities.

- Deal with discrimination.
- Deal with performance issues.
- Ensure that human resources practices conform to various regulations.
- Push the employees' motivation.
- Managers need to develop their interpersonal skills to be effective. Organisations behaviour focuses on how to improve factors that make organisations more effective

### Challenges of Human Resource Management

The rapidly transforming business landscape means that there are currently many human resource management challenges which will continue to evolve for years to come. Tom Marsden, Director of Professional Services at Alexander Mann Solutions said that HR departments really need to be adding real business value to their organizations. "Although the restrictions of the recession aren't over yet, companies are recognizing that they will need to take steps to retain their workforce. This could be through an increased emphasis on training and engagement programs or by investing in areas that will optimize expenditure, such as integrated technology systems or improved candidate attraction schemes. The signs are that HR departments are preparing to maximize their resources and staff as organizations look to grow."

### The Evolution of HR Professionals

Coach. Counselor. Employee advocate. Business strategist. As the business world changes, so does the role of HR professionals. Since human resources is a business-driven function, effectiveness depends on a thorough understanding of the strategic corporate direction, as well as the ability to influence key policies and decisions. In addition, human resource management challenges must be defined and solutions determined in order to succeed.



### Today's Top 10 Human Resource Management Challenges

Due to the fluctuating economy as well as local and global advancements, there are many changes occurring rapidly that affect HR in a wide range of issues. In the Survey of Global HR Challenges: Yesterday, Today and Tomorrow, conducted by PricewaterhouseCoopers on behalf of the World Federation of Personnel Management Associations (WFPMA), several challenges for human resource management were revealed. This survey, which concluded that "despite national and regional differences, there was remarkable unanimity," disclosed the following top 10 human resource management challenges:

S No	Challenges	% of Companies
1	Change management	48%
2	Leadership development	35%
3	HR effectiveness measurement	27%
4	Organizational effectiveness	25%
5	Compensation	24%
6	Staffing: Recruitment and availability of skilled local labor	24%
7	Succession planning	20%
8	Learning and development	19%
9	Staffing: Retention	16%

10	Benefits costs: Health & welfare	13%
----	----------------------------------	-----

### 1. **Change Management**

Since this is generally not a focal point for HR professional training and development, change management represents a particular challenge for personnel management. The WFPMA finds that "This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward. An intensified focus on training may be needed to develop added competencies to deal with change management."

### 2. **Leadership Development**

As the second of the biggest challenges for human resource management, leadership development needs to be a critical strategic initiative. HR professionals are faced with being expected to provide the essential structures, processes, tools, and points of view to make the best selection and develop the future leaders of the organization. The WFPMA reports that, "Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term."

### 3. **HR Effectiveness Measurement**

How can improvement happen without the right tools to measure HR effectiveness? As with many other areas of business, this profession also needs to be able to measure results in terms of transaction management, as well as in terms of the positive influence on business. "Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving HR's role as purely an administrative function to viewing the HR team as a true strategic partner within the organization," the WFPMA says. "In fact, the next section reports that survey participants believe a critical future issue for HR will be organizational effectiveness - again supporting HR's critical role as a strategic partner to management."

This world federation also notes that, "Where HR departments have traditionally focused on measuring their own effectiveness, there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the ROI of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers 'bad' turnover and 'good' turnover along with the overall cost of replacement hires."

### **The Numbers Speak Volumes**

When you start looking at the numbers, you realize the significant impact of trends and challenges in human resource management. There are many variables that influence human resource management. To give you a glimpse at some of the upcoming changes, the HR Leadership Council has released the following statistics:

#### **One in four high potentials plans to leave their organization in the next year**

- By effectively developing employees, managers can be better coaches and improve performance by up to 25%
- Three out of five organizations have either restructured or plan to restructure within the next six months
- Recent declines in employee engagement further decreased overall productivity by 3 to 5%
- Leaders with strong people development skills are 50% more likely to outperform revenue expectations

- Delivering on critical onboarding activities boosts new hire performance by 11.3%
- 77% of midsize companies use (or plan to use) wellness to reduce costs
- 46% of midsize-company CFOs anticipate a merger or acquisition in less than six months

### **Expand Your Skills and Enhance Your Expertise**

- To meet or exceed all of these human resource management challenges, you'll need proven tools and strategies. One of the best ways to gain the necessary expertise is by earning your Master of Science in Human Resource Development entirely online. In Villanova's online HR master's degree program, you'll learn how to:
  - Implement strategic organizational change for increased quality, productivity and employee satisfaction
  - Construct an effective training program
  - Design a compensation system that motivates employees
  - Structure benefit packages and measure their success
  - Identify principles for developing, utilizing and conserving human resources
  - Use data and statistics to make informed business decisions
  - Leverage technology to enhance the contributions of the human resource function to an organization
  - Develop financial management and budgetary skills

As a student in Villanova University's HR master's degree program, you'll gain advanced knowledge in core human resource competencies, with a focus on developmental, strategic and global issues. Engaging online courses in a video-based e-learning environment will empower you with the latest tools, proven processes and best practices across a range of key topics, including organizational change, human resource planning, compensation, international human resources, organizational training and project management for HR professionals.

## **Job Analysis and Design**

### **What Is a Job?**

A group of homogeneous tasks related by similarity of functions.

When performed by an employee in an exchange for pay, a job consists of duties, responsibilities, and tasks (performance elements) that are (1) defined and specific, and (2) can be accomplished, quantified, measured, and rated. From a wider perspective, a job is synonymous with a role and includes the physical and social aspects of a work environment. Often, individuals identify themselves with their job or role (foreman, supervisor, engineer, etc.) and derive motivation from its uniqueness or usefulness.

### **Job Analysis**

Job analysis, contains a simple term called "analysis", which means detailed study or examination of something (job) in order to understand more about it (job). therefore job analysis is to understand more about a specific job in order to optimise it. Job analysis is a systematic process of collecting complete information pertaining to a job. Job analysis is done by job analyst who is an officer have been trained for it.

Job analysis is a procedure through which you determine the duties and responsibilities, nature of the jobs and finally to decide qualifications, skills and knowledge to be required for

an employee to perform particular job. Job analysis helps to understand what tasks are important and how they are carried on. Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees ( performance appraisal)and employee remuneration system or compensation plan.

One of the first industrial-organizational psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company

**The intention behind job analysis is to answer questions such as:**

1. What is the need of the job to exist?
2. What physical and mental activities does the worker undertake?
3. When is the job to be performed?
4. Where is the job to be performed?
5. How does the job performed by an employee?
6. What qualities and qualifications are required to perform the job?

**Job analysis is a detailed examination of**

- (1) tasks that make up a job (employee role),
- (2) conditions under which an employee performing his/her job, and
- (3) what exactly a job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, educational qualifications and the physical working condition of the employee.

**Its objectives include**

- (a) to determine most effective methods for performing a job.
- (b) to increase employee job satisfaction.
- (c) to identify core areas for giving training to employees and to find out best methods of training.
- (d) development of performance measurement systems, and
- (e) to match job-specifications with employee specifications while selection of an employee.

## **Definitions of Job Analysis**

Some important definitions of job-analysis are as under :

Harry L. Wylie. "Job analysis deals with the anatomy of the job.....This is the complete study of the job embodying every known and determinable factor, including the duties and responsibilities involved in its performance; the conditions under which performance is carried on; the nature of the task; the qualifications required in the worker; and the conditions of employment such as pay, hours, opportunities and privileges"

In the words of Dale Yoder. "A Job is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from other assignment"

According to Michael J. Jucius, "Job analysis refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specification or, as they are called by some job description"

In the words of Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job "

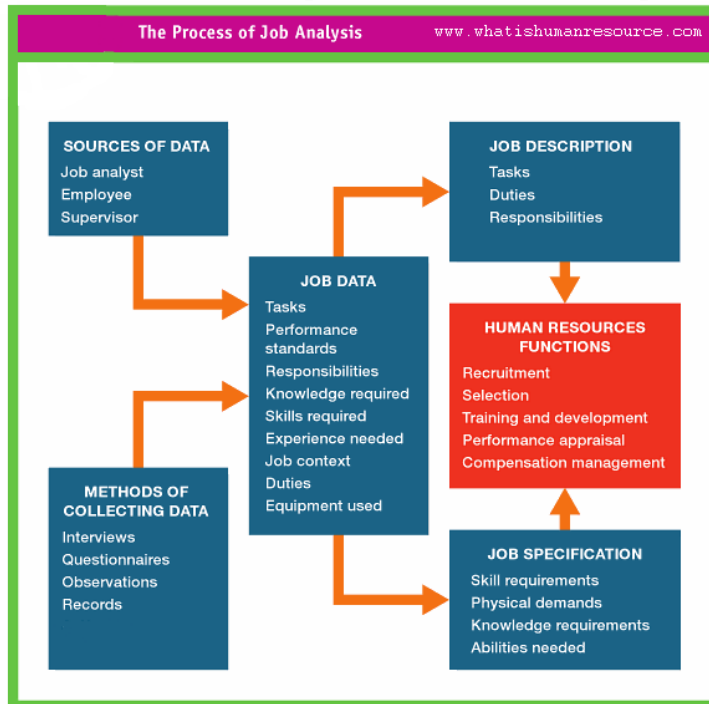
According to Blum, "A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker."

According to John A Shubin "Job analysis is the methodical compilation and study of work data in order to define and characterise each occupation in such a manner as to distinguish it from all others."

In the words of Scott, Clothier and Spriegel, "Job analysis is the process of critically evaluating the operations, duties and relationship of the job."

In simple words Job analysis is a formal programme which examines the tasks, duties and responsibilities contained in an individual unit of work.

#### Before the recruitment process, job analysis takes place



#### An ideal job analysis should include

**Duties and Tasks:** The basic unit of a job is the performance of specific tasks and duties. This segment should include frequency, duration, effort, skill, complexity, equipment, standards, etc.

**Environment:** This segment identifies the working environment of a particular job. This may have a significant impact on the physical requirements to be able to perform a job.

**Tools and Equipment:** Some duties and tasks are performed using specific equipment and tools. These items need to be specified in a Job Analysis.

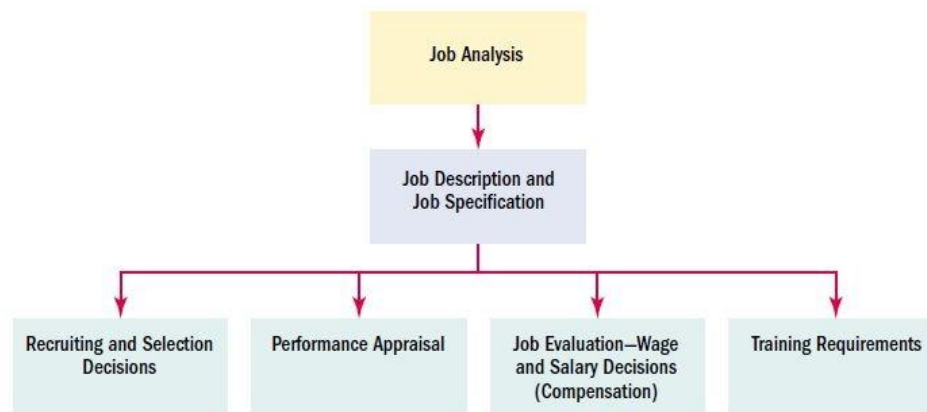
**Relationships:** The hierarchy of the organization must be clearly laid out. The employees should know who is under them and who they have to report to.

**Requirements:** The knowledge, skills, and abilities required to perform the job should be clearly listed.

There are several ways to conduct a job analysis, including: interviews with incumbents and supervisors, questionnaires (structured, open-ended, or both), observation, critical incident investigations, and gathering background information such as duty statements or classification specifications.

The following are the benefits of job analysis.





1. **Organizational structure and design** :- Job analysis helps the organization to make suitable changes in the organizational structure, so that it matches the needs and requirements of the organization. Duties are either added or deleted from the job.
2. **Recruitment and selection** :-Job analysis provides information about what the job entails and what human characteristics are required to perform these activities. This information, in the form of job descriptions and specifications, helps management decide what sort of people to recruit and hire.
3. **Performance appraisal and training/development** :- Based on the job requirements identified in the job analysis, the company decides a training program. Training is given in those areas which will help to improve the performance on the job. Similarly when appraisal is conducted we check whether the employee is able to work in a manner in which we require him to do the job.
4. **Job evaluation** :- Job evaluation refers to studying in detail the job performance by all individual. The difficulty level
5. Skills required and on that basis the salary is fixed. Information regarding qualities required, skilled levels, difficulty levels are obtained from job analysis.
6. **Promotions and transfer** :- When we give a promotion to an employee we need to promote him on the basis of the skill and talent required for the future job. Similarly when we transfer an employee to another branch the job must be very similar to what he has done before. To take these decisions we collect information from job analysis.
7. **Career path planning** :- Many companies have not taken up career planning for their employees. This is done to prevent the employee from leaving the company. When we plan the future career of the employee, information will be collected from job analysis. Hence job analysis becomes important or advantageous.
8. **Labour relations** :- When companies plan to add extra duties or delete certain duties from a job, they require the help of job analysis, when this activity is systematically done using job analysis the number of problems with union members reduce and labour relations will improve.
9. **Health and safety** :- Most companies prepare their own health and safety, plans and programs based on job analysis. From the job analysis company identifies the risk factor on the job and based on the risk factor safety equipments are provided.
10. **Acceptance of job offer** :- When a person is given an offer/appointment letter the duties to be performed by him are clearly mentioned in it, this information is collected from job analysis, which is why job analysis becomes important.

## Methods of Data Collection:

The information, about the duties, responsibilities and activities of a job, can be collected through a number of techniques. According to the requirements, these techniques can be used in isolation or the activities can be combined with one another. Performing job analysis is a joint effort by the HR specialist, worker, supervisor, and managers. The work of observation, analysis and developing job specification and description is performed by HR specialist, while the questionnaires are filled by the workers and supervisors. The ultimate purpose of all the job analysis methods is to develop job description and job specification. Interviews, observations, diary logs and questionnaires are among the popular methods of collecting job analysis information. However, all these methods provide realistic information about the content and human requirement of the job. The various job analysis methods are enumerated as below:

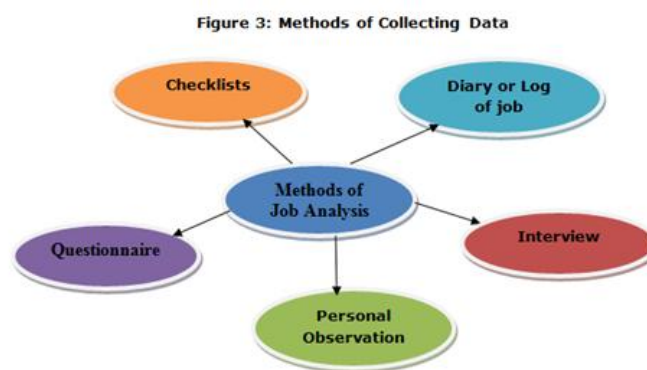


Figure 3: Methods of Collecting Data

### Personal Observation:

Under this method, the job analyst watches and observes the person, performing the job, and takes notes to describe the tasks and performed duties. During a complete work cycle, various aspects, like, the tasks performed, the working conditions, the hazards involved, and the pace at which the activities are carried out etc., are observed by the job analyst. For the jobs, that involve manual/physical, standardized and short job cycle activities, this method is very much suitable. Machine operator, bus driver, flight attendant, house keeper are examples of such jobs. However, there are many aspects of a job that involve mental process and unforeseen circumstances, cannot be directly observed by this method. This method also involves personal biases, likes or dislikes, as every person has their own way of observing the things, and different people think differently and interpret the findings differently. The efficiency and effectiveness of this method depends on job analyst, whether the job analyst is skilled enough to know what to observe and how to analyze what has been observed.

### Advantages:

- This method provides firsthand knowledge and information about the job that is being analyzed, as compare to other method of job analysis, in which the information is obtained indirectly.
- By this method, job analyst is able to see the actual work environment, tools and equipment used, inter relationship among workers and the complexity of the job.

- This method is very simple.
- Verification of the data, collected through this method, can be done through other sources.

#### **Disadvantages:**

- In the presence of an observer, the incumbent may alter their normal work behaviour, if they know that they are being observed. All this reduces the effectiveness of this method.
- For the jobs, that involves significant amount of mental efforts, this method is not very suitable.
- Job analyst may not be skilled enough to know what to observe and how to analyze what has been observed.
- This method is very time consuming.
- This method leads to personal biasness, likes or dislikes, as different people have different ways of thinking

#### **Interview:**

This technique involves discussion between job analyst and job occupants. Through this method, the occupants can come up with their own style of working, problems faced by them, use of particular skills and techniques while performing their job, and insecurities and fear about their career. This method enables the interviewer to know exactly what an employee thinks about his or her job. This method actually involves analysis of the job by the employee himself.

Interviews can be individual interview or group interview. Individual interviews are one to one basis whereas interviews with two or more occupants in a group are group interview. Interview with a small panel of experts such as, supervisors or long time employees are called technical conferences. Technical conferences reflect a census of experts' thinking.

Interviews can be unstructured or structured. In unstructured interviews, the questions and the area of discussions are unspecified. In structured interview, each point for discussion is clearly laid down. There is a possibility that all aspects of a job are covered in an interview by using structured format. Generally, a standard format is used to collect the information from different employees so that the information can be used to identify the common and critical aspects of the job.

#### **Advantages:**

- This method is most commonly used.
- Through this method, qualitative aspects of the job can also be examined.
- This method works very well for jobs that have long job cycles.
- This method generates information that can never appear on written format.
- Jobholders are most familiar with the job, therefore, they can provide better analysis of the job as compare to anyone else.

#### **Disadvantages:**

- The efficiency of this method depends on the interviewer's ability to take interview.
- This method of job analysis may become faulty if the interviewer puts ambiguous questions to workers.
- With the purpose to add greater weightage to their position, the workers may exaggerate their job duties.
- If a number of jobs are to be studied, then this method is very time and money consuming.
- In order to show that their job is very complex, the workers may distort information.
- If the purpose of interview is not clear, employees may provide information to protect their own interests.

### **Questionnaire:**

In this method of collecting job analysis information, a questionnaire is developed and given to the employees and supervisors / managers, to provide the answers. This questionnaire is related to the nature of duties, tasks and responsibilities, related to the job. The questionnaire can be of two types: structured questionnaire and unstructured questionnaire. Structured questionnaire is like checklists. Each employee gets an inventory of perhaps hundreds of specific duties or tasks. Employee is required to answer whether he or she performs each task or not, and if performs, how much time is normally spent on each one. The unstructured questionnaire is open – ended that simply asks the employees to describe the major duties of their job. The best questionnaire generally falls between the two extremes. A questionnaire is a quick and efficient method of collecting information from a large number of employees. This method is less costly as compare to the interviewing method of collecting information. But this method is expensive and time consuming.

Various organizations use standardized questionnaires that have been developed by some agency. Most of these questionnaires are of two types: 1) Position analysis questionnaire 2) Management position description questionnaire, which are discussed as follows:

### **Position Analysis Questionnaire:**

It is a structured questionnaire that is designed to collect quantitative information, about the different aspects of the job. In this method, the job and human characteristics are identified individually, and then inter relationship between them is developed, for the purpose of analysis. The PAQ covers 194 job elements that are divided into six major categories: 1) Information input 2) Mental processes 3) Work output 4) Relationship with others 5) job content 6) other job characteristics. The job descriptors, who explain the job based elements, are rated on a scale of extent of use, importance, time, the possibility of occurrence, applicability and a special code for certain jobs. The job analyst decides what role each item plays, and to what extent. The analyst can do this online by using the site [www.paq.com](http://www.paq.com). The PAQ results are used to compare one job with the other, and then to assign pay levels for each job.

### **Management Position Description Questionnaire:**

Managerial jobs differ in character, from other jobs, with clearly identifiable routines and procedures. Therefore, some specialized methods have evolved for their analysis. One of widely used methods, known as management position description questionnaire, was developed by a computer company. This is a structured questionnaire, containing 208 items, related to the responsibilities, restrictions, demands, and other miscellaneous position characteristics of the managers. These 208 items have been grouped under 13 categories as:

- 1) Product, marketing and financial strategy planning
- 2) Coordination of other organizational units and personnel
- 3) Internal business control
- 4) Products and services responsibilities
- 5) Public and customer relations
- 6) Advanced consulting
- 7) Autonomy of actions
- 8) Approval of financial commitments
- 9) Staff service
- 10) Supervision
- 11) Complexity and stress
- 12) Advanced financial responsibilities
- 13) Broad personnel responsibilities

#### **Diary or Log of Job Incumbent:**

The daily listings, made by the workers, what they do during the day are called maintaining the diary or log. In this technique, the workers maintain the diary, on daily basis, by recording the job duties, frequencies of the duty etc. This technique, when supplemented with subsequent interviews with the workers and the supervisors, produces the complete picture of the job.

In order to have good information about the job, the diary or log should be updated. An examination of the routineness or non-routineness of the job, duties can be made by comparing the daily, weekly or monthly figures of the diary. Some jobs are very difficult to observe, like that of engineers, scientists, and senior executives etc. In these types of jobs, diary or log provides a useful basis for gathering information, related to the job. The problem, with this method of collecting the job related information, is that the individuals are not disciplined enough to keep such a diary or log. But in order to avoid such pitfalls, some firms take a high-tech approach to diary or logs. Pocket dictating machines and pagers are given to the employees. The employers page the workers at random times, during the day, who dictate what they are doing at that time.

## Checklists:

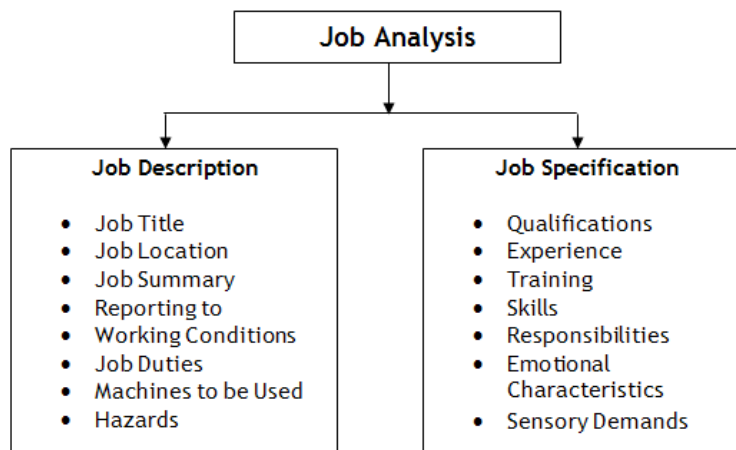
The appearance of questionnaire and checklists is similar but the checklist is more structured than a questionnaire. A checklist contains fewer subjective judgments and tends to be either yes or no variety but a questionnaire depends on the job holders to provide narrative description of the tasks, skills, knowledge, abilities, working conditions etc., involved in the performance of their job. A checklist includes a large number of activities and the job holder is required to tick only those activities that are included in their jobs. The preparation of checklists requires a lot of efforts by the specialists who prepares this list. While preparing this list, all the relevant information about the job can be collected by asking the supervisors, industrial engineers and other familiar with the work. After the preparation of the checklist it is sent to the job holder. The responses of the job holder are clustered by applying some statistical methods and then that will be the basis for tabulating job related data.

This method of collecting job related information is very useful in large firms that have a large number of employees, assigned to one particular job. This technique is amenable to tabulation and recording on electronic equipment. However, this technique is very costly and not suitable for small firms.

## Job Description and Job Specification

Job Analysis is a primary tool to collect job-related data. The process results in collecting and recording two data sets including job description and job specification. Any job vacancy can not be filled until and unless HR manager has these two sets of data. It is necessary to define them accurately in order to fit the right person at the right place and at the right time. This helps both employer and employee understand what exactly needs to be delivered and how.

Both job description and job specification are essential parts of job analysis information. Writing them clearly and accurately helps organization and workers cope with many challenges while onboard.



## Comparison Chart

	Job Description	Job Specification
<b>Taken From</b>	The job description is prepared from the job analysis.	The job specification is prepared from the job description.
<b>Definition</b>	The Job description is about the nature of the job, including the duties and tasks to be done.	The job specification is about the eligibility and skills required for the vacancy.
<b>Comprises of</b>	The job description comprises of information about the workplace, duty-timing, salary, responsibilities and other general information.	Job specification gives the specific information about the age-limit, minimum qualification, certificates, and experience.
<b>Main Function</b>	The job description tells about the 'do's of an individual he/she is selected for the post.	The job specification is about the eligibility for that post.

Though preparing job description and job specification are not legal requirements yet play a vital role in getting the desired outcome. These data sets help in determining the necessity, worth and scope of a specific job.

### Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

#### Purpose of Job Description

- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.
- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

### Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health,

intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

### **Purpose of Job Specification**

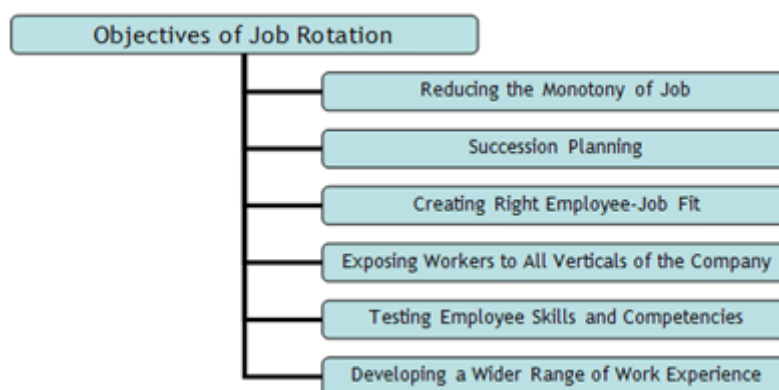
- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

### **Job Rotation**

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights.

Job rotation is a well-planned practice to reduce the boredom of doing same type of job everyday and explore the hidden potential of an employee. The process serves the purpose of both the management and the employees. It helps management in discovering the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations.



### **Job Rotation Objectives**



**Reducing Monotony of the Job:** The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.

**Succession Planning:** The concept of succession planning is ‘Who will replace whom’. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.

**Creating Right-Employee Job Fit:** The success of an organization depends on the on-job productivity of its employees. If they’re rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.

**Exposing Workers to All Verticals of the Company:** Another main function of job rotation process is to exposing workers to all verticals or operations of the organization in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organization and different issues that crop up while working.

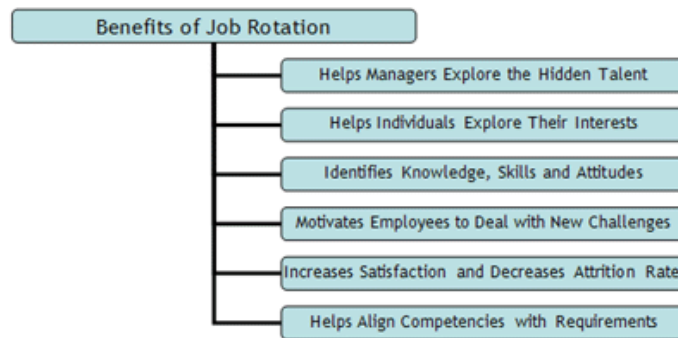
**Testing Employee Skills and Competencies:** Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.

**Developing a Wider Range of Work Experience:** Employees, usually don’t want to change their area of operations. Once they start performing a specific task, they don’t want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

### **Benefits of Job Rotation**

Job rotation is considered as an effective tool for successful implementation of HR strategy. It is about settling employees at the right place where they can deliver the maximum results. In today’s highly competitive world, this can be proved as the best strategy to find the immediate replacement of a high-worth employee from within the organization. Finding the most suitable people and shifting them to take on the responsibilities of a higher level is a tough task. Job rotation helps HR managers determine who can be replaced by whom and create a suitable and beneficial fit.

A properly planned and carried job rotation process plays an essential role in strengthening the position of an organization and helps it deal with uncertain and tentative outer environment. Let’s discuss the benefits of job rotation process at length in order to realize its importance and the potential:



## Benefits of Job Rotation

**Helps Managers Explore the Hidden Talent:** Job Rotation is designed to expose employees to a wider range of operations in order to assist managers in exploring their hidden talent. In the process, they are moved through a variety of assignments so that they can gain awareness about the actual working style of the organization and understand the problems that crop up at every stage. Through this process, managers identify what a particular employee is good at and accordingly he or she is assigned a specific task.

**Helps Individuals Explore Their Interests:** Sometimes, employees are not aware of what would like to do until they have their hands on some specific job. If their job is rotated or they are exposed to different operations, they can identify what they are good at and what they enjoy doing. They get a chance to explore their interests and hidden potential.

**Identifies Knowledge, Skills and Attitudes:** Job Rotation helps managers as well as individuals identify their KSA (Knowledge, Skills and Attitudes). It can be used in determining who needs to improve or upgrade his or skills in order to perform better. This helps in analyzing training and development needs of employees so that they can produce more output.

**Motivates Employees to Deal with New Challenges:** When employees are exposed to different jobs or assigned new tasks, they try to give their best while effectively dealing with the challenges coming their way. It encourages them to perform better at every stage and prove that they are no less than others. This gives rise to a healthy competition within the organization where everyone wants to perform better than others.

**Increases Satisfaction and Decreases Attrition Rate:** Exposing employees to different tasks and functions increase their satisfaction level. Job variation reduces the boredom of doing same task everyday. Moreover, it decreases attrition rate of the organization. Employees develop a sense of belongingness towards the organization and stick to it till long.

**Helps Align Competencies with Requirements:** Alignment of competencies with requirements means directing the resources when and where they are required. It assesses the employees and places them at a place where their skills, competencies and caliber are used to the highest possible extent.

## Job Enlargement

Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities generally within the same level and periphery. Job enlargement

involves combining various activities at the same level in the organization and adding them to the existing job. It is also called the horizontal expansion of job activities. This contradicts the principles of specialisation and the division of labour whereby work is divided into small units, each of which is performed repetitively by an individual worker and the responsibilities are always clear. Some motivational theories suggest that the boredom and alienation caused by the division of labour can actually cause efficiency to fall. Thus, job enlargement seeks to motivate workers through reversing the process of specialisation. A typical approach might be to replace assembly lines with modular work; instead of an employee repeating the same step on each product, they perform several tasks on a single item. In order for employees to be provided with Job Enlargement they will need to be retrained in new fields to understand how each field works.

The objective of job enlargement is to motivate an employee by increasing his efforts and exposure towards achieving the organizational objectives as set for the job. By doing this, an employee can get a wider range of his or her objectives without his or her job in a repetitious manner. Job enlargement requires the management of the organization to provide their support in providing appropriate training to the employees to make them able to adapt to the enlarged job scope.

Some advantages of job enlargement are a variety of skills, improves earning capacity, and wide range of activities.

- Variety of skills – Job enlargement helps the organization to improve and increase the skills of the employee due to organization as well as the individual benefit.
- Improves earning capacity – with all the new activities a person learns from job enlargement, they are able to try to get a better salary when they apply for a new job.
- Wide range of activities – Employees are able to learn more activities which can help a company save money by reducing the number of employees they have.

However results have shown that this process can see its effects diminish after a period of time, as even the enlarged job role become the mundane, this in turn can lead to similar levels of demotivation and job dissatisfaction at the expense of increased training levels and costs. The continual enlargement of a job over time is also known as 'job creep', which can lead to an unmanageable workload.

## **Job Enrichment**

Job enrichment can be described as a medium through which management can motivate self-driven employees by assigning them additional responsibility normally reserved for higher level employees. By doing this, employees feel like their work has meaning and is important to the company. This theory is based on the premise that employees have a natural tendency to want to succeed and are eager to be trusted with a bigger role in the company. When these type of workers aren't being challenged, they tend to slack off and not give their best effort because they view their task to be below their skill set. Conversely when an employee is given autonomy over his/her work, they tend to feel responsible for the outcome of the project and will try to put forward the best end result possible. Overall Job Enrichment is essential to the workplace because it helps prevent feelings of repetitiveness in the day-to-day operations from hindering productivity.

- A range of tasks and challenges of varying difficulties (Physical or Mental)
- A complete unit of work - a meaningful task
- Feedback, encouragement and communication

**Definition:** Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.

### **Job Enrichment Options**

The central focus of job enrichment is giving people more control over their work (lack of control is a key cause of stress, and therefore of unhappiness.) Where possible, allow them to take on tasks that are typically done by supervisors. This means that they have more influence over planning, executing, and evaluating the jobs they do.

In enriched jobs, people complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance.

### **Here are some strategies you can use to enrich jobs in your workplace:**

**Rotate Jobs** – Give people the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move your workers through a variety of jobs that allow them to see different parts of the organization, learn different skills and acquire different experiences. This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills.

**Combine Tasks** – Combine work activities to provide a more challenging and complex work assignment. This can significantly increase "task identity" because people see a job through from start to finish. This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. For example, you can convert an assembly line process, in which each person does one task, into a process in which one person assembles a whole unit. You can apply this model wherever you have people or groups that typically perform only one part of an overall process. Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process.

**Identify Project-Focused Work Units** – Break your typical functional lines and form project-focused units. For example, rather than having all of your marketing people in one department, with supervisors directing who works on which project, you could split the department into specialized project units - specific storyboard creators, copywriters, and designers could all work together for one client or one campaign. Allowing employees to build client relationships is an excellent way to increase autonomy, task identity, and feedback.

**Create Autonomous Work Teams** – This is job enrichment at the group level. Set a goal for a team, and make team members free to determine work assignments, schedules, rest breaks, evaluation parameters, and the like. You may even give them influence over choosing their own team members. With this method, you'll significantly cut back on supervisory positions, and people will gain leadership and management skills.

**Implement Participative Management** – Allow team members to participate in decision making and get involved in strategic planning. This is an excellent way to communicate to members of your team that their input is important. It can work in any organization - from a very small company, with an owner/boss who's used to dictating everything, to a large company with a huge hierarchy. When people realize that what they say is valued and makes a difference, they'll likely be motivated.

**Redistribute Power and Authority** – Redistribute control and grant more authority to workers for making job-related decisions. As supervisors delegate more authority and responsibility, team members' autonomy, accountability, and task identity will increase.

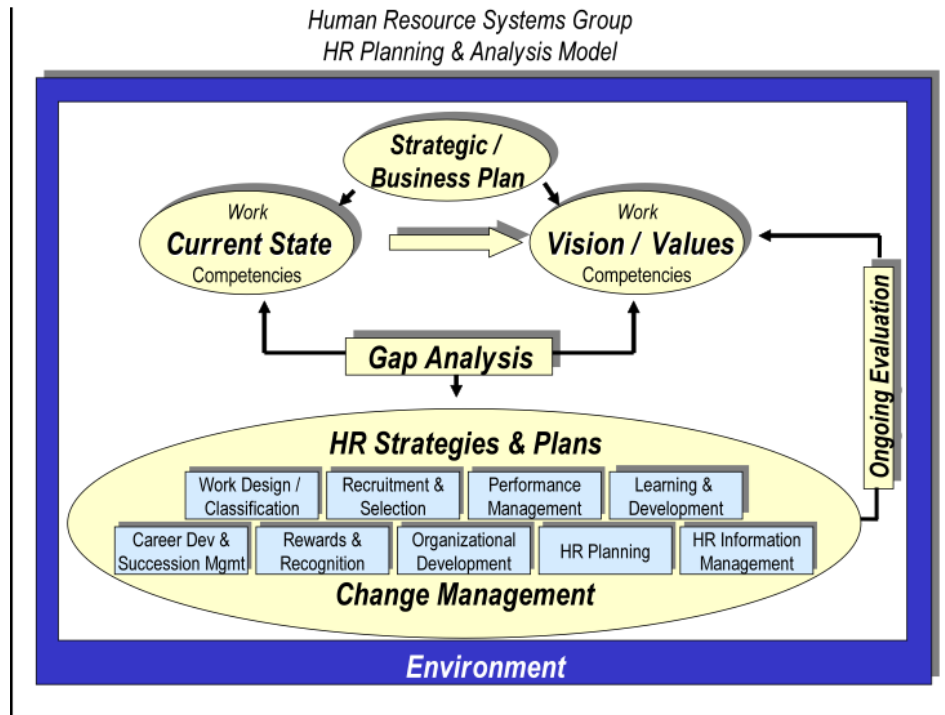
**Increase Employee-Directed Feedback** – Make sure that people know how well, or poorly, they're performing their jobs. The more control you can give them for evaluating and monitoring their own performance, the more enriched their jobs will be. Rather than have your quality control department go around and point out mistakes, consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they'll learn to solve problems, take initiative, and make decisions.

### **Strategic Human Resource Planning**

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. Ageing workers population in most western countries and growing demands for qualified workers in developing economies have underscored the importance of effective human resource planning.

As defined by Bulla and Scott, human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. [1] Reilly defined (workforce planning) as: 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand. ' Human resource planning includes creating an employer brand, retention strategy, absence management strategy, flexibility strategy, (talent management) strategy, (recruitment) and selection strategy.

Implementation stages



### 1. Assessing the current HR capacity

Develop a skills catalog for your employees so that you have a clear understanding of what your staff currently holds. This employee catalog should include everything from volunteer activities to certifications, of all degrees not just topics pertaining to their particular position. These catalogs can be assessed to deem whether or not an employee is ready to add more responsibility, or to forecast the employee's future development plans.

### 2. Forecasting HR requirements

This step includes projecting what the HR needs for the future will be based on the strategic goals of the organization. Keep in mind you will need to also accommodate for external challenges that can affect your organization.

- Some questions to ask during this stage include:
- Which jobs will need to be filled in the upcoming period?
- What skill sets will people need?
- How many staff will be required to meet the strategic goals of our organization?
- Is the economy affecting our work and ability to appeal to new employees?
- How is our community evolving or expected to change in the upcoming period?

### 3. Gap analysis

During this step you will observe where your organization is currently, and where you want to be in the future. You will identify things such as, the employee count, and the skills evaluation and compare it to what will be needed to achieve your future goal. During this phase you should also review your current HR practices and identify what you are doing that is useful and what you can add, that will help you achieve your goal.

- Questions to answer in this stage include:
- What new jobs will we need?
- What new skills will we need?
- Do our present employees have the necessary skills?
- Are employees currently aligned to their strengths?
- Are current HR practices adequate to meet our future goal?

#### 4. Developing HR strategies to support the strategies of the organization.

There are 5 HR strategies that you can follow to meet your organizational goals.

##### Restructuring strategies

This includes reducing staff, regrouping tasks to create well-designed jobs, and reorganizing work groups to perform more efficiently.

##### Training and development strategies

This includes providing the current staff with training and development opportunities to encompass new roles in the organization

##### Recruitment strategies

This includes recruiting new hires that already have the skills the organization will need in the future.

##### Outsourcing strategies

This includes outreaching to external individuals or organizations to complete certain tasks.

##### Collaboration strategies

This includes collaborating with other organizations to learn from how others do things, allow employees to gain skills and knowledge not previously available in their own organization.

#### **Tools and technologies**

Human re-sources use var-i-ous tools and tech-nolo-gies to achieve its goals, es-pe-cially when it comes to strate-gic plan-ning. These tech-nolo-gies in-clude but are not lim-ited to so-cial media, poli-cies and man-age-ment in-for-ma-tion sys-tems.

#### **Technologies**

##### **Social media**

Social media is used as a tool in human re-sources and busi-ness in gen-eral. This dis-ci-pline deals with se-lect-ing ap-pro-pri-ate so-cial media sites and for-mats from the myr-iad op-tions avail-able and lever-ag-ing the same to cre-ate value for the or-ga-ni-za-tion. This re-quires an in-depth un-der-stand-ing of the key ben-e-fits and pit-falls of so-cial media and man-ag-ing these ef-fec-tively in the or-ga-ni-za-tion's con-text. This dis-ci-pline em-pha-sizes har-ness-ing so-cial media for ef-fec-tive human re-source man-age-ment, which in-cludes re-cruit-ment, col-lab-o-ra-tion and en-gage-ment. It also ex-plores the non-

fi-nan-cial im-pact as well as the ap-proaches for mea-sur-ing the re-turn on in-vest-ment in so-cial media. Com-mon so-cial media out-lets used in the HR field are LinkedIn, Face-book and Google Plus.

### **Management information systems (MIS)**

MIS are com-put-er-ized in-for-ma-tion-pro-cess-ing sys-tems de-signed to sup-port the ac-tiv-i-ties of com-pa-ny or or-ga-ni-za-tional man-age-ment. They go by var-i-ous names all with vary-ing func-tions, in the HR field these tools are com-monly re-ferred to as human re-source man-age-ment sys-tems (HRIS).Some of these soft-ware in-clude Zen-e-fits, Beeye, Halo-gen Tal-ent Space, Bam-boo HR, Clear Company HRM and many more. These pro-grams as-sist pro-fes-sion-als in records man-age-ment, ben-e-fit ad-min-is-tra-tion and in-quiries, hir-ing and team place-ment, coach-ing and train-ing, at-ten-dance and pay-roll management.

Tools

Policy

Policies are set in place to as-sist in SHRP. These poli-cies are tar-geted not only for se-lect-ing and train-ing em-ploy-ees but also how they should con-duct them-selves in and out-side the work-place and var-i-ous other as-pects of being em-ployed at a work-place. For ex-am-ple, within sev-eral com-pa-nies, there ex-ists a so-cial media pol-icy which out-lines how an em-ployee should con-duct them-selves on per-sonal ac-counts as a rep-re-sen-ta-tive of their workplace.

### **Common policies in HR**

- Equal Employment Opportunity policies
- Employee classifications
- Workdays, paydays, and pay advances
- Overtime compensation
- Meal periods and break periods
- Payroll deductions
- Vacation policies
- Holidays
- Sick days and personal leave (for bereavement, jury duty, voting, etc.)
- Performance evaluations and salary increases
- Performance improvement
- Termination policies

### **Human Resources Information System (HRIS)**

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. It is useful for all processes that you want to track and from which you hope to gather data.

Normally packaged as a database, hundreds of companies sell some form of HRIS and every HRIS has different capabilities.



## **Key Considerations as You Look at Your HRIS Options**

The selection of an HRIS is a stressful situation as so many options exist. Picking the options that are best for your needs at your company is challenging. Wading through the information provided by each system is challenging, too.

The sales people are often commissioned sales people who verbally may tell you that the system will meet your needs. Make sure you check this out with multiple sources including current customers, online discussion groups, LinkedIn, other SHRM members, and Google reviews.

### **These are other factors to consider as you select your HRIS.**

- Remember that even if your company is only a few people today, it may have twice that many or even 10 times that many employees in the future, so pick a system that can grow with your business.
- Another key factor that you must consider is that many HRIS are able to accomplish only part of what you need automation to accomplish. In these cases, you will want to make certain that the components of any add-ons or additional systems work together flawlessly.
- Check also to see what kinds of training and ongoing support are available for your staff. You should also ensure that the sales consultant's promises about training and follow-up following the purchase are written right into your contract to purchase the HRIS.

## **Functionality of Better HRIS Choices**

Typically, the better Human Resource Information Systems (HRIS) provide overall:

**Management of all employee information.** Data such as names, titles, addresses, and salaries are a basic start. Salary and position history, reporting structures, performance appraisal histories, and other critical employee information.

**Company-related documents** such as employee handbooks, emergency evacuation procedures, and safety guidelines.

**Benefits administration including enrollment,** status changes, and personal information updating. In an ideal system, you can allow employees to look up and review their own information, including vacation tracking.

**Complete integration with payroll and other company** financial software and accounting systems. When these are connected, you can ensure that paychecks are correct. There is never a disconnect between what the official pay rate is and the information that payroll has. If the systems don't integrate, it's easy to update a salary in one system and not in the other.

**Applicant tracking and resume management:** When your system is seamless, the recruiter can click a hired button and all of the information from the applicant is transferred to the

employee side of things. This saves so much time because your data entry and paperwork practically disappear.

**If an applicant puts in his own information when applying,** you can ensure accuracy. If the offer letter is generated out of the same system as the payroll system, the salary will match perfectly and there is no misunderstanding.

**Performance development plans:** It's not just enough to have plans, if they are recorded in a central system, then they can easily follow the employee from position to position. Senior leadership can run reports to see where people are and what their individual bosses are planning for their futures.

**Disciplinary Actions:** It's important to keep track of who has been suspended, demoted, or had other negative actions taken against them noted—even after the employee leaves your organization. When a company calls and asks for a former employee reference, it's easy for an admin in the HR department to look up and report back whether or not the person is eligible for rehire.

**Training records:** This is especially critical in a company where certifications and licenses are required. In other companies, training records may not have that level of importance, but you may still find that having the information is useful.

**In summary, the HRIS that most effectively serves companies tracks this information:**

- attendance and PTO use,
- pay raises and history,
- pay grades and positions held,
- performance development plans,
- training received,
- disciplinary action received,
- personal employee information, and occasionally,
- management and key employee succession plans,
- high potential employee identification, and
- applicant tracking, interviewing, and selection.

### **Benefits of the Right HRIS**

An effective HRIS provides information on just about anything the company needs to track and analyze about employees, former employees, and applicants. Your company will need to select a Human Resources Information System and customize it to meet your needs. If your company is on a growth path, choose a system that can grow with you.

It's fairly inexpensive to implement a basic HRIS, but make sure whatever you implement meets your company's actual needs. Do you want to be able to run turnover reports? Post organizational charts?

Allow managers to electronically access previous performance appraisals? Do you want everything to have to be done through the HR department or would you like managers to access the information themselves?

With an appropriate HRIS, Human Resources staff enable employees to do their own benefits updates and address changes, thus freeing HR staff for more strategic functions. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated.

Finally, managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees. They can run their own reports and enter plans into the system to help with succession.

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business.

Normally packaged as a database, hundreds of companies sell some form of HRIS and every HRIS has different capabilities. Pick your HRIS carefully based on the capabilities you need in your company.

## **Functions of Human Resource Management**

Human Resource Management functions can be classified in following three categories.

- Hiring
- Promotions
- Reassignments
- Position classification and grading
- Salary determination
- Performance appraisal review and processing
- Awards review and processing
- Personnel data entry and records maintenance
- Consultation and advisory services to management and employees
  - Conduct problems
  - Performance problems
- Policy development
- Technical policy interpretation
- Work Permitting Immigration Visa Program
- Benefits
  - Health care insurance
  - Life insurance
  - Disability insurance
  - Retirement
  - Voluntary accidental death and dismemberment insurance
  - Leave Transfer Program
  - Tuition Assistance Plan
  - Training opportunities
  - Combined Federal Campaign
- Employee assistance referral
- Workers' compensation

**The Managerial Functions of Human Resource Management are as follows:**

**1. Human Resource Planning** - In this function of HRM, the number and type of employees needed to accomplish organisational goals is determined. Research is an important part of this function, information is collected and analysed to identify current and future human resource needs and to forecast changing values, attitude, and behaviour of employees and their impact on organisation.

**2. Organising** - In an organisation tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective. Relationships are established among the employees so that they can collectively contribute to the attainment of organisation goal.

**3. Directing** - Activating employees at different level and making them contribute maximum to the organisation is possible through proper direction and motivation. Taping the maximum potentialities of the employees is possible through motivation and command.

**4. Controlling** - After planning, organising, and directing, the actual performance of employees is checked, verified, and compared with the plans. If the actual performance is found deviated from the plan, control measures are required to be taken.

**The Operative Functions of Human Resource Management are as follows:**

**1. Recruitment and Selection** - Recruitment of candidates is the function preceding the selection, which brings the pool of prospective candidates for the organisation so that the management can select the right candidate from this pool.

**2. Job Analysis and Design** - Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification, skills, and work experience to perform that job. Job design aims at outlining and organising tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.

**3. Performance Appraisal** - Human resource professionals are required to perform this function to ensure that the performance of employee is at acceptable level.

**4. Training and Development** - This function of human resource management helps the employees to acquire skills and knowledge to perform their jobs effectively. Training and development programs are organised for both new and existing employees. Employees are prepared for higher level responsibilities through training and development.

**5. Wage and Salary Administration** - Human resource management determines what is to be paid for different type of jobs. Human resource management decides employees compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits, and etc.,

**6. Employee Welfare** - This function refers to various services, benefits, and facilities that are provided to employees for their well being.

**7. Maintenance** - Human resource is considered as asset for the organisation. Employee turnover is not considered good for the organisation. Human resource management always try to keep their best performing employees with the organisation.

**8. Labour Relations** - This function refers to the interaction of human resource management with employees who are represented by a trade union. Employees comes together and forms a union to obtain more voice in decisions affecting wage, benefits, working condition, etc.,

**9. Personnel Research** - Personnel researches are done by human resource management to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc.,. Such researches helps in understanding employees satisfaction, employees turnover, employee termination, etc.,.

**10. Personnel Record** - This function involves recording, maintaining, and retrieving employee related information like - application forms, employment history, working hours, earnings, employee absents and presents, employee turnover and other other data related to employees.

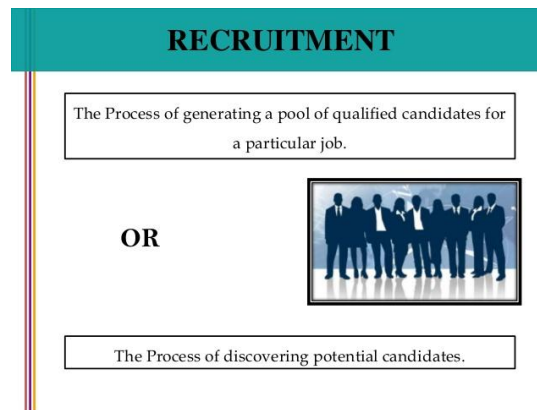
## UNIT-II

### RECRUITMENT AND SELECTION

**Unit II:** The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement.

#### Recruitment

**Recruitment (hiring)** is a core function of human resource management. It is the first step of appointment. Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Recruitment can also refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or unpaid trainee roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread.



Basis	Recruitment	Selection
Meaning	It is an activity of establishing contact between employers and applicants.	It is a process of picking up more competent and suitable employees.
Objective	It encourages large number of Candidates for a job.	It attempts at rejecting unsuitable candidates.
Process	It is a simple process.	It is a complicated process.
Hurdles	The candidates have not to cross over many hurdles.	Many hurdles have to be crossed.
Approach	It is a positive approach.	It is a negative approach.
Sequence	It proceeds selection.	It follows recruitment.
Economy	It is an economical method.	It is an expensive method.

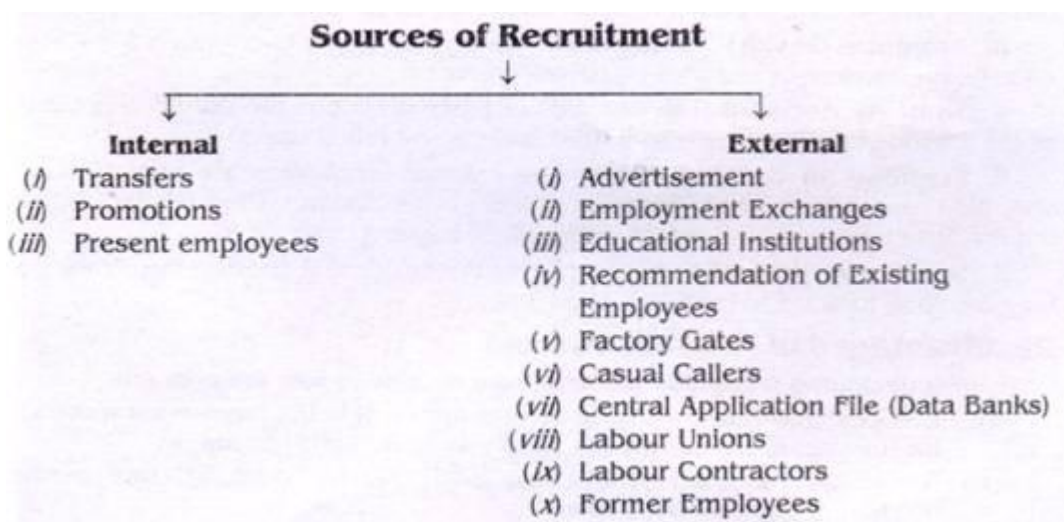
Time Consuming	Less time is required.	More time is required.
----------------	------------------------	------------------------

## Methods of Recruitment & Selection

Sources of Recruitment of Employees: Internal and External Sources (with its Advantages and Disadvantages)!

The searching of suitable candidates and informing them about the openings in the enterprise is the most important aspect of recruitment process.

The candidates may be available inside or outside the organisation. Basically, there are two sources of recruitment i.e., internal and external sources.



### DIFFERENCE BETWEEN RECRUITMENT AND SELECTION:

Recruitment	Selection
1. Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs.	1. Selection is concerned with picking up the right candidates from a pool of applicants.
2. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible.	2. Selection on the other hand is negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

Recruitment is the process of selecting the qualified candidate for the company. It's a vital part for every business. Recruitment gives a team to every business those who perform for common economic goals. There are different sources of recruitment but some modern sources help companies to hire the best resource.

Some modern sources and techniques of recruitment companies are:

- Tie up with Recruitment consultancies

- Job portals
- Campus placements
- Directly through company's website
- Employee referrals
- Social networking sites such as LinkedIn, Facebook

These are the modern recruitment sources that help every company to get the right candidate on time. Companies are not need to waste their time with old newspaper advertisement ideas. They can use any one of them to have cost effective and efficient recruitment.

### **Sources of Recruitment:**

There are different sources of recruitment which are classified under two main categories;

**Internal Sources:** All the sources of recruitment within the company or organization.

**External Sources:** All the sources of recruitment outside the company or organization.

### **Internal Sources of Recruitment**

#### **Internal sources of recruitment include:**

**Transfers:** means a change in place of employment without any change in the position, status, salary and responsibility of the employee. Thus, the situation can be filled by transferring an appropriate candidate from the same organization.

**Internal Advertisements:** Now, the vacancy is promoted within the organization. The current employees are requested to apply for the vacancy. Therefore, recruitment is done from within the organization.

**Promotions:** means to give a higher position, status, salary and responsibility to employee. Therefore, the post can be filled by promoting an appropriate candidate from the same organization.

**Recall from Long Leave:** The organization might recall a manager who has gone on a long leave. This is done when the company faces a problem which can only be solved by that specific manager. After he resolves the problem, his leave is extended. **Retired Managers:** Sometimes, retired supervisors may be reminded for a short period. This is done when the company cannot find an appropriate candidate.

### **External Sources of Recruitment**

#### **External sources of recruitment are:**

**Management Consultants:** are used for choosing higher-level staff. They act as representative of the employer. They make all the essential arrangements for recruitment and selection. In return for services, they take a commission or service charge.



**Public Advertisements:** The Personnel branch of an organization advertises the vacancy in the internet, newspapers, etc. This advertisement gives info about the company, the job and the required qualities of the candidate. It offers applications from suitable candidates. This source is the most common and popular source of recruitment. This is because it provides a very wide choice. However, it is very expensive and time consuming.

**Recommendations:** The company or organization may also recruit candidates based on the recommendations received from present managers or from sister companies.

**Deputation Personnel:** The company may also recruit candidates who sent on deputation by the Financial institutions or Government or by holding or subsidiary companies.

**Campus Recruitment:** The organization conducts interviews in the campuses of Engineering Colleges and Management institutes. Final year students, who're soon to get graduate, are interviewed. Suitable candidates are selected by the association based on their communication skills, academic record, intelligence, etc. This source is used for recruiting qualified, trained but inexperienced candidates.

**1. Employee Referrals:** Present employees are well aware of the qualifications, attitudes, experience and emotions of their friends and relatives. They are also aware of the job requirements and organizational culture of their company. As such they can make preliminary judgment regarding the match between the job and their friends and relatives.

**2. Campus Recruitment:** These candidates are directly recruited by the Co; from their college/educational institution. They are inexperienced as far as work experience is concerned.

**3 Private Employment Agencies/Consultants:** Public employment agencies or consultants like ABC Consultants in India perform recruitment functions on behalf of a client company by charging fees. Line managers are relieved from recruitment functions and can concentrate on operational activities.

**4 Public Employment Exchanges:** The Government set up Public Employment Exchanges in the country to provide information about vacancies to the candidates and to help the organization in finding out suitable candidates. As per the Employment Exchange act 1959, makes it obligatory for public sector and private sector enterprises in India to fill certain types of vacancies through public employment exchanges.

**5. Professional Organizations:** Professional organizations or associations maintain complete bio-data of their members and provide the same to various organizations on requisition. They act as an exchange between their members and recruiting firm.

**6 Data Banks:** The management can collect the bio-data of the candidates from different sources like Employment Exchange, Educational Training Institutes, candidates etc and feed them in the computer. It will become another source and the co can get the particulars as and when required.

**7 Casual Applicants:** Depending on the image of the organization its prompt response participation of the organization in the local activities, level of unemployment, candidates apply casually for jobs through mail or handover the application in the Personnel dept. This would be a suitable source for temporary and lower level jobs.

**8 Similar Organizations:** Generally experienced candidates are available in organizations producing similar products or are engaged in similar business. The Management can get potential candidates from this source.

**9. Trade Unions:** Generally unemployed or underemployed persons or employees seeking change in employment put a word to the trade union leaders with a view to getting suitable employment due to latter rapport with the management.

**10.Walk In:** The busy organization and rapid changing companies do not find time to perform various functions of recruitment. Therefore they advise the potential candidates to attend for an interview directly and without a prior application on a specified date, time and at a specified place.

**11.Consult In:** the busy and dynamic companies encourage the potential job seekers to approach them personally and consult them regarding the jobs. The companies select the suitable candidates and advise the company regarding the filling up of the positions. Head hunters are also called search consultants.

**12.Body Shopping:** Professional organizations and the hi-tech training develop the pool of human resource for the possible employment. The prospective employers contact these organizations to recruit the candidates. Otherwise the organizations themselves approach the prospective employers to place their human resources. These professional and training institutions are called body shoppers and these activities are known as body shopping. The body shopping is used mostly for computer professionals. Body shopping is also known as employee leasing activity.

**13.Mergers and Acquisitions:** Business alliances like acquisitions, mergers and take over help in getting human resources. In addition the companies do also alliances in sharing their human resource on adhoc basis.

**14.E\_recruitment:** The technological revolution in telecommunications helped the organizations to use internet as a source of recruitment. Organizations advertise the job vacancies through the world wide web (www). The job seekers send their applications through e-mail using the internet.

**15.Outsourcing:** Some organizations recently started developing human resource pool by employing the candidates for them. These organizations do not utilize the human resources; instead they supply HRs to various companies based on their needs on temporary or ad-hoc basis.

#### **Techniques of Recruitment:**

Recruitment techniques are the means or media by which management contacts prospective employees or provide necessary information or exchanges ideas in order to stimulate them to apply for jobs. Management uses different types of techniques to stimulate internal and external candidates.

### **Techniques of Recruitment are divided into two viz Traditional and Modern:**

Traditional Techniques Modern Techniques Promotions Scouting Transfers Salary & Perks Advertising ESOP's

#### **Traditional Techniques of Recruitment:**

**Promotions:** Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level.

**Transfers:** employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the places of their choice.

**Advertising:** Advertising is a widely accepted technique of recruitment, though it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company and stimulates them to apply for jobs. It includes advertising through different media like newspapers, magazines of all kind, television etc. The technique of advertising should aim at attracting attention of the prospective candidates ii) creating and maintaining interest and stimulating action by the candidates.

#### **Management in order to achieve these objectives of advertising has to:**

- Analyse job requirements
- Decide who does what
- Write the copy
- Design the advertisement
- Plan and select the media and
- Evaluate response.

#### **Modern Techniques of Recruitment:**

**Scouting:** Scouting means sending the representation of the organizations to various sources of recruitment with a view to persuading or stimulating the candidates to apply for jobs. The representatives provide information about the company and exchange information and ideas and clarify the doubts of the candidates.

**Salary and Perks:** Companies stimulate the prospective candidates by offering higher level salary, more perks, quick promotions etc.

**ESOP's:** Companies recently started stimulating the employees by offering stock ownership to the employees through their Employees Stock Ownership Programmes (ESOPs)

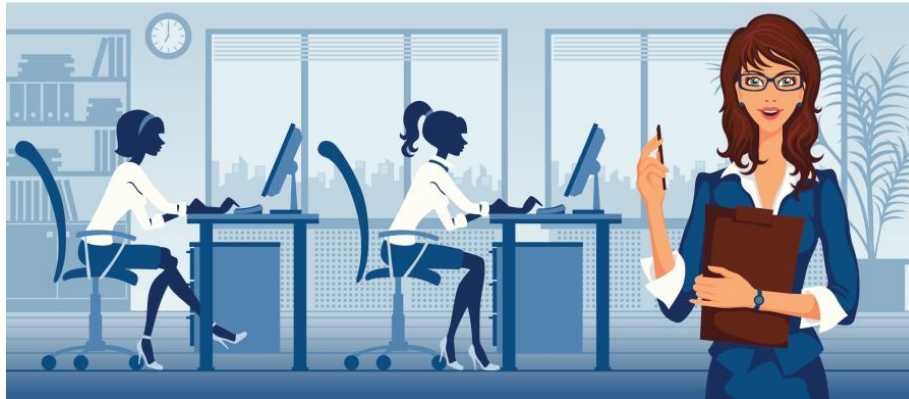
### **Realistic Job Preview**

**Definition:** Realistic Job Preview

Realistic job previews is a process during recruitment of an employee which clearly highlights all the pros and cons related to the job profile, giving the candidate the most accurate information about the job.

- Read Next
- JSA (Job Safety Analysis)
- Job
- Job Classification
- Job Specification
- Job Criteria
- Develop an Implementation Plan with Timelines: The plan will explain the need for a RJP and the major steps required to develop the RJP. A pilot test should be included if possible.
- Establish Work Team(s): Identify the implementation team, including current managers, employees, and human resources staff.
- Assess Current Situation: Determine if the RJP will be used to resolve a current problem (e.g., too much turnover among new hires) or to proactively avoid a future problem.
- Obtain Management Commitment: Communicate to management the strategic intent of the RJP and the desired end results. Management support is necessary to ensure successful development and implementation.
- Identify Issues to be Addressed: Identify relevant job duties and organizational characteristics and the ways the typical employee reacts to both. This information will help inform what should be covered in the RJP.
- Include "Judgmental Information": The RJP should include judgmental information (e.g., things that satisfy and dissatisfy employees) about the position to be filled. This information may be obtained through interviews or employee surveys.
- Focus on a Few Targeted Issues: The RJP should ensure the most important job characteristics are readily understood by job applicants and are not lost among other information.
- Balance Negative and Positive Information: The RJP should match something positive for every piece of negative information provided to the applicant.
- Select a Communication Medium: RJP's are most often presented through brochures and/or audio-visual methods (A-V). Consider resource and time constraints in selecting a medium.
- Identify the Message Source: Applicants identify with the message when it is conveyed by incumbents to whom the applicant can relate.
- Determine Where the RJP Fits within the Application Process: An RJP may be used at various points in the hiring process. Consider presenting an RJP early to enable some applicants to self-select out of the process, minimizing organizational costs.
- Select an Implementation Approach: Determine whether the RJP will be used for all positions, or for targeted positions.
- Create a Communication Plan: The plan should ensure widespread knowledge of the goals of the RJP and implementation timelines.
- Provide Training: If applicable, identify and train employees who will participate in the RJP.

Realistic Job Previews (RJP) are developed to provide the potential applicants a true picture of the different features of the job. It highlights not only the positive aspects, but also the associated hazards and problems.



A Realistic Job Preview provides the following:

- Pay
- Work hours
- Job related tasks
- Schedule flexibility
- Work culture
- Related pressure
- Degree of customer interaction
- Degree of physical risk
- Priority associated to job

#### **Advantages of Realistic Job Previews:**

For the employee:

- **Reduced stress:** The employee takes up the job knowing exactly what to expect. This reduces job related grievances considerably and thus keeps the employee from getting too stressed
- **Taking an informed decision:** When a Realistic Job Preview is shared, the candidates apply only when they know that they will be able to cope up with the expectations
- **Increase in job satisfaction:** Unpleasant work details are not presented to employees post joining. Their job tasks are exactly as described to them. This increases job satisfaction

**For the employer:**

- **Reduced attrition:** As the job preview describes the associated negative aspects of the job clearly, the new hires do not face any unknown unpleasantness. E.g. X took up a job knowing that he is expected to work on erratic shifts. So working on weekends or night shifts does not stress him and he does not consider leaving the organization for the same.
- **Better hiring decisions:** On providing a Realistic Job Preview, the talent pool that applies are well aware of the job and turnover is low. So, cost of bad hire is reduced
- **Increase in corporate citizenship behaviour:** The employee sees Realistic job Preview as an act of honesty on the part of the organization. Thus the employer-employee trust increases, thereby the organizational citizenship behaviour of the employee increases

#### Disadvantages of Realistic Job Preview:

- They may lead to negative attitude towards a job
- The nature of work changes with time. Updating the previews along with the changing job may be time consuming as well as costly

They would be aware of what the organization will pay them, the duty hours, culture of the organization, duty schedule. Also they would be knowing what is expected of them – late hours, stress, customer interaction, urgency in work, some physical risk etc.

An organization where there is high turnover of new hires has some problems which should be tackled quickly. The employees could be unpleasantly surprised by an aspect of their job. For example, if the employees understand that they won't have to work on weekends and after joining are immediately asked to work on Saturdays then it undermines the trust that the employee has for the organization.

RJPs can be in the form of a video, testimonials or short test. Whatever be the format, an effective RJP shows the actual culture of the organization that the employee is about to enter. Candor and openness are the 2 most critical components of a RJP. Ideally, information in a RJP should focus on the things that matter most to the candidate demographic, parts of the job or culture that correlate with engagement and turnover.

#### **The 4 issues that challenge Realistic Job Preview are:**

1. Realistic Job Previews are not shared by the recruiters during the interview.
2. The nature of information shared is unclear.
3. Right questions are not asked.
4. Applicants report desiring more specific information than they commonly receive.

### **CHALLENGES OF RECRUITMENT**

After surveying a number of reputable resources on recruiting, we found some of the biggest challenges for recruiting qualified employees listed below:

#### **1. Finding a qualified employee in time:**

Many companies need an employee right now. They've just laid someone off or had to fire someone because of uncontrollable circumstances. They might also have had to let a person go because they voluntarily left for a better opportunity.

Either way, this employer likely has an immediate need. With an immediate need, you have to fill that position promptly or also can cost the employer money.

## **2. Making sure a resume is legitimate:**

As mentioned above, employees will oftentimes fake resumes. There will also be fake referrals, certifications, and even education. This is because most employers don't have time to research a potential employee's resume.

In order to make sure that an employee's resume is legitimate, a recruiter or recruiting service should look into every qualification that the employee claims to have.

## **3. Finding a qualified employee:**

Assuming the qualifications are accurate, many employees simply don't have the right qualifications they need in order to get the job. This can sometimes be as simple as looking at the resume. Other times you ask and dig a little deeper.

Given the fact that many job postings get hundreds of resumes, it is quite a bit of work to sort through all that in order to find the qualified candidate.

## **4. Planning the interview process:**

Most jobs have a very detailed interview process. You'll start with a manager, then maybe move your way up one or two levels higher for follow-up interview.

Someone has to plan the structure of the interview. They also have to be asking the right questions. Having someone present to do an interview and plan out the interview process is a lot of work especially when you have dozens of candidates.

## **5. Making the right choice:**

At the end of the day, an employer still has a hard choice to make. Who to hire is never an easy choice. You can lose a lot of money. With so many different employees and varying qualifications, it's pretty overwhelming to even consider who you might hire.

A lot of times, it's better to have someone handle this situation full-time. If you have someone in your company that meets all the necessary qualifications to recruit, that might be a great choice. Another option would be a staffing company. These are companies that are designed specifically to find you the employees you need. Either one is a great choice depending on your particular situation.

## **Selection Process**

**Selection:** Meaning and Steps Involved in Selection Procedure!

Finding the interested candidates who have submitted their profiles for a particular job is the process of recruitment, and choosing the best and most suitable candidates among them is the process of selection. It results in elimination of unsuitable candidates. It follows scientific techniques for the appropriate choice of a person for the job.

The recruitment process has a wide coverage as it collects the applications of interested candidates, whereas the selection process narrows down the scope and becomes specific when it selects the suitable candidates.

## ADVERTISEMENTS:

Stone defines, 'Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job'.

## Steps Involved in Selection Procedure:

A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company.

Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken. The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate (Figure 5.6).

## Steps Involved in Selection Procedure

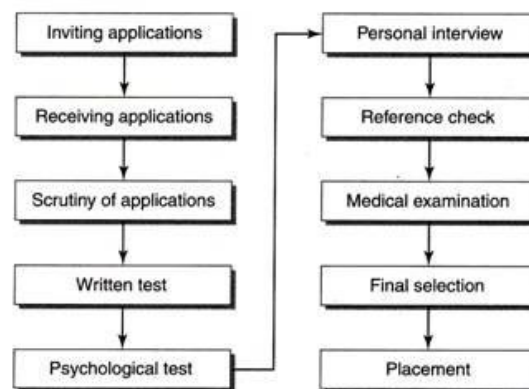


Fig. 5.6 Steps Involved in Selection Procedure

Brief details of the various steps in selection procedure are given as follows:

### 1. Inviting applications:

## ADVERTISEMENTS:

The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

### 2. Receiving applications:

Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

### 3. Scrutiny of applications:

As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.



#### **4. Written tests:**

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

Many times, a second chance is given to candidates to prove themselves by conducting another written test.

#### **5. Psychological tests:**

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test

#### **6. Personal interview:**

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management.

The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

#### **7. Reference check:**

##### **ADVERTISEMENTS:**

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

#### **8. Medical examination:**

Physical strength and fitness of a candidate is must before they takes up the job. In spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.

#### **9. Final selection:**

At this step, the candidate is given the appointment letter to join the organization on a particular date. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

#### **10. Placement:**

This is a final step. A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job. They can get adjusted to the job and perform well in future with all capacities and strengths.

## Types of tests for selection

Tests are classified into five types. They are:

- i) Aptitude tests
- ii) Achievement tests
- (iii) Situational tests
- (iv) Interest tests
- (v) Personality test

**Aptitude Tests:** These tests measure whether an individual has the capacity or latent ability to learn a given job if given adequate training. Aptitudes can be divided into general and mental ability or intelligence and specific aptitude such as mechanical, clerical, manipulative capacity etc.

**Intelligence Tests:** These tests in general measure intelligence quotient of a candidates. In detail these tests measure capacity for comprehension, reasoning, word fluency, verbal comprehension, numbers, memory and space .Other factors such as digit spansâ€”both forward and backward, information known, comprehension, vocabulary, picture arrangement and object assembly.

Though these tests are accepted as useful ones, they are criticized against deprived sections of the community. Further, it is also criticized that these tests may prove to be too dull as a selection device.

**Mechanical Aptitude Tests:** These tests measure the capacities of spatial visualization, perceptual speed and knowledge of mechanical matter. These tests are useful for selecting apprentices, skilled, mechanical employees, technicians etc.

**Psychomotor Tests:** These tests measure abilities like manual dexterity, motor ability and eye-hand coordination of candidates. These tests are useful to select semi-skilled workers and workers for repetitive operations like packing, watch assembly.

**Clerical Aptitude Tests:** Measure specific capacities involved in office work. Items of this test include spelling, computation, comprehension, copying, word measuring etc.

**Achievement Tests:** These tests are conducted when applicant claims to know something as these tests are concerned with what one has accomplished These tests are more useful to measure the value of specific achievement when an organization wishes to employ experienced candidates. These tests are classified into:

### **Job Knowledge test; (b) Work sample test.**

**Job Knowledge Test:** Under this test a candidate is tested in the knowledge of a particular job. For example, if a junior lecturer applies for the job of a senior lecturer in commerce, he may be tested in job knowledge where he is asked questions about Accountancy principle, Banking, Law, Business Management etc.

**Work Sample Test:** Under this test a portion of the actual work is given to the candidates as a test and the candidate is asked to do it. If a candidate applies for a post of lecturer in Management he may be asked to deliver a lecture on Management Information System as work sample test.

Thus, the candidates achievement in his career is tested regarding his knowledge about the job and actual work experience.

**Situational Test:** This test evaluates a candidate in a similar real life situation. In this test the candidates is asked either to cope with the situation or solve critical situations of the job.

**(a)Group Discussion:** This test administered through group discussion approach to solve a problem under which candidates are observed in the areas of initiating, leading, proposing valuable ideas, conciliating skills, oral communicating skills, coordinating and concluding skills.

**(b)In Basket:** Situational test is administered through "in basket"™ The candidate, in this test, is supplied with actual letters, telephone and telegraphic message, reports and requirements by various officers of the organization, adequate information about the job and organization. The candidates is asked to take decisions on various items based on the in basket information regarding requirements in the memoranda.

**Interest Test:** These tests are inventories of the likes and dislikes of candidates in relation to work, job, occupations, hobbies and recreational activities. The purposes of this test is to find out whether a candidate is interested or disinterested in the job for which he is a candidate and to find out in which area of the job range/occupation the candidate is interested. The assumption of this test is that there is a high correlation between the interest of a candidate in a job and job success. Interest inventories are less faked and they may not fluctuate after the age of 30.

**Personality Tests:** These tests prove deeply to discover clues to an individual's value system, his emotional reactions and maturity and characteristic mood. They are expressed in such traits like self-confidence, tact, emotional control, optimism, decisiveness, sociability, conformity, objectivity, patience, fear, distrust, initiative, judgment dominance or submission, impulsiveness, sympathy, integrity, stability and self-confidence.

**(a) Objective Tests:** Most personality tests are objective tests as they are suitable for group testing and can be scored objectively.

**(b) Projective Tests:** Candidates are asked to project their own interpretation of certain standard stimulus situations basing on ambiguous pictures, figures etc, under these tests.

Personality tests have disadvantage in the sense that they can be faked by sophisticated candidates and most candidates give socially acceptable answers. Further, personality inventories may not successfully predict job success.

## Basic features of interviews

### Interview

An interview is a procedure designed to obtain information from a person through oral responses to oral inquiries; a selection interview which we'll focus on in this chapter is a selection, procedure designed to predict future job performance on the basis of applications oral responses to oral inquiries.

### Types of interviews

**Unstructured interview**

An unstructured conversational style interview in which the interview pursues points of interests as they come up in response to questions

**Structured interview**

An interview following a set of sequence of questions

**Situational interview**

A series of job related questions that focus on how the candidate would behave in a given situation

**Behavioral interview**

A series of job related questions that focus on how candidate Reacted to actual situation in the past

**Job-related interview**

A series of job related questions that focus on relevant past job related behaviors.

**Administering the interview**

Unstructured sequential interview

An interview in which each interviewer forms an independent opinion after asking different questions

**Structured sequential interview**

An interview in which the applicant is interviewed sequentially by several persons

**Types of Interviews**

Interview processes can be time-consuming, so it makes sense to choose the right type of interview(s) for the individual job. Some jobs, for example, may necessitate only one interview, while another may necessitate a telephone interview and at least one or two traditional interviews. Keep in mind, though, that there will likely be other methods with which to evaluate a candidate's potential, such as testing. Here are different types of interviews:

**Traditional interview:** This type of interview normally takes place in the office. It consists of the interviewer and the candidate, and a series of questions are asked and answered.

**Telephone interview:** A telephone interview is often used to narrow the list of people receiving a traditional interview. It can be used to determine salary requirements or other data that might automatically rule out giving someone a traditional interview. For example, if you receive two hundred résumés and narrow these down to twenty-five, it is still unrealistic to interview twenty-five people in person. At this point, you may decide to conduct phone interviews of those twenty-five, which could narrow the in-person interviews to a more manageable ten or so people.

**Panel interview:** A panel interview occurs when several people are interviewing one candidate at the same time. While this type of interview can be nerve racking for the candidate, it can also be a more effective use of time. Consider some companies who require three to four people to interview candidates for a job. It would be unrealistic to ask the candidate to come in for three or four interviews, so it makes sense for them to be interviewed by everyone at once.

**Information interview:** Informational interviews are usually used when there is no specific job opening, but the candidate is exploring possibilities in a given career field. The advantage to conducting these types of interviews is the ability to find great people ahead of a job opening.

**Meal interviews:** Many organizations offer to take the candidate to lunch or dinner for the interview. This can allow for a more casual meeting where, as the interviewer, you might be able to gather more information about the person, such as their manners and treatment of waitstaff. This type of interview might be considered an unstructured interview, since it would tend to be more of a conversation as opposed to a session consisting of specific questions and answers.

**Group interview:** In a group interview, two or more candidates interview at the same time. This type of interview can be an excellent source of information if you need to know how they may relate to other people in their job.

**Video interviews:** Video interviews are the same as traditional interviews, except that video technology is used. This can be cost saving if one or more of your candidates are from out of town. Skype, for example, allows free video calls. An interview may not feel the same as a traditional interview, but the same information can be gathered about the candidate.

**Nondirective interview (sometimes called an unstructured interview):** In a nondirective interview, the candidate essentially leads the discussion. Some very general questions that are planned ahead of time may be asked, but the candidate spends more time talking than the interviewer. The questions may be more open ended; for example, instead of asking, “Do you like working with customers?” you may ask, “What did you like best about your last job?” The advantage of this type of interview is that it can give candidates a good chance to show their abilities; however, the downside is that it may be hard to compare potential candidates, since questions are not set in advance. It relies on more of a “gut feeling” approach.

It is likely you may use one or more of these types of interviews. For example, you may conduct phone interviews, then do a meal interview, and follow up with a traditional interview, depending on the type of job.

#### **Interview Questions:**

1. If you saw someone stealing from the company, what would you do?
2. One of your employees is performing poorly, but you know he has some personal home issues he is dealing with. How would you handle complaints from his colleagues about lack of performance?
3. A coworker has told you she called in sick three days last week because she actually decided to take a vacation. What would you do?
4. You are rolling out a new sales plan on Tuesday, which is really important to ensure success in your organization. When you present it, the team is lukewarm on the plan. What would you do?
5. You disagree with your supervisor on her handling of a situation. What would you do?

6. Examples of behavior description interview questions might include the following:
7. Tell me about a time you had to make a hard decision. How did you handle this process?
8. Give an example of how you handled an angry customer.
9. Do you show leadership in your current or past job? What would be an example of a situation in which you did this?
10. What accomplishments have given you the most pride and why?
11. What plans have you made to achieve your career goals?

### **Interview Errors and Bias:**

Almost all business owners become an interviewer at some point in their careers. While the main goal of an interview is to evaluate the candidate, it's also important to understand common interviewer biases. These are preconceived ideas and beliefs that we assign to candidates unknowingly and may ultimately sway our hiring decision.

**Stereotyping Bias** – Forming an opinion of someone based on gender, religion, race, appearance, or any other type of characteristic.

**First Impression Bias** – Making judgements about an interviewee based on their first impression being positive or negative.

**“Similar to Me” Effect** – Thinking highly of someone who has a similar mind set or personality to the interviewer.

**Negative Emphasis Bias** – When the interviewer receives a small amount of negative information and uses it to base their entire hiring decision off of it. We tend to weigh negative information heavier than positive information.

**Halo and Horn Effect** – The Halo Effect is when the interviewer lets one positive fact about the candidate overshadow everything else they say or do. The Horn Effect is the opposite and allows a weak fact to influence everything else.

**Cultural Noise** – The interviewer's ability to distinguish between a candidate's socially acceptable answer rather than revealing their true opinion.

**Contrast Effect** – When a stronger candidate interviews after a weaker candidate, they may appear more qualified than they are because of the contrast between the two.

These are just a few of the many biases we are subjected to while interviewing. Our recommendation to you is to ask open ended questions, take notes during interviews, ask each candidate the same questions, and be self-aware of the judgments you place into others.

Hiring the right job candidate can be a tricky proposition. That's why Group Management Services offers interview coaching and recruiting services to business owners. Contact us today to learn how we can help find the top talent and grow your team of dedicated staff.

### **Designing and conducting the effective of interview:**

There are two basic ways to avoid the interview problems. One is obvious: Keep them in mind and avoid them (don't make snap judgments, for instance). The second is not quite so obvious: be careful how you design and structure the interview.

Structured interview: Structured interviews can minimize many of the problems. Therefore look next at structuring the interview and at some guidelines for effective interviews.

### **The structured situational interview:**

**There is little doubt that the structured situational interview** – a series of job oriented questions with predetermined answers that interviewers ask of all applicants for the job – produces superior results. The basic idea is to write situational (what would you do) or behavioral (what did you do), or job knowledge questions, and have job experts (like those supervising the job) also write answers rated from good to poor. The raters typically use descriptively anchored rating scale answer sheets to rate the interviewee answers. These use short descriptions to illustrate good, average or poor performance.

Structured employment interviews using either situational questions or behavioral questions tend to yield high validities. However, structured interviews with situational question formats yield the higher ratings. This may be because interviewers get more consistent (reliable) responses with situational questions (which force all applicants to apply the same scenario) than they do with behavioral questions (which require each applicant to find applicable experiences). In creating structured situational interviews, people familiar with the job develop questions based on the job's actual duties. They then reach consensus on what are and are not acceptable answers. The procedure is as follows:

**Step 1: Job analysis:** Write a job description with a list of job duties, required knowledge, skills, abilities, and other worker qualifications.

**Step 2: rate the Job's Main Duties:** Identify the job's main duties. To do so, rate each job duty based on its importance to job success and on the time required to perform it compared to other tasks.

**Step 3: Create Interview Questions:** Create Interview questions based on actual job duties with more questions for the important duties.

**Step 4: Create Benchmark Answers:** Next, for each question, develop several descriptive and five point rating scale for each, with ideal answers for good (a rating 5) marginal (a rating 3) and poor (a rating 1).

**Step 5: Appoint the Interview Panel and Conduct Interviews:** employers generally conduct structured situational interviews using a panel, rather than one-on-one or sequentially. The panel usually consists of three to six members, preferably the same ones who wrote the questions and answers. It may also include the job's supervisor and / or incumbent and an HR representative. The same panel interviews all candidates for the job.

### **Reference Background Verification:**

**Policy Statement:** A job candidate's offer of employment is contingent upon his or her proper completion of Duke's online application, satisfactory reference checks, and satisfactory pre-employment qualifications - including background checks, governmental sanction checks and required health and drug screens. The hiring supervisor is responsible for verification of the applicant's work background, attendance, performance, credentials, and health and drug screenings (where required). Duke Human Resources is responsible for conducting the criminal history, government sanctions, and motor vehicle checks (when required) at the offer stage for each finalist who has been recommended for hire.

### **Reference Checks:**

Satisfactory reference checks are a condition of employment. The hiring supervisor is responsible for verification of the applicant's work background, attendance, performance, and credentials. Prior to making an offer, the hiring supervisor must contact at least two (2) of the applicant's references, one of which must be the current supervisor. This applies to both current staff applying for transfer and to external applicants.

Completion of Duke's online application signifies Duke's right to obtain pertinent information about the applicant. Applicants must complete the online application prior to having their references checked. Therefore, applicants brought in for interviews should complete the online application at that time if they have not yet done so.

All applicants, including those offered faculty positions, who have been recommended for hire must complete a criminal conviction investigation check and government sanction check. Based on a job classification's hiring requirements, some positions require further background investigation (motor vehicle, academic, licensure, credit, etc.). Duke Human Resources - or equivalent at Durham Regional Hospital and Duke Raleigh Hospital - arranges for the criminal history, government sanctions, and motor vehicle checks. The hiring department is responsible for other background investigations.

#### **Background Check – Criminal Conviction Information**

All applicants who have been recommended for hire will undergo criminal conviction investigation and government sanction checks. Duke Human Resources will conduct the criminal record and government sanctions checks at the offer (contingent) stage for each finalist who has been recommended for hire. As a condition of employment, the applicant is required to complete a form that authorizes Duke to have a criminal conviction investigation performed. If the applicant does not complete the form - or if the results of the investigation are unsatisfactory - an official offer will not be extended.

The hiring process requires information concerning law violation convictions other than minor traffic violations. Applicants are required to disclose all felony and misdemeanor convictions - including those that have occurred under a name other than the name provided on the application. Arrests, as opposed to convictions, should not be noted on the application. Applicants who do not disclose all felony or misdemeanor convictions on the application may not be offered employment based upon failure to disclose information on the application.

Misdemeanor conviction(s) disclosed on the application may not necessarily result in a bar to employment. Misdemeanor convictions are evaluated on a case-by-case basis, considering the nature of the correction, time elapsed since the conviction, and the type of job in question.

In most cases, felony conviction(s) will render the applicant ineligible for hire. Felony convictions are evaluated on a case-by-case basis – considering the nature and gravity of the offense, the date of conviction, and the job relatedness. Exceptions may be made in unusual cases where the conviction does not reflect upon the applicant's suitability for employment.

#### **Medical Evaluation:**

Pre-placement medical examinations are required of all hires for select positions to protect the new employee from possible work related health problems and to protect the University from liability issues. It is the department's responsibility to ensure an assessment/review by Occupational Health Services for pre-placement medical exam is completed prior to the start date for a new hire. Please contact your Employment Consultant/Recruiter in HR if you have questions about the classifications identified for pre-placement medical examination.

#### **Department Responsibilities:**

Identifies position requiring Pre-Placement Medical Examination statement based upon specific payroll titles listed under policy. Statement appears under "Work Environment" section of the position description in the People Admin system.: "This position is subject to



completion of a Pre-Placement Medical Examination provided by Occupational Health Services, given at no charge to the applicant."

Upon selection, department schedules individual for Pre-Placement Medical Examination with Occupational Health prior to initial start date. Offer of employment is contingent upon successful completion of the Pre-Placement Medical Examination process before beginning work for the University.

If the Pre-Placement Medical Examination process is successfully completed, the department initiates the hire decision in the PeopleAdmin system following consultation as appropriate with the department's Employment Consultant/Recruiter in HR.

**Employment Consultant/Recruiter Responsibilities:**

The Pre-Placement Medical Examination statement is reviewed by the Employment Consultant/Recruiter for appropriateness of payroll title and pre-placement requirements.

**Job Offer:**

**The following steps in making the offer to the candidate.**

Oftentimes once the decision is made to hire a candidate, HR professionals feel their job is finished. But making the offer to the chosen candidate can be equally as important as the interview process. If the offer is not handled properly, you can lose the candidate, or if the candidate takes the job, he or she could start off on the wrong foot.

"If we were to make a job offer today, when would you be in a position to accept or reject the offer?" If the candidate answers "right now," this indicates they do not have other job offers on the table or if they do, you are their first choice.

"At what point, dollar wise, would you accept our job offer and at what point, dollar wise would you reject the offer?" The advantage of using this strategy is that it gets to the point of understanding the candidate's expectations. If the interviewee does not respond right away, you can clarify by asking, "I am asking this question because I would like to gauge your interest level. Share with me the ideal salary offer versus at what point you would be willing to walk away from this opportunity."

Asking these questions can assist in qualifying candidates, based on salary expectations. For example, if a candidate requests 20 percent more than you are able to pay for the job, this discussion can be had before the offer is even made, perhaps making this candidate no longer viable.

Once you have determined in the interview process that the salary expectation is in the range of what you can offer, the first step is to make the offer as soon as the decision is made. In a tight labor market, waiting a week or two may impact your ability to hire your first choice. You probably already have a salary range in mind and can begin to narrow down the offer based on the individual's KSAOs. Based on the range of salary you can offer, consider the following questions when making the offer to a candidate:

- What is the scarcity of the particular skills set?
- What are the "going" wages in your geographic area?
- What are the current economic conditions?
- What is the current pay for similar positions in your organization?
- What is your organizational compensation strategy?
- What is the fair market value of the job?
- What is the level of the job within the organization?
- What are your budget constraints?
- How soon will the employee be productive in the organization?

- Are there other candidates equally qualified that might have lower salary expectations?
- What are the national and regional unemployment rates?
- If you cannot pay more, can you offer other perks such as a signing bonus or flexible work schedule?

Once the offer has been made, it is reasonable to give the candidate some time to decide, but not too long, as this can result in losing other candidates should this candidate reject the job offer. It is likely the candidate may come back and ask for higher salary or benefits. Some tips to successfully negotiate are included below:

- Be prepared. Know exactly what you can and can't offer.
- Explain the career growth the organization can provide.
- Address the benefits of the candidate's joining the organization.
- Discuss the entire offer, including other benefits offered to the employee.
- View the negotiation as a win-win situation.
- Be able to provide salary research of similar positions and competitors for the same job title.
- Use the trading technique. For example, "I cannot offer you the salary you are requesting right now, but what if we were able to review salary at your six-month performance review, assuming \_\_\_\_ objectives are met?"

Once the phone call is made and the candidate accepts the offer, an e-mail or formal letter should follow, outlining details of the employment agreement. The employment agreement or offer letter should include the following:

1. Job title
2. Salary
3. Other compensation, such as bonuses or stock options
4. Benefits, such as health-care coverage, 401(k)
5. Vacation time/paid holidays
6. Start date
7. Noncompete agreement expectations
8. Additional considerations such as relocation expenses

Once the pay and benefits package has been successfully negotiated and the offer letter (or e-mail) sent, you should clarify acceptance details in writing and receive confirmation of the start date. It is not unusual for people in higher-level positions to need a month or even two to transition from their old jobs. During this period, make sure to stay in touch and even complete the new hire paperwork in the meantime.

### **Induction and Placement:**

**Induction:** Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the job and the organization is known as induction.

Induction is the process of receiving and welcoming an employee when he first joins the company and giving him basic information he needs to settle down quickly and happily and stars work.

To help the new comer to overcome his shyness and overcome his shyness nervousness in meeting new people in a new environment.

- \* To give new comer necessary information such as location of a café, rest period etc.
- \* To build new employee confidence in the organization.
- \* It helps in reducing labor turnover and absenteeism.
- \* It reduces confusion and develops healthy relations in the organization.
- \* To ensure that the new comer do not form false impression and negative attitude towards the organization.
- \* To develop among the new comer a sense of belonging and loyalty to the organization.

### **Placement :**

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Placement is the actual posting of an employee to a specific job. It involves assigning a specific rank and responsibility to an employee. Placement is an important human resource activity. If neglected, it may create employee adjustment problems leading to absenteeism, turnover, accidents, poor performance, etc. The employee will also suffer seriously. He may quit the organisation in frustration, complaining bitterly about everything. Proper placement is, therefore, important to both the employee and the organisation.

Placement, it should be remembered, should be made with as little disruption to the employee and organisation as possible. To this end, new recruits must be oriented properly so that they become productive contributors. There should be a conscious and determined effort to adapt the new recruit to the organisation's culture (the rules, jargon, customs and other traditions that clarify acceptable and unacceptable behaviour in an organisation) by conveying to the employee how things are done and what matters. When new employees know what is expected of them, they have better organisational performance and less frustration and uncertainty. Image result for Employee Induction and Placement diagram

The HR department may initiate the following steps while organising the induction programme:

1. Welcome to the organisation.
2. Explain about the company.
3. Show the location/department where the new recruit will work.
4. Give the company's manual to the new recruit.
5. Provide details about various work groups and the extent of unionism within the company.
6. Give details about pay, benefits, holidays, leave, etc. Emphasise the importance of attendance or punctuality.
7. Explain about future training opportunities and career prospects.
8. Clarify doubts, by encouraging the employee to come out with questions.

9. Take the employee on a guided tour of buildings, facilities, etc. Hand him over to his supervisor.

-ooooOoooo-

## UNIT-III

### TRAINING AND DEVELOPMENT

**UNIT-III** Introduction to training, the training process, training methods, management development, individual, group.

Organizational techniques, evaluation of training and development.

#### Introduction to Training:

“Training & Development is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his or her skills and knowledge.”

MEANING OF TRAINING & DEVELOPMENT: –

The need for Training and Development is determined by the employee’s performance deficiency, computed as follows.

Training & Development Need = Standard Performance – Actual Performance

We can make a distinction among Training, Development and Education.

Distinction between Training and Education

Training	Education
Application oriented Job experience	Theoretical Orientation Classroom learning
Specific Task in mind	Covers general concepts
Narrow Perspective	Has Broad Perspective
Training is Job Specific	Education is no bar

**Training:** Training refers to the process of imparting specific skills. An employee undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Hence we can say that Training is offered to operatives.

**Education:** It is a theoretical learning in classrooms. The purpose of education is to teach theoretical concepts and develop a sense of reasoning and judgment. That any training and development program must contain an element of education is well understood by HR Specialists. Any such program has university professors as resource persons to enlighten participants about theoretical knowledge of the topics proposed to discuss. In fact organizations depute or encourage employees to do courses on part time basis. CEOs are known to attend refresher courses conducted by business schools. The education is more important for managers and executives rather than low cadre workers. Anyways education is common to all employees, their grades notwithstanding.

**Development:** Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management development programs are generally voluntary in nature. Development provides knowledge about business environment, management

principles and techniques, human relations, specific industry analysis and the like is useful for better management of a company.

### Difference between Training and Development

Training	Development
Training is skills focused	Development is creating learning abilities
Training is presumed to have a formal education	Development is not education dependent
Training needs depend upon lack or deficiency in skills	Development depends on personal drive and ambition
Trainings are generally need based	Development is voluntary
Training is a narrower concept focused on job related skills	Development is a broader concept focused on personality development
Training may not include development	Development includes training wherever necessary
Training is aimed at improving job related efficiency and performance	Development aims at overall personal effectiveness including job efficiencies

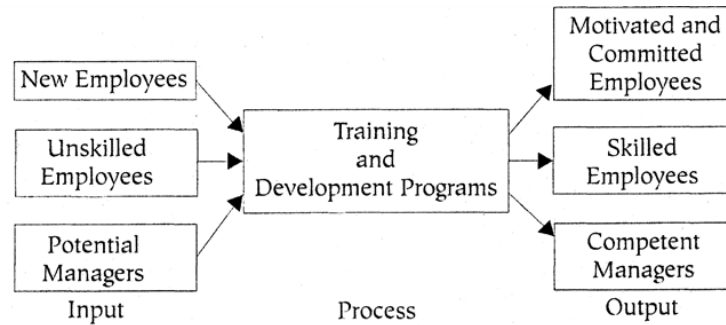


### What are the Training Inputs?

- Skills
- Education
- Development
- Ethics
- Problem Solving Skills
- Decision Making
- Attitudinal Changes

### Importance of Training & Development

- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization
- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- It is an investment in HR with a promise of better returns in future
- Reduces dissatisfaction, absenteeism, complaints and turnover of employees



## Need of Training

### Individual level

- Diagnosis of present problems and future challenges
- Improve individual performance or fix up performance deficiency
- Improve skills or knowledge or any other problem
- To anticipate future skill-needs and prepare employee to handle more challenging tasks
- To prepare for possible job transfers

### Group level

- To face any change in organization strategy at group levels
- When new products and services are launched
- To avoid scraps and accident rates

## Identification of Training Needs (Methods)

### Individual Training Needs Identification

1. Performance Appraisals
2. Interviews
3. Questionnaires
4. Attitude Surveys
5. Training Progress Feedback
6. Work Sampling
7. Rating Scales

### Group Level Training Needs Identification

1. Organizational Goals and Objectives
2. Personnel / Skills Inventories
3. Organizational Climate Indices
4. Efficiency Indices
5. Exit Interviews
6. MBO / Work Planning Systems
7. Quality Circles
8. Customer Satisfaction Survey
9. Analysis of Current and Anticipated Changes

## Benefits of Training Needs Identification

1. Trainers can be informed about the broader needs in advance

2. Trainers Perception Gaps can be reduced between employees and their supervisors Trainers can design course inputs closer to the specific needs of the participants
3. Diagnosis of causes of performance deficiencies can be done

### **Methods of Training:**

<b>Advantages of On-the-Job Training</b>	<b>Disadvantages of On-the-Job Training</b>
It is directly in the context of job	Trainer may not be experienced enough to train
It is often informal	It is not systematically organized
It is most effective because it is learning by experience	Poorly conducted programs may create safety hazards
It is least expensive	
Trainees are highly motivated	
It is free from artificial classroom situations	

### **Training Process:**

#### **Training Process**

Training is the systematic development of the attitude, knowledge, skill pattern required by a person to perform a given task or job adequately and development is 'the growth of the individual in terms of ability, understanding and awareness'

#### **Management of Training Function**

- Training Needs Assessment
- Identification of Training Needs (Methods)
- Individual Training Needs Identification

1. Performance Appraisals
2. Interviews
3. Questionnaires
4. Attitude Surveys
5. Training Progress Feedback
6. Work Sampling
7. Rating Scales

#### **Group Level Training Needs Identification**

1. Organizational Goals and Objectives
2. Personnel / Skills Inventories
3. Organizational Climate Indices
4. Efficiency Indices
5. Exit Interviews
6. MBO / Work Planning Systems
7. Quality Circles
8. Customer Satisfaction Survey
9. Analysis of Current and Anticipated Changes

#### **Benefits of Training Needs Identification**

1. Trainers can be informed about the broader needs in advance



2. Trainers Perception Gaps can be reduced between employees and their supervisors Trainers can design course inputs closer to the specific needs of the participants
3. Diagnosis of causes of performance deficiencies can be done

### **Training Methods:**

Management development is a systematic process of growth and development by which the managers develop their abilities to manage. It is concerned with not only improving the performance of managers but also giving them opportunities for growth and development.

There are two methods through which managers can improve their knowledge and skills. One is through formal training and other is through on the job experiences. On the job training is very important since real learning takes place only when one practices what they have studied.



**On-the-job training methods are as follows:**

**1. Job rotation:**

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

**2. Coaching:**

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

**3. Job instructions:**

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

**4. Committee assignments:**

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

**5. Internship training:**

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

**2. Off-the-job Methods:**

On the job training methods have their own limitations, and in order to have the overall development of employee's off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods.

**The following are some of the off-the-job techniques:**

**1. Case study method:**

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

**2. Incident method:**

Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

**3. Role play:**

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

**4. In-basket method:**

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

**5. Business games:**

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

**6. Grid training:**

It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

**7. Lectures:**

This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

**8. Simulation:**

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

### **9. Management education:**

At present universities and management institutes give great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

### **10. Conferences:**

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point

## **Management Development:**

Management development is the overall concept that describes the many ways in which organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual management job in mind.

Organizations need a process for developing the skills of their managers as these employees direct and organize the work of all of your other employees. Additionally, if you want to retain your best managers and potential managers, most significant among their needs from work is the opportunity to continue their personal and professional growth and the growth of their careers.

When employees think of management development they are likely to think about university classes and MBA programs, consultant-led external training, and attendance at conferences, trade shows, workshops, and seminars. These are frequent ways in which employers invest time and money in developing their managers.

## **Characteristics of Management Development in HRM**

### **1. Growth Oriented:**

Management development is growth oriented. It focuses its activities to enhance the skills, knowledge and capabilities to meet for the higher level responsibilities. After management development, employees get the opportunity of higher responsibility which assists for personal growth.

### **2. Future oriented:**

Management development is future oriented. Main objective of management development is to develop the human competencies for the future job responsibilities. On the basis of succession planning and market analysis, management development aims to uplift the skills, knowledge and capabilities of managerial employees so that future demand can be fulfilled.

### **3. Focus to managerial employees:**

Management development focuses only to the managerial level employees. It prepares the educational programs to enhance interpersonal skills, decision skills, and technical skills to the managerial employees.

### **4. Educational process:**

Beyond training, management development is an educational program which stands in learning progress. It focuses on overall personality development for business communication, environmental and industry analysis, business planning, maintaining human and business relation, etc. This is possible only through educational programs.

### 5. Proactive:

Management development is advance thinking. This aims to prepare human resources ready for any types of emergencies. It is not conducted only after realizing the need.

### 6. Self-motivation:

Since management development is basis of personal growth. So, each manager wants to participate in such types of management development programs. External motivation is not necessary for management development as in training.

### 7. Behavioral change:

Managerial development aims to enhance the knowledge and skills of managers. Such programs include different new techniques of doing job, supervising and motivating employees, and interpersonal communication. Such programs change the attitude and behavior of managers. The way of events and jobs are expected to be changed positively after the managerial development.

### 8. Continuous process:

Management development is not spontaneous learning process. It is long term planned learning process. It starts with analysis of organizational objectives, future scopes, strategies and succession planning. As managers require involving in many managerial activities, they need to acquire different skills which are not possible in single program. So, managerial development must be arranged as continuous learning process.

## Individual Group:

### Individual and Group Behaviour / New Technologies

“Human behaviour is complex and every individual is different from another. The challenge of an effective organization is in successfully matching the task, the manager and the subordinate.”

People, through their individuality and uniqueness, bring unconsciously something (either positive or negative) to others. It can be values, emotions, but also skills, abilities, creativity, etc. When hiring a new employee, companies expect that this individual will add a value to the company through its characteristics. Therefore, the study of individual behaviour is essential within an organisation as these characteristics influence how a person will behave at work and interact with others.



### Several factors impact how an individual behave:

- **Hereditary and diversity** factors which combined “primary dimensions” which are unchangeable (e.g.: age/gender/physical attributes) and secondary dimensions which may change throughout the life (e.g.: educational background, religion, belief, health)
- **Abilities and skills** including mental abilities (e.g.: emotional intelligence, tacit knowledge) and physical abilities (e.g.: motor skills, body coordination)
- **Perception** is “the basic cognitive process that transforms sensory stimuli into meaningful information.” In others words, it is the way something is seen and feel by an individual. According to the attribution theory of Heider, perception can be influenced by two attributes: external (the result of a situation) or internal (the result by something within a person).
- **Attitude** can be defined as a mental state of readiness: “a state of being prepared for something”. It is closely link with the personality and the perception of the individual. For instance, job satisfaction results from the employee’s perception regarding its job and may seriously influence its attitude at work.

– **Personality** defined as the way a person feels, behaves and thinks, results from the heredity, the cultural forces, the social class and the relationship of an individual.

### **Organizational Techniques:**

Organizational Development's main purpose is to improve a company's performance by promoting the individual progress of the employees. The process involves helping companies to increase their productivity or value via change in leadership, power, policies, job redesign or control. Organizational development will help companies of any size reach their strategic goals within a pre-established time frame.

### **What is Organizational Development?**

There are many definitions for Organization Development, which only goes on to prove the discipline is very complex. One of the definitions describes it as a process that prepares organizations to embrace change. Organizational Development intends to bring about a shift in beliefs, attitudes and values in order to enable companies to keep up with the fast-paced technologies and environments in which they activate.

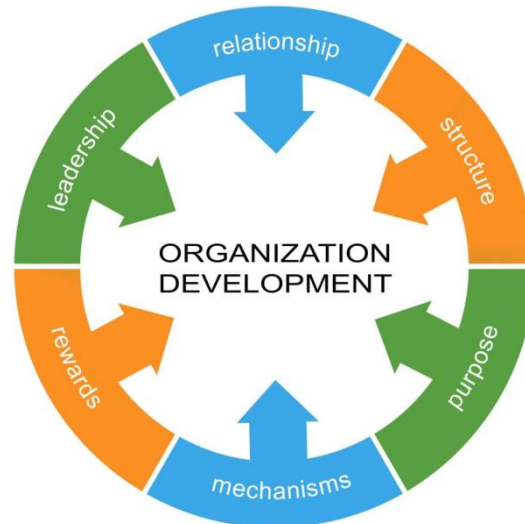
Organizational Development is more than often mistaken by personal development, team building, learning, and human resource development. While the process might include these, it is not limited to them. OD aims to develop systems, structures and processes, not only the staff or the organization.



### **Organizational Development Values**

#### **The underlying values of Organizational Development are humanistic:**

- Enabling people to work as human beings instead of being treated as mere resources in the huge productive process.
- Encouraging organization members to achieve their full potential. Organizations have the opportunity to grow and live by their core values.
- Taking into consideration all the goals of the organization when the Organizational Development consultant seeks to increase its effectiveness.
- Laying the foundations of a challenging work environment that keeps members motivated and excited.
- Offering the chance for organization members to change how they relate to the environment, the organization, and their individual work.
- Viewing each person as an organization member that has needs that are highly significant to their life and work.



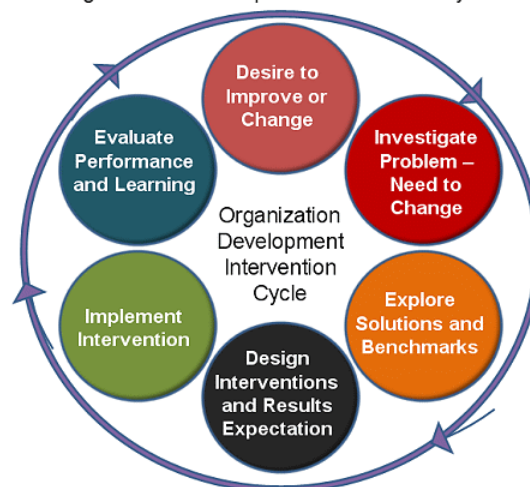
**Organization Development Word Circle Concept with great terms such as relationship, structure, purpose and more.**

### **Organizational Development Objectives**

**The main objectives of the process are:**

- Increasing trust among the members of the organization at an inter-personal level.
- Boosting the members' level of commitment and satisfaction.
- Promoting confrontation and fixing of problems instead of postponing and neglecting them.
- Handling conflicts in an effective way.
- Increasing the collaboration and cooperation among employees within the working environment.
- Promoting a problem-solving approach within the organization.
- Increasing awareness of the organization's vision among its members. Organizational Development aims to align the employees' vision with the firm's.
- Smoothing the transition from formal authority to personal skills and knowledge.
- Achieving a trustworthy working environment that enables new implementations

**Organization Development Intervention Cycle**



## Evaluation of Training and Development

Evaluation leads to control which means deciding whether or not the training was worth the effort and what improvements are required to make it even more effective. Training Evaluation is of vital importance because monitoring the training function and its activities is necessary in order to establish its social and financial benefits and costs. Evaluation of training within work settings can assist a trainer/organization in learning more about the impact of training. It is important to understand the purpose of evaluation before planning it and choosing methods to do it. Some advantages of using evaluations are difficult to directly witness, but when done correctly they can impact organizations in positive ways.

### Training Evaluation is the process of deep examination and analysis of:

- Selecting measures,
- Gathering information based on those measures,
- Comparing what participants learn to some standard, goal, or expectation.

Evaluation is a process to determine the relevance, effectiveness, and impact of activities in light of their objectives. In evaluating a training and development programme, one needs to consider that most training and development activities exist in a larger context of projects, programmes, and plans.

### Definition:

"Training Evaluation is a systematic process of collecting information for and about training activity which can then be used for guiding decision making and for assessing the relevance and effectiveness of various training components."

### TYPES OF EVALUATION

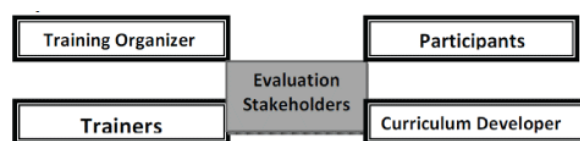
On the basis of the time dimension, evaluation may be classified as

- (1) formative evaluation and (2) summative evaluation.

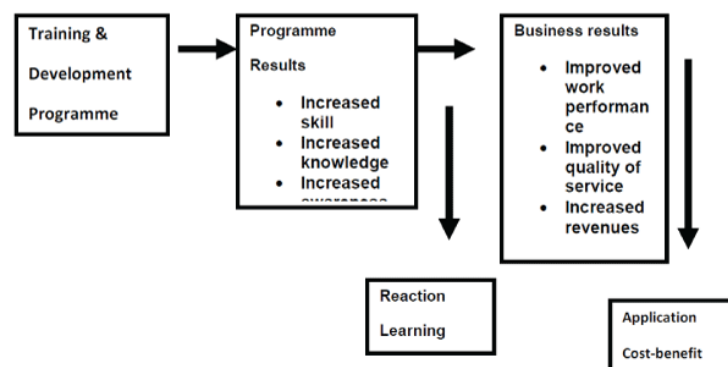
Raab et al. (1987), however, classified evaluation into four major types:

- (1) evaluation of planning, (2) process evaluation,  
(3) terminal evaluation, and (4) impact evaluation.

Stakeholders of training evaluation involve participants, curriculum developers, trainers and training organizer as depicted below:



Overview of training evaluation is depicted below:



### Objectives of Evaluating Training and Development Programmes

**The major objectives are:**

- To validate training and development as a business tool
- To justify the costs incurred in training and development
- To help improve the design of training and development programme
- To help in selecting training and development methods

-ooooOoooo-



## UNIT-IV

### PERFORMANCE APPRAISAL

**Unit-IV** The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.

“It is a systematic evaluation of an individual with respect to performance on the job and individual’s potential for development.”

**Definition 2:** Formal System, Reasons and Measures of future performance

“It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits.”

#### Appraisal Process

##### Meaning of Performance Appraisals

Meaning of Performance Appraisals is the assessment of individual’s performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results.

##### Performance Appraisals and Job Analysis Relationship

Job Analysis	Performance Standards	Performance Appraisals
Describe the work and personnel requirement of a particular job.	Translate job requirements into levels of acceptable or unacceptable performance	Describe the job relevant strengths and weaknesses of each individual.

#### Appraisal Process Methods

##### Use of Performance Appraisals

1. Promotions
2. Confirmations
3. Training and Development
4. Compensation reviews
5. Competency building
6. Improve communication
7. Evaluation of HR Programs
8. Feedback & Grievances

##### Goals of Performance Appraisals

General Goals	Specific Goals
Developmental Use	Individual needs Performance feedback Transfers and Placements Strengths and Development needs

Administrative Decisions / Uses	Salary Promotion Retention / Termination Recognition Lay offs Poor Performers identification
Organizational Maintenance	HR Planning Training Needs Organizational Goal achievements Goal Identification HR Systems Evaluation Reinforcement of organizational needs
Documentation	Validation Research For HR Decisions Legal Requirements

### **Performance Appraisal Process**

1. Objectives definition of appraisal
2. Job expectations establishment
3. Design an appraisal program
4. Appraise the performance
5. Performance Interviews
6. Use data for appropriate purposes
7. Identify opportunities variables
8. Using social processes, physical processes, human and computer assistance

### **TECHNIQUES / METHODS OF PERFORMANCE APPRAISALS**

**1. Rating Scales:** Rating scales consists of several numerical scales representing job related performance criteria such as dependability, initiative, output, attendance, attitude etc. Each scale ranges from excellent to poor. The total numerical scores are computed and final conclusions are derived. Advantages – Adaptability, easy to use, low cost, every type of job can be evaluated, large number of employees covered, no formal training required. Disadvantages – Rater's biases

**2. Checklist:** Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared. Here the rater only does the reporting or checking and HR department does the actual evaluation. Advantages – economy, ease of administration, limited training required, standardization. Disadvantages – Rater's biases, use of improper weights by HR, does not allow rater to give relative ratings

**3. Forced Choice Method:** The series of statements arranged in the blocks of two or more are given and the rater indicates which statement is true or false. The rater is forced to make a choice. HR department does actual assessment. Advantages – Absence of personal biases because of forced choice. Disadvantages – Statements may be wrongly framed.

**4. Forced Distribution Method:** here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution. Advantages – Eliminates Disadvantages – Assumption of normal distribution, unrealistic, errors of central tendency.

**5. Critical Incidents Method:** The approach is focused on certain critical behaviors of employee that makes all the difference in the performance. Supervisors as and when they occur record such incidents. Advantages – Evaluations are based on actual

job behaviors, ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high. Disadvantages – Negative incidents can be prioritized, forgetting incidents, overly close supervision; feedback may be too much and may appear to be punishment.

**6. Behaviorally Anchored Rating Scales:** statements of effective and ineffective behaviors determine the points. They are said to be behaviorally anchored. The rater is supposed to say, which behavior describes the employee performance. Advantages – helps overcome rating errors. Disadvantages – Suffers from distortions inherent in most rating techniques.

**7. Field Review Method:** This is an appraisal done by someone outside employees' own department usually from corporate or HR department. Advantages – Useful for managerial level promotions, when comparable information is needed, Disadvantages – Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.

**8. Performance Tests & Observations:** This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful. Advantage – Tests may be apt to measure potential more than actual performance. Disadvantages – Tests may suffer if costs of test development or administration are high.

**9. Confidential Records:** Mostly used by government departments, however its application in industry is not ruled out. Here the report is given in the form of Annual Confidentiality Report (ACR) and may record ratings with respect to following items; attendance, self expression, team work, leadership, initiative, technical ability, reasoning ability, originality and resourcefulness etc. The system is highly secretive and confidential. Feedback to the assessee is given only in case of an adverse entry. Disadvantage is that it is highly subjective and ratings can be manipulated because the evaluations are linked to HR actions like promotions etc.

**10. Essay Method:** In this method the rater writes down the employee description in detail within a number of broad categories like, overall impression of performance, promoteability of employee, existing capabilities and qualifications of performing jobs, strengths and weaknesses and training needs of the employee. Advantage – It is extremely useful in filling information gaps about the employees that often occur in a better-structured checklist. Disadvantages – It is highly dependent upon the writing skills of rater and most of them are not good writers. They may get confused success depends on the memory power of raters.

**11. Cost Accounting Method:** Here performance is evaluated from the monetary returns yields to his or her organization. Cost to keep employee, and benefit the organization derives is ascertained. Hence it is more dependent upon cost and benefit analysis.

**12. Comparative Evaluation Method (Ranking & Paired Comparisons):** These are collection of different methods that compare performance with that of other co-workers. The usual techniques used may be ranking methods and paired comparison method.

## **Potential problems in performance evaluation**

### **Most Serious Performance Appraisal Problems**

**1. Don't assess actual performance** — most of the assessment that managers complete focuses on “the person,” including characterizations of their personal “traits” (i.e.

commitment), knowledge (i.e. technical knowledge) or behaviors (i.e. attendance). While these factors may contribute to performance, they are not measures of actual output. If you want to assess the person, call it “person appraisal.” Performance is output quality, volume, dollar value, and responsiveness.

**2. Infrequent feedback** – if the primary goal of the process is to identify and resolve performance issues, executing the process annually is silly. A quality assessment/control program anywhere else in the business would operate in real time. At the very minimum, formal feedback needs to be given quarterly, like the GE process.

**3. Non-data-based assessment** — most processes rely 100% on the memory of those completing the assessment because pre-populating the forms with data to inform decisions would be too difficult (cynicism). In addition, most assessment criteria are “fuzzy” and subjective.

**4. Lack of effectiveness metrics** — many accept that the goals of the process are to recognize results, provide feedback to address weaknesses, determine training needs, and to identify poor performers. Unfortunately, rarely do process owners ever measure their processes’ contribution to attaining any of these goals. Instead, the most common measure relating to performance appraisal is the percentage completed.

**5. Lack of accountability** – managers are not measured or held accountable for providing accurate feedback. While they may be chastised for completing them late, there is no penalty for doing a half-assed job or making mistakes on them, which is incredibly common. One firm attempting to remove a troublesome employee found that the manager had rated the individual the highest within the department and awarded them employee of the year.

#### **Process related problems**

**6. Disconnected from rewards** — in too many organizations, getting a merit raise, bonus, or promotion is completely disconnected from an employee’s performance appraisal scores. When there is a weak link, employees and managers are not likely to take the process seriously.

**7. No integration** — the process is not fully integrated with compensation, performance management, development, or staffing (internal movement). A lack of integration and coordination leads to duplication and missed opportunity.

**8. Individual scores exceed team performance** — without controls, quite often the average score of team members exceeds the actual performance of the team (i.e. the team reached 80 percent of its goals but the average performance appraisal for its members was 95 percent).

**9. Each year stands alone** — each performance appraisal by definition covers a finite period of time. However, if the goal is to assess potential and identify patterns, an employee’s performance must be assessed over multiple years.

**10. No comprehensive team assessment** – although individuals on the team are assessed, there is no simultaneous overall assessment of the team. Often contingent workers on the team are not addressed at all.

**11. A focus on the squeaky wheel** — most performance appraisal systems focus on weak performers. There is significantly less focus on top performers and thus there is no system to capture their best practices and then to share them with others.

**12. Little legal support** — performance appraisals may be an executive’s worst enemy in grievances and legal proceedings. Even though the process may be flawless, poor execution by managers often results in performance appraisals that do not aid in a disciplinary action.

Errors may include “unfettered discretion,” improper handwritten notes, generalizations about race, gender, or age, and appraisals that do not match the performance data. At my university, a study demonstrated that while Asians got the highest performance score, they somehow managed to get the lowest average pay raise. When the HR director was confronted, he was furious that anyone would calculate and expose the obvious discrimination.

**13. No second review** — even though the process may have impacts on salary, job security, and promotion, in many firms the assessment is done by a single manager. If there is a second review, it may be cursory, and therefore not ensure accuracy or fairness.

**14. Not reliable or valid** — most process managers do not regularly demonstrate with metrics that the process is consistently repeatable (reliable) and that it accurately assesses performance (valid).

**15. Cross-comparisons are not required** — one of the goals of the process is often to compare the performance of employees in the same job. Unfortunately, most appraisal processes (with the exception of forced ranking) do not require managers to do a side-by-side comparison, comparing each member of the team with one another.

**16. Assessments are kept secret** — although a salesperson’s performance ranking may be posted on a wall, performance appraisals are often kept secret. An overemphasis on privacy concerns might allow managers to play favorites, to discriminate, and to be extremely subjective. Keeping ratings secret allows managers to avoid open conversations about equity.

**17. Process manager is not powerful** — often the process is managed by lower-level HR administrators without a complete understanding of performance and productivity.

**18. No process goals** — the overall process operates without clear and measurable goals, and as a result there is little focus.

**19. Not global** — most processes and forms are “headquarters centric,” failing to address cultural, language, and legal differences.

**20. Forced ranking issues** — although forced ranking has some advantages, using it may result in significant morale and PR issues.

**21. No Return on Investment (ROI) calculation** — HR fails to do a periodic business case justifying the value added compared to the time and the cost of the process.

#### **Instrument (form) problems**

**22. Doesn’t address diversity** — all too often, the same appraisal form is applied to a large but not homogeneous group of employees (i.e. all hourly, all exempts, all managers etc.). As a result, the assessment form does not fit the job. Only management-by-objective-type approaches address individual needs.

**23. The process does not flex with the business** – rarely does any portion of the appraisal process flex to address changing business objectives.

**24. The factors are all equal** — most forms treat all assessment factors as if they are of equal importance. Instead, they should be weighted based on their relative importance in a particular job (i.e. a janitor’s customer service rating should be weighted lower than for a salesperson).

**25. Inconsistent ratings on the same form** — it is not uncommon for managers to put one level (high, average or low) of ratings in the Likert scale portion of the form, but another level

of rating in the “overall assessment” box. The final narrative portion of the assessment may contain still another completely different level of assessment.

**26. Disconnected from job descriptions** – in many cases, the factors on the form are completely different from the factors on an employee’s job description, bonus criteria, or yearly goals. This can confuse employees and cause them to lose focus.

#### **Manager/execution problems**

**27. Managers are not trained** — in most organizations, managers are not trained on how to assess and give honest feedback. If the process includes a career development component, it is even more likely that managers will not know how to enhance the career path of their employees.

**28. Managers are “chickens”** — some managers will do almost anything to avoid tough decisions or confrontation. Some provide no differentiation and spread “peanut butter” (an even distribution) to avoid it, while others give everyone “above average” ratings. Some managers will provide feedback that is extremely vague in order not to offend anyone. Rarely if ever is anyone immediately terminated as a result of the process.

**29. Gaming the system** — often managers artificially rate individual employees to save money or to keep employees from becoming visible for promotion. Some selfishly give a score just below that required for a pay increase, while others give scores just above the point where they would be required to take disciplinary action.

**30. Recency errors** — managers, especially those who don’t consult employee files and data, have a tendency to evaluate based primarily on events that occurred during the last few months (rather than over the entire year).

**31. Corporate culture issues** — subjective appraisals can restrict cultural change in organizations. In some organizations, there are cultural norms and values that influence performance appraisals. For example, in one organization new hires were automatically given an average rating for their first year, regardless of their actual performance. One top performing hire I knew abruptly quit after receiving this cultural gift.

**32. Inconsistency across managers** — some managers are naturally “easy raters” while others are not. As a result, employees working under easy managers have a better chance of promotion due to their higher scores. In firms that rely heavily on the narrative portion of the assessment, having a manager with poor writing skills may hamper an employee’s career. Without “benchmark” numbers to set as a standard, inconsistency is guaranteed in large organizations.

**33. Managers don’t know the employee** — managers of large and global organizations, as well as newly hired and “transferred in” managers may be forced to do appraisals on employees they barely know. Recently promoted managers may be forced to assess their former friends and colleagues. Following a merger, managers are likely to be confused about whether to focus on the whole year or just “post-merger” work.

**34. Secret codes** — I did some work with an army unit where by custom literally everyone got a perfect numerical score. So assessments by higher-ups were made as a result of interpreting “code words” in the small written narrative portion of the assessment. Unfortunately, if your commander didn’t know the code words, your army career was limited.

**35. Mirror assessments** — most people, and managers are no exception, have a tendency to rate people like themselves more positively. This can result in discrimination issues.

**36. Managers are not rewarded** — managers that go out of their way to provide honest feedback and actually improve the performance of their workers are not rewarded or recognized.

#### **Article Continues Below**

**37. Managers don't own it** — managers often feel they don't own the process, so they invest little in it and proceed to blame HR for everything. Managers would embrace it instead of grumbling if they were presented with a positive correlation proving that managers who did excellent performance appraisals were among the highest performers with regards to business result and bonus awards.

#### **Employee/subject problems**

**38. High anxiety** — because the process is so subjective and no benchmark performance numbers are set in advance, uncertainty can cause many employees high levels of anxiety weeks before the process. Managers may also be anxious because of the uncertainty related to the an employee's reaction. I know one employee who sincerely thought she was going to be fired prior to her assessment but ended up being the highest rated employee on the team. Employees should have an accurate idea of their assessment long before any meeting is scheduled.

**39. One-way communication** — some managers simply give the employee the form to quickly sign and they don't even solicit feedback. Many employees are intimidated by managers and the process, and as a result, they say nothing during or after the appraisal.

**40. Self-assessment is not possible** — if an ambitious employee wanted to self-assess their performance midstream (in order to improve), most processes do not provide access to the instrument. Providing each employee with a virtual assessment scoreboard and performance management process would be an ideal solution.

**41. No alerts** — most processes do not allow an employee to be notified midstream should their performance change to the point where it was suddenly dramatically below standards.

**42. No choice of reviewers** — although there are a few exceptions (Sun), in most cases, unlike with 360 reviews, employees are not allowed input into who does their assessment.

**43. One-way process** — in most cases, employees also have no input into the factors that they are assessed on, how often they are assessed, and what type of feedback they can receive. It is unfortunately even rare for a process manager to routinely survey their users for suggestions on how to improve it.

**44. No appeal process** — employees who disagree with her appraisal are seldom given the opportunity to challenge the results with a neutral party.

**45. Retention issues** — the ultimate cost of an “unfair” assessment may be that it actually drives your top employees away because, for example, there was no differential in recognition and rewards for their superior performance.

**46. Many possible emotional consequences** — if performance appraisal is blotched, you can expect a decrease in employee engagement, trust, employer brand strength, teamwork, and innovation contribution. Employee referrals from disgruntled employees will probably also drop.

#### **Timing issues**

**47. A time-consuming process** — most of the forms are incredibly long and time-consuming. As a result, some managers routinely recycle “last year's” evaluations. If HR is required to sit in on the sessions, the amount of wasted time increases significantly.

**48. It is historical** — the process is focused on capturing feedback about last year rather than on discussing necessary changes to job and skill requirements that must be necessitated by the business strategy.

**49. Not coordinated with business cycles** – some appraisal dates do not coincide with the end of major business periods or seasons when all other business results are tabulated and reported.

**50. Not simultaneous** — if appraisals are done on the employee's anniversary date, the entire team will not be assessed at the same time.

## **Appraisal Interview**

An interview in which the supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths

An appraisal typically culminates in an appraisal interview. Here, supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths. Interviews like these are often uncomfortable. Few people like to receive – or give – negative feedback. Adequate preparation and effective implementation are therefore essential.

### **Types of Appraisal Interviews**

*There are four basic types of appraisal interviews each with its own objective:*

**Satisfactory** – Promotable is the easiest interview: The person's performance is satisfactory and there is a promotion ahead. Our objective is to discuss the person's career plans and to develop a specific action plan for the educational and professional development the person needs to move up.

**Satisfactory** — Not promotable is for employees whose performance is satisfactory but for whom promotion is not possible. Perhaps there is no more room in the company. Perhaps he or she is happy as is and doesn't want a promotion. The objective here is to maintain satisfactory performance. The best option is usually to find incentives that are important to the person and enough to maintain satisfactory performance. These might include extra time off, a small bonus, additional authority to handle a slightly enlarged job, and reinforcements perhaps in the form of an occasional well done!

When the person's performance is unsatisfactory but correctable the interview objective is to lay out and plan for correcting the unsatisfactory performance.

If the employee is unsatisfactory and the situation is uncorrectable you can usually skip the interview. You either tolerate the person's poor performance for now, or dismiss the person.

### **How to conduct the appraisal interview**

Preparation is essential. Review the person's job description, compare performance to the standards and review the employee's previous appraisals. Give the employee at least a week's notice to review his or her work, analyze problems, and gather questions and comments.

Find a mutually agreeable time for the interview and allow enough time for the entire interview. Interviews with lower level personnel like clerical workers and maintenance staff should take no more than an hour. Interviews with management employees often two or three hours. Be sure the interview is done in a private place where you won't be interrupted.



**Guidelines: There are four things to keep mind when actually conducting the interviews:**

- 1) Talk in terms of objective work data:** Use examples such as absences, tardiness, quality records, orders processed, productivity records, order processing time, accident reports, and so on.
- 2) Don't get personal:** Don't say, you're too slow in producing those reports. Instead try to compare the person's performance to a standard (These reports should normally be done within 10 days). Similarly, don't compare the person's performance that of other people. (He s is quicker than you are).
- 3) Encourage the person to talk:** Stop and listen to what the person is saying; ask open ended questions such as What do you think we can do to improve the situation? Use a command such as Go on restate the person's last point as a question such as, you don't think you can get the job done?
- 4) Don't tiptoe around:** Don't get personal, but do make sure the person leaves knowing specifically what he or she is doing right and doing wrong. Make sure before he or she leaves there is agreement on how things will be improved and by when. Write up an action plan with targets and dates.

## **Feedback Interview**

### **Employee Feedback in the Workplace**

In the context of the workplace, easy-to-use employee feedback mechanisms can help improve productivity and profitability. As a professional employer organization, Total HR Management has seen how employee feedback mechanisms prove to be much more effective if they work in both directions. Although the most important form of employee feedback is from a manager to a worker, such a mechanism is much more effective if the worker also has the ability to provide feedback to the manager. With anonymous online tools available, the old-fashioned suggestion box has been eclipsed by modern technology that is much more easier to manage and much more efficient.

In terms of the HR role in helping to optimize the employee feedback process, the institution of mechanisms that deliver objective data, statistical information and metrics without specific intent can be truly helpful. By having such an objective base, you can remove the prejudices and fears brought on by the potential perception of favoritism or natural personality differences. Such data can provide a baseline for managerial feedback to employees.

Along with objective metrics and statistics, employee feedback from managers in the form of praise and constructive guidance is important as well. By showing an employee that their efforts are being recognized and the work they produce is being valued, employee morale can be raised and job performance boosted. Through focused performance management that results in ongoing development of applicable skill sets, a company can improve both the value of their employees on an individual basis while also improving the value of the business as a whole.

### **Role of Employee Feedback**

Another role of employee feedback by managers that cannot be ignored or forgotten is simple criticism. If constructive, such criticism can bring about the correction of a course that has gone off track. Based on current HR best practices, constructive guidance is the name of the game. When such criticism is connected to objective metrics and statistics, it tends to be more

valuable by providing an employee with a valuable yardstick by which they can measure and gauge what they need to accomplish in order to succeed.

As described in a Tribe HR article, successful companies understand employee feedback channels function like a highly sensitive nervous system. The conduits of back-and-forth communication provide crucial information pathways. Such pathways carry pain and pleasure signals in the form of feedback to the nerve receptors in the form of employees, managers, and executives. Pain signals are particularly important to recognize because – just like in the human body – they provide a clear sign that something has gone amiss.

### **Employee Feedback & HR Outsourcing**

As a professional employer organization, Total HR Management recommends that our client companies institute an effective employee feedback mechanism, both to provide the reward of praise and recognition while also being able to keep a close watch over any incoming or outgoing pain signals. An employee feedback mechanism often helps you to catch a problem before it becomes a problem, thus helping the employee on an individual basis and the company as a whole. With the institution of two-way employee feedback mechanisms that work, a workplace can be taken to the next level of communicative excellence.

### **Management**

Feedback goes beyond managers. It extends to co-employees and even customers. Encourage your employees to talk to management and report problems to resolve any issues. It is easier to motivate workers in an open culture of communication than if they are afraid to speak up.

### **Structure**

Good performance management is pro-active. Do not wait until a situation gets out of hand before intervening. Make sure employees know that you are watching, and keep feedback frequent. Do not leave it at “no news is good news” unless you are sure there are not any problems. According to Business MP, “A responsible manager ought to be able to set up a schedule...and provide [employees] with constructive assistance.”

### **Confidentiality**

Employees expect their leaders and managers to keep information confidential. If you break that trust, it is difficult to build it back up and your employees will stop coming to you with problems. Avoid gossip or delegating, and confront any issues yourself, directly with the employees involved. If you stand by your convictions and your employees know they can trust you, they will have more respect for you.

### **Timing**

Often, the best time for feedback happens during day-to-day business. It is important to be prepared for the conversation: do your homework and know the person to whom you are planning to speak. Practice what you are going to say, and use your knowledge to predict their responses and questions. Be sure to choose a private location and keep the conversation confidential. It is best to be prepared, so you might want to take notes with you. Do not be afraid to act immediately in a true emergency, but do not act too quickly if there is time to consider your response.

### **Successful Feedback**

For feedback to have a positive outcome, it should be specific rather than general. Generalizations might help you gather information about what the staff is feeling, but it will not solve specific problems. It is important to focus on the behavior instead of the person and make sure you give feedback geared to help and not hurt. You will need to limit the information you give to what your employee can hear and process. If you overload a person, they tend to block you out just to simplify things. Be aware of the effects of your feedback and follow up on the situation to see what changes have been made.

### **Developing Feedback Skill**

1. Feedback meetings that address people's weaknesses can elicit anxiety and defensiveness, so start the meeting by stating the following expectations:

- The meeting is developmental – not punitive. Everyone has strengths and weaknesses, and should have the opportunity to continue to grow professionally.
- The meeting should lead to positive results and opportunities to further develop strengths and address blind spots. Everyone has areas they can improve.
- There will be an opportunity to develop goals and an actionable developmental plan.
- There will be further instances of 360 feedback to give the leader an opportunity to track leadership development over time.
- The leader should feel free to ask for feedback at any point; feedback conversations need not be limited to once a year.

2. Address the individual's strengths and point out areas they received positive feedback, supporting these with examples of behaviors the leader has shown.

3. Address areas in which the individual received feedback that they need to improve, supporting these with examples of behaviors the leader has shown. Time should be allowed for discussion of the person's feelings, possible disagreement, and understanding of the data.

4. Areas in which there were large differences in the way the leader perceived him/herself and others perceived him/her should be discussed in order to increase self awareness.

5. Areas in which there were large differences in the way different rater groups (i.e. subordinates, customers, peers) perceived the leader should be explored to increase self-awareness.

6. Opportunities for development should be outlined as a final step in the meeting. This should include an action plan, coaching or training opportunities that may be available for the leader, and times for follow up meetings throughout the year.

### **The Role of appraisal in Managing Performance:**

A performance evaluation system is an invaluable tool for small businesses. An annual performance review places all employees on an equal playing field and allows the managers of the business to see which employees are creating the most value for the company. Human resources plays an important role in performance evaluations by ensuring that the process is fair, accurate and managed appropriately.

The strategy, implementation and functional steps in any performance management system rest squarely on a human resources leader and her department. HR managers and directors generally determine everything from the level of performance standards the company can expect its employees to achieve to what percent salary increase is reasonable for various performance levels. HR plays an essential role in performance appraisal, but its role is more centrally factored on the entire performance management system, instead of just the appraisal, which is only one small part of the entire system.

## **Performance Management**

An organization's performance management system often is the project that HR undertakes. Performance management is the overall system that supervisors and managers use to measure job performance, sustain productive work groups and recognize workers for meeting the company's performance standards. An HR manager or director works collaboratively with the organization's leadership to determine the type of coaching philosophy the company should adopt. Many employers have step-intensive performance management systems that include regular performance appraisals and progressive discipline policies. Other companies use less formal methods and unconventional methods for measuring performance and providing constructive feedback to employees.

## **Leadership Training**

The HR department's training and development area generally provides leadership training for supervisors and managers on how to properly evaluate employees using appraisal methods, conduct appraisal meetings and give periodic feedback. In addition, they learn how to avoid supervisor bias in the appraisal and disciplinary process, such as just looking at an employee's recent accomplishments or letting one slip-up or misstep overshadow an employee's numerous achievements. Many HR departments also teach supervisors how to provide guidance to their employees throughout the performance appraisal. Guidance includes goal setting, professional development and preparing workers for taking on additional responsibilities or increasing bench strength in their departments.

## **Compensation and Performance**

HR establishes a method for tying compensation to its performance appraisals through assessing the organization's capability for rewarding employees through pay-for-performance or merit pay systems. Conducting job analyses, reviewing compensation practices and developing rewards programs for employees whose performance meets or exceeds the company's expectations falls under the purview of the HR department, meaning the HR leader and compensation specialists. Whether supervisors and managers have approval to determine the extent to which they reward employee performance also is a function of the HR department. Some organizations leave wage increases and decisions on bonuses and incentives up to the managers, while other companies' HR departments are responsible for that task after they complete their employee appraisals.

## **Performance Issues**

Employees assume that HR wears the black hat when it addresses disciplinary issues. That's partly true but only when unresolved performance issues such as poor performance appraisals require suspension, demotion or termination. Otherwise, HR typically wants to restore employees to their productive selves and re-engage them in their jobs. HR reviews supervisors' and managers' performance-related employee relations issues and works together to recommend ways to solve matters related to performance appraisals that employees might believe contain unfair ratings. The HR department equally advocates for the company and the employee to encourage strong performance records and job satisfaction, which are integral parts of the overall performance management system.

## **Career Planning and Development**

The employees are recently could join an organisation fully expecting to stay with it for their entire career. Now, life-long careers are a thing of the past. Some naive employees still feel that they are immune to the ongoing reductions because they are doing good work and adding value to the organisation. However, increasing competition, rapid technological change,

relentless restructuring and downsizing mean that high performance no longer protects employees from dismissal. People increasingly will move from opportunity to opportunity without regard for traditional job boundaries. Some experts predict that soon full-time careers will no longer be the norm.

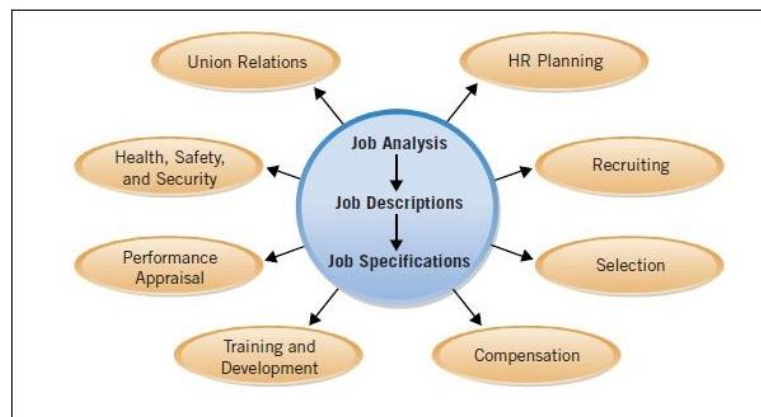
Realistic career planning forces employees to be proactive and to anticipate problems and opportunities. It does this by making them establish and examine their career objectives. Career planning and development involves two processes — career planning (employee centred) and career management (organization centred). Career management is integral to HR planning, but HR planning and/or career management do not exist or are not integrated in some organisations.



### HR planning and career planning and development

Employees and organisations are paying more attention to career planning and development because:

- Employees are increasingly concerned about their quality of life
- Educational levels and employee aspirations are rising
- Workers are making the transition from vertical careers to lateral careers
- Organisations have an increasing sense of obligation to employees. 'The most valuable thing that a business can give its members,' says Handy, 'is no longer employment but employability, the security of a saleable skill.'
- Shortages of skilled workers is producing a global talent war.



**HR department's responsibility**

Proactive HR managers recognise the importance of career planning and development in satisfying individual and organisational needs. If the HR department is fully aware of the organisation's future HR needs, career chances and training and development opportunities, then it is well placed to promote career planning among employees.

**Work-family conflict**

Work family conflict is evidenced by the dual-income family and the single-parent family. People today are faced with problems of redefining what is meant by success and how to balance work and family. Particularly for women, the integration of work and family responsibilities can be difficult because job demands compete with the traditional family demands of being mother, wife and housekeeper. Men who place family first also face a problem with companies and co-workers. Family-responsive policies such as provision of child care or assistance with child-care expenses and the introduction of flexible work schedules, part-time work, home work, job sharing and flexible leave provisions not only help but result in increased employee commitment.

**Careers in human resource management**

Those contemplating a career in HRM need to think carefully about their career objectives and how they plan to achieve them. HRM offers many exciting opportunities but also has its limitations. Few HRM practitioners, for example, become managing directors or achieve the same status and income as their counterparts in line management. To enhance personal satisfaction and professional success, individuals should thoroughly assess their own needs and expectations, and gather as much information as they can about HR work, career paths, opportunities, rewards and so on.

**Job variety** - Job opportunities exist for both generalists and specialists in HRM.

**Remuneration** - Remuneration for HRM employees has lagged behind that paid to employees in functions such as finance and marketing; Australian and US data suggest that the median earnings of full-time HR professionals are in decline and that male HR professionals, on average, still earn more than their female counterparts. However, as HRM moves away from its traditional status of cost centre to that of profit contributor and strategic business partner, the magnitude of the monetary differential is reducing (particularly in banking and financial services and hi-tech companies).

**Working conditions**- HR departments are frequented by applicants, employees, union officials, government inspectors and visitors, so they need to present a favourable image of the organisation as a place of employment. Consequently, most HR offices tend to be clean and pleasant places in which to work.

**Career preparation — education** - Some people work in HRM without academic qualifications, but it is evident that the increasing demands by employers for professional competence and know-how make tertiary education essential.

**Career preparation — competencies** - Ulrich argues that the HR manager of the future should be a strategic business partner, an administrative expert, a champion for employees and a change agent. This, says Ulrich, demands competence in knowledge of the business, knowledge of HR, change management, and credibility.

-ooooOoooo-

## UNIT-V INTEGRATION

**Unit-V** Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation.

The process of combining all the systems to do with managing human resources (= people) in a business so that they work effectively together for the best results:

### **Quality of Work Life:**

According to J. Richard and J. Loy, “QWL is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation”.

While the task force set in 1979 by the American Society for Training and Development [ASTD] defined QWL as a process of work organisation which enables its members at all levels of to actively participate in shaping the organisation’s environments, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisation and improved quality of life at work for employees. Quality of work life efforts are systematic efforts made by an organisation to give its employees a greater opportunity to affect the way in which they do their jobs and the contributions they make to the overall effectiveness of their organisation.

**Richard E.Walton** explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life (QWL). He proposed the same criteria for measuring QWL. Those conditions/criteria include :

- Adequate and fair compensation.
- Safe and healthy working condition.
- Opportunity to use and develop human capacities.
- Opportunity for career growth.
- Social integration in the work force.
- Constitutionalism in the work organisation.
- Work and quality of life and
- Special relevance of work.

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life.

It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day.

### **The factors that influence and decide the Quality of work life are:**

- Attitude
- Environment
- Opportunities
- Nature of Job
- People
- Stress Level
- Career Prospects
- Challenges

- Growth and Development
- Risk Involved and Reward

**Attitude:** The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

**Environment:** The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

**Opportunities:** Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

**Nature of Job:** For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

**People:** Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

**Stress Level:** All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

**Career Prospects:** Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a



lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

**Challenges:** The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

**Growth and Development:** If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

**Risk Involved and Reward:** Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; All said and done, reward is a key criteria to lure a prospective worker to accept the offer.

### **Quality Circles:**

Conceptually Quality Circles can be described as a small group of employees of the same work area, doing similar work that meets voluntarily and regularly to identify, analyse and resolve work related problems.

This small group with every member of the circle participating to the full carries on the activities, utilising problem solving techniques to achieve control or improvement in the work area and also help self and mutual development in the process.

The concept of the Quality Circle is based on “respect for the human individual” as against the traditional assumption based on suspicion and mistrust between management and its employees.

### **Characteristics of Effective Quality Circles:**

1. The atmosphere should be informal, comfortable and relaxed. The members should feel involved and interested.
2. Everyone should participate.
3. The objectives should be clear to the members.
4. The members should listen to each other.
5. The group should feel comfortable even when there are disagreements.
6. The decisions should generally be taken by a kind of consensus and voting should be minimum.
7. When an action is required to be taken, clear assignments should be made and accepted by all the members.
8. The leader should not dominate the group. The main idea should not be as to who controls but how to get the job done.
9. Until a final solution is found and results are attained feedback is necessary.

### **Industrial Disputes:**

The Industrial Dispute Act, 1947, “Industrial dispute means any dispute or difference between employers and employers or between employers and workmen or between workmen and

workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour of any person” Industrial disputes are of symptoms of industrial unrest in the same way that boils are symptoms of a disordered body.

Whenever an industrial dispute occurs, both management and workers try to pressurize each other. The management may resort to lock-out and the workers may resort to strike, gherao, picketing, etc.

**Strike:**

Strike is a very powerful weapon used by a trade union to get its demands accepted. It means quitting work by a group of workers for the purpose of bringing pressure on their employer to accept their demands. According to Industrial Disputes Act, 1947, “Strike means a cessation of work by a body of persons employed in any industry acting in combination, or a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed, to continue to work or to accept employment.”

**There are many types of strikes. A few of them are discussed below:**

**ADVERTISEMENTS:**

**(i) Economic Strike:**

Under this type of strike, members of the trade union stop work to enforce their economic demands such as wages, bonus, and other conditions of work.

**(ii) Sympathetic Strike:**

The members of a union collectively stop work to support or express their sympathy with the members of other unions who are on strike in the other undertakings.

**(iii) General Strike:**

It means a strike by members of all or most of the unions in a region or an industry. It may be a strike of all the workers in a particular region of industry to force demands common to all the workers. It may also be an extension of the sympathetic strike to express general protest by the workers.

**(iv) Sit Down Strike:**

When workers do not leave their place of work, but stop work, they are said to be on sit down or stay in strike. It is also known as tools down or pen down strike. The workers remain at their work-place and also keep their control over the work facilities.

**(v) Slow Down Strike:**

Employees remain on their jobs under this type of strike. They do not stop work, but restrict the rate of output in an organised manner. They adopt go- slow tactics to put pressure on the employers.

**Lock-out:**

Lock-out is declared by the employers to put pressure on their workers. It is an act on the part of the employers to close down the place of work until the workers agree to resume the work on the terms and conditions specified by the employers.

The Industrial Disputes Act, 1947 has defined lock-out as closing of a place of employment or the suspension of work or the refusal by an employer to continue to employ any number of persons employed by him. Lock-outs are declared to curb the activities of militant workers. Generally, lock-out is declared as a trial of strength between the management and its employees.

**Causes of Industrial Disputes:**

*We can classify the causes of industrial disputes into two broad groups:*

- (i) Economic causes, and
- (ii) Non-economic causes.

**Economic causes include:**

- (i) Wages,
- (ii) Bonus,
- (iii) Dearness allowance,
- (iv) Conditions of work and employment,
- (v) Working hours,
- (vi) Leave and holidays with pay, and
- (vii) Unjust dismissals or retrenchments.

**Non-economic causes include:**

- (i) Recognition of trade unions,
- (ii) Victimization of workers,
- (iii) Ill-treatment by supervisory staff,
- (iv) Sympathetic strikes,
- (v) Political causes, etc.

**Causes and Remedial Measures:****Types, Causes and Methods to Reduce Fatigue**

Human capacity to work is limited. Every work requires care, attention and concentration. A person cannot work continuously for longer periods. The work output will be more in the morning and it goes on decreasing with passage of time as a worker will feel tired, mentally and physically, in the evening. The decrease in efficiency of working due to longer working periods is known as fatigue.

It is one of the most significant problems before industrial engineers. Fatigue has been defined as a negative appetite for work activity. According to vitals, "The tension, the subjection to specialization of work and a rhythm uncontrolled by the individual, promote fatigue characterized by decrease in the power to work, a decrease in pressure taken in work, and an increase in the enjoyment of the hours spent away from work".

**Fatigue can precisely be explained as follows:**

1. It leads to loss of efficiency.
2. It results in more or less complete loss of responsiveness of tissue.
3. It may be termed as the reduced capacity of work resulting from work itself.

**Methods of Reducing Fatigue:**

A fatigued worker will not be able to work with his original rhythm. Every industrial enterprise is expected to devise ways and means of reducing fatigue so that production does not suffer for longer periods.

**Following methods may help in reducing fatigue and providing freshness to workers:****1. Rest pauses:**

When workers continue to work for longer periods then they feel tired and need some rest. Rest pauses are of great importance in reducing fatigue as well as monotony. Rest pauses should be provided in such a way that workers feel relieved after working for some hours. A well planned rest pauses schedule will be of great help in reducing fatigue.

**2. Less hours of work:**

Longer hours of work are the main cause of fatigue. The hours of work should be reduced to that optimum level where workers are able to keep up their working speed. The factories act in India allows only 48 hours a week for adult workers and it should be followed strictly.

**3. Proper lighting:**

Poor illumination is an important cause of disturbance and fatigue. The work place should be properly lighted so that workers are able to work without burdening their eye sight and brain.

**4. Improving environmental conditions:**

The humidity, temperature and ventilation influence workers at work. A proper balance of temperature, humidity should be maintained to make the work place comfortable and worth working so that fatigue is reduced.

**5. Reduction of noise:**

Undesirable noise will cause fatigue. It may also cause muscular tension. Unnecessary noise should be curbed to its, minimum level. Lower noise levels increase productivity of workers by reducing fatigue, removing cause of irritation.

**6. Proper selection of employees:**

A wrong selection of employees and their placement may also be a reason for fatigue and monotony. A job may require more physical input than worker has. In such situations the worker will feel fatigued after short duration of work. A square peg in a square hole will help in reducing fatigue and boredom so proper selection shall help in this regard.

**7. Job rotations:**

Sometimes workers start feeling bore and tired while working repeatedly on the same job. If job rotation a is provided it will avoid boredom and fatigue.

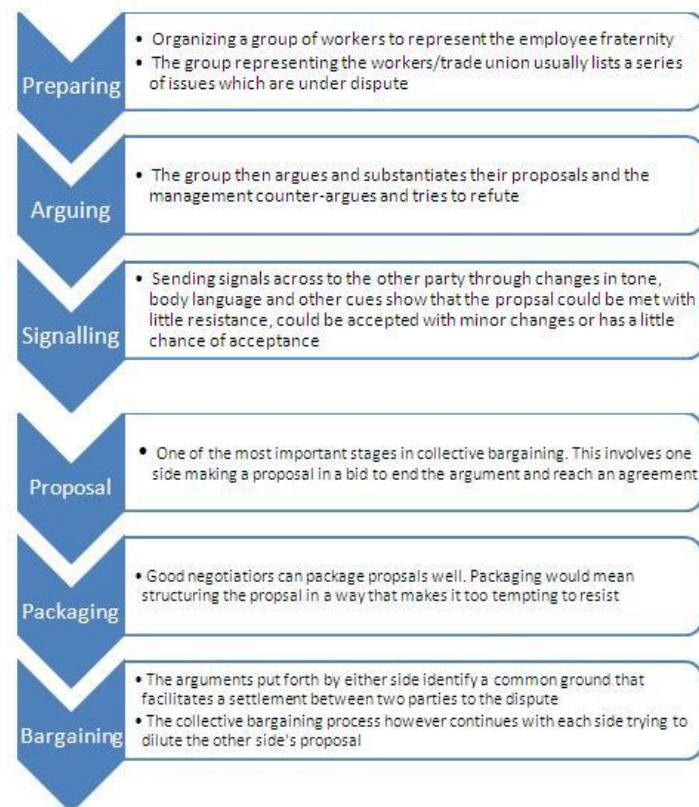
**8. Counseling of employees:**

Anxieties and worries may be the main cause of fatigue with some workers. There may be job dissatisfaction domestic problem etc. the officers of personnel department should counsel the employees and help them in solving their problems.

**Collective bargaining**

Collective Bargaining is the process by which a group of employees negotiate with the employer in order to bring about an agreement that regulates working conditions. The interests of the employees are generally represented by the members of a trade union to which the employees belong. This collective bargaining model rests on the worker's representatives submitting proposals that they consider ideal, but show willingness to settle for less, and the management willing to concede more than what they publicly acknowledge.

Collective Bargaining is generally carried out in six steps:



Importance:

The need for and importance of collective bargaining is felt due to the advantages it offers to an organisation.

The chief ones are as follows:

**1. Collective bargaining develops better understanding between the employer and the employees:**

It provides a platform to the management and the employees to be at par on negotiation table. As such, while the management gains a better and deep insight into the problems and the aspirations of the employees, on the one hand, the employees do also become better informed about the organisational problems and limitations, on the other. This, in turn, develops better understanding between the two parties.

**2. It promotes industrial democracy:**

**ADVERTISEMENTS:**

Both the employer and the employees who best know their problems, participate in the negotiation process. Such participation breeds the democratic process in the organisation.

**3. It benefits the both-employer and employees:**

The negotiation arrived at is acceptable to both parties—the employer and the employees.

**4. It is adjustable to the changing conditions:**

A dynamic environment leads to changes in employment conditions. This requires changes in organisational processes to match with the changed conditions. Among other alternatives available, collective bargaining is found as a better approach to bring changes more amicably.

### **5. It facilitates the speedy implementation of decisions arrived at collective negotiation:**

The direct participation of both parties—the employer and the employees—in collective decision making process provides an in-built mechanism for speedy implementation of decisions arrived at collective bargaining.

### **The Management of Conflicts:**

Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team.

### **Examples of situations that can cause conflict:**

- Misunderstandings or lack of information
- Changes in the workplace
- Actions taken by a supervisor
- Evaluation of work performance
- Personal situations that affect work performance

### **Informal Conflict Management**

Informal conflict management can be initiated at an early stage, in an open manner, by the supervisor or employee or can be facilitated by Employee Relations.

### **Helpful Guidelines**

Contact Employee Relations for further assistance in facilitating conflict management

### **Formal Conflict Management**

If a conflict can't be resolved informally, or if an employee chooses not to resolve it informally, the employee can initiate a formal conflict management process by filing a complaint or grievance. Steps in formal conflict management may include a fact-finding investigation and a hearing or arbitration. This is facilitated by Labor Relations.

### **Sources of Grievances:**

A grievance is any dissatisfaction or feeling of injustice having connection with one's employment situation which is brought to the attention of management. Speaking broadly, a grievance is any dissatisfaction that adversely affects organizational relations and productivity. To understand what a grievance is, it is necessary to distinguish between dissatisfaction, complaint, and grievance.

1. Dissatisfaction is anything that disturbs an employee, whether or not the unrest is expressed in words.
2. Complaint is a spoken or written dissatisfaction brought to the attention of the supervisor or the shop steward.
3. Grievance is a complaint that has been formally presented to a management representative or to a union official.

According to Michael Jucious, 'grievance is any discontent or dissatisfaction whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust or inequitable'.

In short, grievance is a state of dissatisfaction, expressed or unexpressed, written or unwritten, justified or unjustified, having connection with employment situation.

**Features of Grievance:**

1. A grievance refers to any form of discontent or dissatisfaction with any aspect of the organization.
2. The dissatisfaction must arise out of employment and not due to personal or family problems.
3. The discontent can arise out of real or imaginary reasons. When employees feel that injustice has been done to them, they have a grievance. The reason for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.
4. The discontent may be voiced or unvoiced, but it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now, the discontent grows and takes the shape of a grievance.
5. Broadly speaking, thus, a grievance is traceable to be perceived as non-fulfillment of one's expectations from the organization.

**Grievance Procedures:**

The purpose of performance management is to help the employee be successful and to draw boundaries for appropriate behavior on the job. At times, there are problems that need to be addressed.

**Types of Performance Problems****Quantity of work (untimely completion, limited production)**

- Poor prioritizing, timing, scheduling
- Lost time
  - Lateness, absenteeism, leaving without permission.
  - Excessive visiting, phone use, break time, use of the Internet.
  - Misuse of sick leave.
  -
- Slow response to work requests, untimely completion of assignments.
- Preventable accidents.

**Quality of work (failure to meet quality standards)**

- Inaccuracies, errors
- Failure to meet expectations for product quality, cost or service
- Customer/client dissatisfaction
- Spoilage and/or waste of materials
- Inappropriate or poor work methods

**Work Behaviors Which Result in Performance Problems****Inappropriate behaviors (often referred to as poor attitude)**

- Negativism, lack of cooperation, hostility
- Failure or refusal to follow instructions
- Unwillingness to take responsibility
- Insubordination
- Power games
- Resistance to change

**Guidelines for Grievances****1. Steps in Grievance Handling Procedure:**

At any stage of the grievance machinery, the dispute must be handled by some members of the management. In grievance redressed, responsibility lies largely with the management.

And, grievances should be settled promptly at the first stage itself. The following steps will provide a measure of guidance to the manager dealing with grievances.

**i. Acknowledge Dissatisfaction:**

Managerial/supervisory attitude to grievances is important. They should focus attention on grievances, not turn away from them. Ignorance is not bliss, it is the bane of industrial conflict. Condescending attitude on the part of supervisors and managers would aggravate the problem.

Instead of trying to deal with a vague feeling of discontent, the problem should be defined properly. Sometime the wrong complaint is given. By effective listening, one can make sure that a true complaint is voiced.

**iii. Get the Facts:**

Facts should be separated from fiction. Though grievances result in hurt feelings, the effort should be to get the facts behind the feelings. There is need for a proper record of each grievance.

**iv. Analyse and Decide:**

Decisions on each of the grievances will have a precedent effect. While no time should be lost in dealing with them, it is no excuse to be slipshod about it. Grievance settlements provide opportunities for managements to correct themselves, and thereby come closer to the employees.

Horse-trading in grievance redressed due to union pressures may temporarily bring union leadership closer to the management, but it will surely alienate the workforce away from the management.

**v. Follow up:**

Decisions taken must be followed up earnestly. They should be promptly communicated to the employee concerned. If a decision is favourable to the employee, his immediate boss should have the privilege of communicating the same.

**Welfare Services:**

Employee welfare means “the efforts to make life worth living for workmen.” According to Todd “employee welfare means anything done for the comfort and improvement, intellectual or social, of the employees over and above the wages paid which is not a necessity of the industry.”

**1. Welfare Measures inside the Work Place**

- a) Conditions of the work Environment
  - >=>> Safety and cleanliness: attention to approaches.
  - >=>> Housekeeping
  - >=>> Workshop sanitation and cleanliness.
  - >=>> Control of effluents
  - >=>> Convenience and comfort during work
  - >=>> Distribution of work hours
  - >=>> Workmen’s safety measures
  - >=>> Supply of necessary beverages
  - >=>> Notice Boards
- b) Conveniences
  - >=>> Provision of drinking water
  - >=>> Urinals and bathrooms
  - >=>> Provision for spittoons



- >=>> Canteen services
- >=>> Rest rooms and reading rooms
- c) Worker's Health Services
  - >=>> Factory health center
  - >=>> Dispensary
  - >=>> Ambulance
  - >=>> Emergency aid
  - >=>> Health education
- d) Women and Child Welfare
  - >=>> Services Crèche and child care
  - >=>> Separate services for woman workers
  - >=>> Family planning
- e) Workers' recreation
  - >=>> Indoor games; strenuous games to be avoided during intervals of work
- f) Economic services
  - >=>> Co operatives, loans, financial grants
  - >=>> Thrift and savings schemes
  - >=>> Un employment insurance
  - >=>> Profit sharing and bonus schemes
  - >=>> Gratuity and pension
- g) Labour management participation
  - >=>> Formation and working of various committees
  - >=>> Workmen's arbitration council
  - >=>> Research bureau
- h) Workers education
  - >=>> Reading room
  - >=>> Library
  - >=>> Adults education
  - >=>> Daily news review
  - >=>> Factory news bulletin

### **Separation:**

Employee separation is a sensitive issue for any organization. Usually, an employee leaves the organization after several years of service. Thus, the permanent separation of employees from an organization requires discretion, empathy and a great deal of planning. An employee may be separated as consequence of resignation, removal, death, permanent incapacity, discharge or retirement. The employee may also be separated due to the expiration of an employment contract or as part of downsizing of the workforce. Organizations should never harass the employees, especially in the case of resignation, just because they are quitting the organization. In fact, a quitting employee of the organization must be seen as a potential candidate of the future for the organization and also the brand ambassador of its HR policies and practices. However, many organizations are still treating their employees as "expendable resources" and discharging them in an unplanned manner whenever they choose to do so.

Each organization must have comprehensive separation policies and procedures to treat the departing employees equitably and ensure smooth transition for them. Further, each employee can provide a wealth of information to the organization at the time of separation. Exit interviews can be conducted by the HR department to ascertain the views of the leaving

employees about different aspects of the organization, including the efficacy of its HR policies.

### **Reasons for Separation**

**Employee separation** constitutes the final stage in the staffing process of an organization. An employee can leave the organization for any reason which he deems fit for seeking separation. However, separation is classified basically into two types. These are: voluntary separation and involuntary separation. Voluntary separation refers to the separation of employees on their own request, while involuntary separation means the separation of employees for organizational reasons which are beyond the control of the employees. We shall now discuss the causes of these separations in detail.

**Voluntary Separation:** Voluntary separation, which normally begins after a request is placed in this regard by the employee, can happen due to two reasons: professional reason and personal reason. We shall now discuss these reasons in detail.

**Professional reasons** Employees may seek separation when they decide to seek better positions, responsibilities and status outside the present organization. Efficient employees would seek to expand their realm of knowledge and skills continuously by working in different capacities/positions in various organizations. In their quest for greater responsibility, power and status, they may seek separation from the organization.

**Personal reasons:** The important personal reasons for voluntary separation are relocation for family reasons like marriage of the employees and health crisis of family members, maternity and child-rearing. For instance, when working women get married, they often prefer to settle in the partners place of occupation. Similarly, an employee may seek voluntary separation to look after the child or parent.

**Involuntary Separation** As mentioned earlier, an involuntary separation is caused by the factors which remain beyond the purview of the employees. However, these factors may be classified broadly into health problems, behavioural problems and organizational problems. We shall now discuss these factors in detail

**Health problems** Major health problems crippling the employees may make them invalid or unfit to continue in the profession. For instance, accidents causing permanent disabilities and illness of the employees like brain stroke and other terminal illnesses can lead to their involuntary separation. Death of employees is another factor which results in their involuntary separation.

**Behavioural problems** An employee's objectionable and unruly behaviour within the organization may also lead to his involuntary separation from the organization. When the employees behaviour is unethical or violates the code of conduct in force, the organization may initiate disciplinary actions, which may eventually result in his termination. This may constitute an act of involuntary separation. Consistent failure to reach performance goals by an employee can also result in his involuntary separation.

**Organizational problems** Organizational problems are another important factor that contributes to the involuntary separation of employees. The poor financial performance of an organization may cause it to terminate the services of some of its employees as part of cost control measure. Such terminations are also classified as involuntary separation. Similarly, automation, organizational restructuring and rationalization can also result in employee termination, discharge or layoff, broadly called involuntary separation.