

Paper: Human Resource Management

Objectives

The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

Unit-I: Introduction (Lectures-10)

- a. Concept, Nature, Scope, Objectives and Importance of HRM
- b. Evolution of HRM
- c. HRM Policies, Challenges of HRM
- d. Personnel Management vs HRM
- e. Traditional HRM vs Strategic HRM
- f. New Trends in HRM

Unit-II: Human Resource Planning (Lectures-10)

- a. Job Analysis: Job Description and Job Specification
- b. Job Design, Job Simplification, Job Rotation, Job Enlargement, Job Enrichment
- c. Recruitment: Sources and Process
- d. Selection Process: Tests and Interviews
- e. Placement and Induction
- f. Job Changes: Transfers, Promotions/Demotions, Separations

Unit-III: Training and Development (Lectures-10)

- a. Concept and Importance of Training
- b. Types of Training
- c. Methods of Training
- d. Design of Training Programme
- e. Evaluation of Training Effectiveness
- f. Executive Development: Process and Techniques
- g. Career Planning and Development
- h. Performance and Potential Appraisal: Concept and Objectives, Traditional and Modern methods, limitations of performance appraisal methods, Introduction to Performance Management, 360 degree Appraisal, MBO



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Unit-IV: Compensation and Maintenance (Lectures-10)

a. Compensation:

- i. Job Evaluation: Concept, Process and Significance;
- ii. Components of Employee Remuneration: Base and Supplementary

b. Maintenance:

- i. Overview of Employee Welfare, Health and Safety, Social Security, Grievance Redressal Procedure, Employee Participation, Flexi time, ESOPs

PSDA (Professional Skill Development Activities) 3 Hrs/Week

Case Studies on different topics, Brainstorming on New Trends

Case Studies on different topics, Exercises on Human Resource Planning, Job Analysis, Advertisement Design for Recruitment, Role Play on Selection, Mock Interview

Case Discussions, Exercises related to Training and Performance, Role Plays, Brainstorming

Case Discussions, Exercises related to Compensation Design, Job Evaluation, Brainstorming on Employee Welfare

Unit-I: Introduction

Human Resource Management: Concept and Definition

Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards the realization of organizational objectives.

In other words, HRM is concerned with getting better results with the collaboration of people. It is an integral but distinctive part of management, concerned with people at work and their relationships within the enterprise. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resources as contrasted with physical resources. It is the recruitment, selection, development, utilization, compensation and motivation of human resources by the organization.

Nature

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.
- It tries to put people on assigned jobs in order to produce good results.
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees.

- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

Human Resource Management: Scope

The scope of HRM is very wide:

1. Personnel aspect - This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.
2. Welfare aspect-It deals with working conditions and amenities such as canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.
3. Industrial relations aspect-This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

FEATURE OF HUMAN RESOURCE MANAGEMENT

- 1) Part of Management - Human resource management is an integral part of the management process. It is inherent in all organizations because people comprise an essential part in every organization.
- 2) Pervasive Function -Human resource management is a function that is performed by all managers at all levels of the organization. It is an essential part of the job of every manager. Every manager has to deal with his subordinates to get things done. Therefore, human resource management is required in all functional areas such as finance, marketing, production etc

- 3) Concerned with people - Human Resource management is concerned with people at work and their relationships. It deals with employees as individual and as groups.
- 4) Wide Scope -The scope of human resource management is very wide. It includes a broad spectrum of activities like recruitment, selection, placement, training, transfer, promotion, appraisal and compensation of employees.

Human Resource Management: Objectives

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings. To identify and satisfy the needs of individuals.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work

Importance of Human Resource Management

The main purpose of human resource management is to accomplish the organizational goals. Therefore, the resources are mobilized to achieve such goals. Some importance and objectives of human resource management are as follows:

1. Effective Utilization of Resources

Human resource management ensures the effective utilization of resources. HRM teaches how to utilize human and non-human resources so that the goals can be achieved. Organization aiming

to utilize their resources efficiently invites the HR department to formulate required objectives and policies.

2. Organizational Structure

Organizational structure defines the working relationship between employees and management. It defines and assigns the task for each employee working in the organization. The task is to be performed within the given constraints. It also defines positions, rights and duties, accountability and responsibility, and other working relationships. The human resource management system provides required information to timely and accurately. Hence, human resource management helps to maintain organizational structure.

3. Development of Human Resources

Human resource management provides favorable environment for employees so that people working in organization can work creatively. This ultimately helps them to develop their creative knowledge, ability and skill. To develop personality of employees, human resource management organizes training and development campaigns which provide an opportunity for employees to enhance their caliber to work.

4. Respect for Human Beings

Another importance of human resource management is to provide a respectful environment for each employee. Human resource management provides with required means and facilitates employee along with an appropriate respect because the dominating tendency develops that will result organizational crisis. Hence, all of them should get proper respect at work. Human resource management focuses on developing good working relationships among workers and managers in organization. So, good human resource management system helps for respecting the employees.

5. Goal Harmony

Human resource management bridges the gap between individual goal and organizational goal- thereby resulting into a good harmony. If goal difference occurs, the employees will not be willing to perform well. Hence, a proper match between individual goal and organizational goal should be there in order to utilize organizational resources effectively and efficiently.

6. Employee Satisfaction

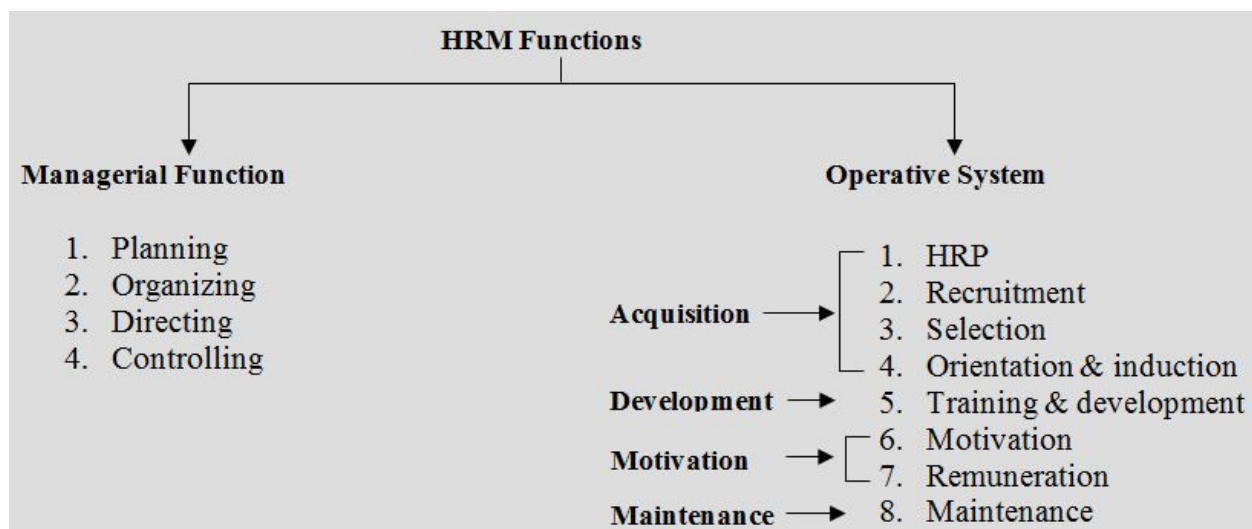
Human resource management provides a series of facilities and opportunities to employees for their career development. This leads to job satisfaction and commitment. When the employees are provided with every kind of facilities and opportunities, they will be satisfied with their work performance.

7. Employee Discipline and Moral

Human resource management tries to promote employee discipline and moral through performance based incentives. It creates a healthy and friendly working environment through appropriate work design and assignment of jobs.

8. Organizational Productivity

Human resource management focuses on achieving higher production and most effective utilization of available resources. This leads to an enhancement in organizational goals and objectives.



Evolution:

Human Resource management is considered as one of the crucial task of any organization in today's competitive environment. But the history about how this concept of HRM is evolved or gained its importance is very interesting. Let us discuss the evolution of HRM here.

In starting of 19th century there was a boom in industrialization which influences the need of personal management. But there was no separate department to take care of labour problems except welfare officers that too who care about women & children only.

1914-39

During the 1st world war there was an expected growth for Personnel Management. The welfare officers were increased. During this period the women were recruited in large numbers as most of the men were in the militaries.

The first phase of labour management came in 1920 in factories to handle absenteeism etc.

In mid of 1920's to 1930's there were employers who cared their employees well being by themselves e.g. Tata steel in Jamshedpur.

In between 2nd world war the personnel management faced an improving stage because the government has to produce large war material then personnel department worked in full time basis.

After independence the Role of Personnel management becomes inevitable in Industries it played functions like Collective Bargaining, Industrial Relations, and HR Policies etc.

In 1930's the HRM started due to various reasons like

1. View Point about doing works
2. Legislative frame work



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3. Government policies

4. Trade unions.

5. Concepts in management

6. Change in economy

In 1990 government of various countries liberalized their policy due to which the human started moving from one nation to another. So the need for HRM evolved as cross culture took place. Due to this the recruitment becomes more specific where in selection is based on talent regardless of nationality.

Evolution of HRM in India

The Evolution of human resource management in India can be summarized as

| Period | Development Status | Emphasis on | Status |
|--------------|-----------------------------|---|----------------|
| 1920 1930 | – Beginning | Statutory Welfare | Clerical |
| 1940 1960 | – Struggling recognition | for Introduction of Techniques | Administrative |
| 1970 1980 | – Achieving Superiority | Regulatory Conforming Imposition of std on other functions | Managerial |
| 1990s | Promising | Human Values | Executive |

Apart from this it could be said that HRM had to cross various phases before reaching to this responsible position like Industrial Revolution Era – Scientific Management Era – Paternalistic Era – Industrial Psychology Era – Human Relations Era – Behavioural Science Era – Personnel Specialists Era – Welfare Era etc.



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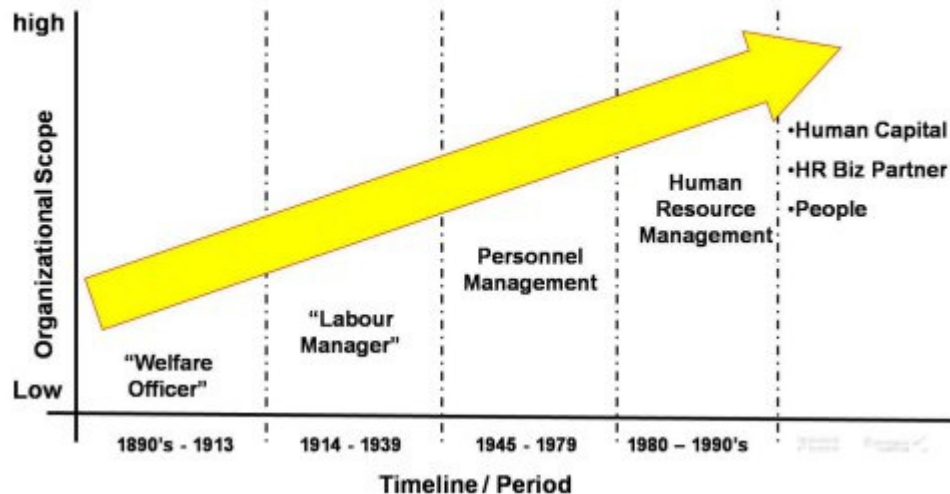
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There are many people in the field of management who were contributed to the development of HRM by the various researches conducted by them or theory proposed by them to name few FW Taylor, Robert Owen , Hugo Munsterberg , Maslow, Herzberg, Elton Mayo etc.

Evolution of HRM ...



HRM Policies

Human resource management policies are vital for organizations that are serious about resolving personnel issues and finding hr solutions. HRM policies are intended to help maximize the effectiveness of your Human Resources function.

- HR should ensure that HRM policy you have consistent, well-written & legal policies and procedures.
- HRM policy should provide hr advices for the organizations needing help with specific HR-related issues

- Individuals and organizations who are serious about human resources should understand the bottom-line importance of job evaluation, job descriptions and effective policies.

Types of HRM Policies:

- Attendance Policy Attendance Policy
- Recruitment Policy Recruitment Policy
- Leave of Absence Policy Leave of Absence Policy
- Performance Planning and Evaluation Performance
- Probationary Period
- Compensation
- Compensatory Leave
- Overtime Leave
- Annual Leave
- Educational Leave, etc

Challenges of HRM

1. **Workplace diversity.** This may consist of issues involving age, education, ethnicity, gender, income, marital status, physical limitations, religion, sexual orientation, or any number of other things. Understanding the challenges that may be faced by the interaction of any of these diverse groups, as well as the required openness of the company toward such groups, will help HR personnel provide assistance in training employees to work with those they may consider

“different,” accept that such workers may be present in the business, and agree to treat each other respectfully, even if they never come to agree with each other over various issues.

2. **Change management.** This is another challenge that more and more HR departments are facing. Being able to deal with their own changing roles in corporate society, in addition to the changes to other jobs, the overlapping responsibilities, and more. Understanding that change is required is the first step toward accepting the change.

3. **Compensation and benefits.** With a slow economy and tightening corporate purse-strings, the issue of compensation and employee benefits is one that almost every business must deal with. The key is to present mandatory changes in such a way that employees can accept, if not necessarily agree with them while providing non-monetary morale boosting incentives whenever possible to make the changes less traumatic.

4. **Recruiting skilled employees.** In an era of rising unemployment, it would seem that finding qualified workers would be easier than ever. But that’s seldom the case. Many industries are facing dire needs for employees with acceptable skills and the required training or degree. This applies not only to health care, but also to technology and other fields as well, causing many employers to search outside their local marketplace for workers who can do the jobs they need filled.

5. **Training and development.** This is another challenge that HR managers and personnel must deal with more frequently. With the need to cut training costs, training itself often suffers. Yet the skills an employee needs must still be taught. Many companies are meeting this challenge by providing eLearning opportunities that allow employees to receive the training they need without the expenses associated with travel, on-site trainers, hours away from their jobs and high-priced materials.

6. **Increasing cut-throat competition:** - Currently, organizations are facing increasing internal and external competitions. Due to this, product life cycles are getting shorter. It one starts to

produce a new product, in no time, the same kind of product, produced by another company will be found in the market. Beside this, the size and complexity of organizations are increasing day by day. To face these growing challenges of competition, innovative human resource management and practices are needed.

7. Globalization: - Globalization: - HR managers have to deal with Growing internationalization, more heterogeneous functions and involvement in employee's personal life.

8. Corporate Re-organizations:- It is the role of HRM to deal with the anxiety, uncertainties, insecurities and fears during the dynamic trends of Reorganization that relates to mergers and acquisitions, joint ventures, take over, internal restructuring of organizations.

These are only a few of the many challenges an HR department must be prepared to deal with. Knowing in advance what type situation might arise will help you to be better equipped in the event that it does. After all, it's always best to hope for the best, but to be prepared for the worst. Just in case.

Personnel Management (PM) VS Human Resources Management (HRM)

1. Personnel mean employed persons of an organization. Management of these people is personnel management (PM). Human resource management (HRM) is the management of employees' knowledge, aptitudes, abilities, talents, creative abilities and skills/competencies.

2. PM is traditional, routine, maintenance-oriented, administrative function whereas HRM is continuous, on-going development function aimed at improving human processes.

3. PM is an independent function with independent sub-functions. HRM follows the systems thinking approach. It is not considered in isolation from the larger organization and must take into account the linkages and interfaces.

4. PM is treated like a less important auxiliary function whereas HRM is considered a strategic management function.
5. PM is reactive, responding to demands as and when they arise. HRM is proactive, anticipating, planning and advancing continuously.
6. PM is the exclusive responsibility of the personnel department. HRM is a concern for all managers in the organization and aims at developing the capabilities of all line managers to carry out the human resource related functions.
7. The scope of PM is relatively narrow with a focus on administering people. The scope of HRM views the organization as a whole and lays emphasis on building a dynamic culture.
8. PM is primarily concerned with recruitment, selection and administration of manpower. HRM takes efforts to satisfy the human needs of the people at work that helps to motivate people to make their best contribution.
9. Important motivators in PM are compensation, rewards, job simplification and so on. HRM considers work groups, challenges and creativity on the job as motivators.
10. In PM improved satisfaction is considered to be the cause for improved performance but in HRM it is the other way round (performance is the cause and satisfaction is the result).
11. In PM, employee is treated as an economic unit as his services are exchanged for wages/salary. Employee in HRM is treated not only as economic unit but also a social and psychological entity.
12. PM treats employee as a commodity or a tool or like equipment that can be bought and used. Employee is treated as a resource and as a human being.

Traditional HRM vs. Strategic HRM

| Point of distinction | Traditional HR | Strategic HR |
|-----------------------|--|---|
| Focus | Employee relations | Partnerships with internal and external customers |
| Role of HR | Transactional change, follower and respondent | Transformational change leader and initiator |
| Initiatives | Slow, reactive and fragmented | Fast proactive and integrated |
| Time horizon | Short term | Short , medium and long (as required) |
| Control | Bureaucratic roles, policies procedures | Organic flexible whatever is necessary to succeed |
| Job Design | Tight division of labor, independence specialization | Broad flexible cross training teams. |
| Key investments | Capital products | People knowledge |
| Accountability | Cost center | Investment center |
| Responsibility for HR | Staff specialists | Line managers |

New Trends in HRM

1. Globalization and its implications

Business today doesn't have national boundaries – it reaches around the world. The rise of multinational corporations places new requirements on human resource managers. The HR department needs to ensure that the appropriate mix of employees in terms of knowledge, skills and cultural adaptability is available to handle global assignments. In order to meet this goal, the organizations must train individuals to meet the challenges of globalization. The employees must have working knowledge of the language and culture (in terms of values, morals, customs and laws) of the host country.

Human Resource Management (HRM) must also develop mechanisms that will help multicultural individuals work together. As background, language, custom or age differences become more prevalent, there are indications that employee conflict will increase. HRM would be required to train management to be more flexible in its practices. Because tomorrow's workers will come in different colors, nationalities and so on, managers will be required to change their ways. This will necessitate managers being trained to recognize differences in workers and to appreciate and even celebrate these differences.

2. Work-force Diversity

In the past HRM was considerably simpler because our work force was strikingly homogeneous. Today's work force comprises of people of different gender, age, social class sexual orientation, values, personality characteristics, ethnicity, religion, education, language, physical appearance, marital status, lifestyle, beliefs, ideologies and background characteristics such as geographic origin, tenure with the organization, and economic status and the list could go on. Diversity is critically linked to the organization's strategic direction. Where diversity flourishes, the potential benefits from better creativity and decision making and greater innovation can be accrued to help increase organization's competitiveness.

3. Changing skill requirements

Recruiting and developing skilled labor is important for any company concerned about competitiveness, productivity, quality and managing a diverse work force effectively. Skill deficiencies translate into significant losses for the organization in terms of poor-quality work and lower productivity, increase in employee accidents and customer complaints. Since a growing number of jobs will require more education and higher levels of language than current ones, HRM practitioners and specialists will have to communicate this to educators and community leaders etc. Strategic human resource planning will have to carefully weigh the skill deficiencies and shortages. HRM department will have to devise suitable training and short term programmes to bridge the skill gaps & deficiencies.

4. Corporate downsizing

Whenever an organization attempts to delayer, it is attempting to create greater efficiency. The premise of downsizing is to reduce the number of workers employed by the organization. HRM department has a very important role to play in downsizing. HRM people must ensure that proper communication must take place during this time. They must minimize the negative effects of rumors and ensure that individuals are kept informed with factual data. HRM must also deal with actual layoff. HRM dept is key to the downsizing discussions that have to take place.

5. Continuous improvement programs

Continuous improvement programs focus on the long term well being of the organization. It is a process whereby an organization focuses on quality and builds a better foundation to serve its customers. This often involves a company wide initiative to improve quality and productivity. The company changes its operations to focus on the customer and to involve workers in matters affecting them. Companies strive to improve everything that they do, from hiring quality people, to administrative paper processing, to meeting customer needs.

6. Re-engineering work processes for improved productivity

Although continuous improvement initiatives are positive starts in many of our organizations, they typically focus on ongoing incremental change. Such action is intuitively appealing – the constant and permanent search to make things better. Yet many companies function in an environment that is dynamic- facing rapid and constant change. As a result continuous improvement programs may not be in the best interest of the organization. The problem with them is that they may provide a false sense of security. Ongoing incremental change avoids facing up to the possibility that what the organization may really need is radical or quantum change. Such drastic change results in the re-engineering of the organization.

8. Contingent workforce

A very substantial part of the modern day workforce are the contingent workers. Contingent workers are individuals who are typically hired for shorter periods of time. They perform specific tasks that often require special job skills and are employed when an organization is experiencing significant deviations in its workflow. When an organization makes its strategic decision to employ a sizable portion of its workforce from the contingency ranks, several HRM issues come to the forefront. These include being able to have these virtual employees available when needed, providing scheduling options that meet their needs and making decisions about whether or not benefits will be offered to the contingent work force.

9. Decentralized work sites

Work sites are getting more and more decentralized. Telecommuting capabilities that exist today have made it possible for the employees to be located anywhere on the globe. With this potential, the employers no longer have to consider locating a business near its work force. Telecommuting also offers an opportunity for a business in a high cost area to have its work done in an area where lower wages prevail.

Decentralized work sites also offer opportunities that may meet the needs of the diversified workforce. Those who have family responsibilities like child care, or those who have disabilities may prefer to work in their homes rather than travel to the organization's facility. For HRM,

decentralized work sites present a challenge. Much of that challenge revolves around training managers in how to establish and ensure appropriate work quality and on-time completion. Work at home may also require HRM to rethink its compensation policy. Will it pay by the hour, on a salary basis, or by the job performed. Also, because employees in decentralized work sites are full time employees of the organization as opposed to contingent workers, it will be organization's responsibility to ensure health and safety of the decentralized work force.

10. Employee involvement

For today's organization's to be successful there are a number of employee involvement concepts that appear to be accepted. These are delegation, participative management, work teams, goal setting, employee training and empowering of employees. HRM has a significant role to play in employee involvement. What are needed are demonstrated leadership as well as supportive management. Employees need to be trained and that's where human resource management has a significant role to play. Employees expected to delegate, to have decisions participatively handled, to work in teams, or to set goals cannot do so unless they know and understand what it is that they are to do. Empowering employees requires extensive training in all aspects of the job. Workers may need to understand how new job design processes. They may need training in interpersonal skills to make participative and work teams function properly.

UNIT 2 Human Resource Planning

Human Resource Planning: HR planning refers to classic HR administrative functions, and the evaluation and identification of human resources requirements for meeting organizational goals. It also requires an assessment of the availability of the qualified resources that will be needed. To ensure their competitive advantage in the marketplace and anticipate staffing needs, organizations must implement innovative strategies that are designed to enhance their employee retention rate and recruit fresh talent into their companies. Human resources planning is one way to help a company develop strategies and predict company needs in order to keep their competitive edge.

Definition:

A job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. You need as much data as possible to put together a job description, which is the frequent outcome of the job analysis. Additional outcomes include recruiting plans, position postings and advertisements, and performance development planning within your performance management system.

The job analysis may include these activities

- Reviewing the job responsibilities of current employees,
- Doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs,
- Analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee filling the position,
- Researching and sharing with other companies that have similar jobs, and
- Articulation of the most important outcomes or contributions needed from the position.

Job Description and Specification

Job descriptions describe the job and not the individual who fills the job. They are the result of job analysis within a given organization and are essential to the selection and evaluation of employees. Job advertisements or postings are based on the job description.

The character of the organization is the basis for the description of positions. Information about the organization might include

Name of Company

Main Product(s) and/or Service(s)

Location

Number of Employees



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Company Structure

Names of Officers

Hours of Work

Job Analysis

Job analysis is the systematic assembly of all the facts about a job. The purpose is to study the individual elements and duties. All information related to the salary and benefits, working hours and conditions, typical tasks and responsibilities are required for the job analysis. The results of job analysis are job description and job specification. Is the systematic assembly of all the facts about a job. The purpose is to study the individual elements and duties. All information related to the salary and benefits, working hours and conditions, typical tasks and responsibilities are required for the job analysis. The results of job analysis are job description and job specification.

Job Description

Job description is a written statement that defines the duties, relationships and results expected of anyone in the job. It is an overall view of what is to be done in the job. Typically it includes is a written statement that defines the duties, relationships and results expected of anyone in the job. It is an overall view of what is to be done in the job. Typically it includes

Job Title

Date

Title of immediate supervisor

Statement of the Purpose of the Job

Primary Responsibilities

List of Typical Duties and Responsibilities

General Information related to the job

Training requirements

Tool use

Transportation

Signature of the person who has prepared the job description

Job Specification

Job Specification is an analysis of the kind of person it takes to do the job, that is to say, it lists the qualifications. Normally, this would include is an analysis of the kind of person it takes to do the job, that is to say, it lists the qualifications. Typically this would include

Degree of education

Desirable amount of previous experience in similar work

Specific Skills required

Health Considerations

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

Job design (also referred to as **work design** or **task design**) is the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.

Job design means to decide the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder (manager) and his superiors, subordinates and colleagues

Job Simplification

Job simplification is a design method whereby jobs are divided into smaller components and subsequently assigned to workers as whole jobs.

Simplification of work requires that jobs be broken down into their smallest units and then analyzed. Each resulting sub-unit typically consists of relatively few operations. These subunits are then assigned to the workers as their total job.

There appears to be two major advantages in using job simplification. First, since the job requires very little training, they can be completed by less costly unskilled labour. Second, job speed increases because each worker is performing only a small portion of the previously large job and thus is able to master a smaller, less complicated job unit.

On the negative side, job simplification results in workers experiencing boredom, frustration, alienation, lack of motivation and low job satisfaction. This, in turn, leads to lower productivity and increased cost.

Job Enlargement

Job enlargement expands job horizontally. It increases job scope; that is, it increases the number of different operations required in a job and the frequency with which the job cycle is repeated. By increasing the number of tasks an individual performs, job enlargement, increases the job scope, or job diversity. Instead of only sorting the incoming mail by department, for instance, a mail sorter's job could be enlarged to include physically delivering the mail to the various departments or running outgoing letters through the postage meter.

Efforts at job enlargement have met with less than enthusiastic results. As one employee who experienced such a redesign on his job remarked, “ Before I had one lousy job. Now, through enlargement, I have three!”. So while job enlargement attacks the lack of diversity in overspecialized jobs, it has done little to provide challenge or meaningfulness to a workers' activities.

Job Rotation

Job rotation refers to the movement of an employee from one job to another. Jobs themselves are not actually changed, only the employees are rotated among various jobs. An employee who

works on a routine job moves to work on another job for some hours/days/months and returns back to the first job. This measure relieves the employee from the boredom and monotony, improves the employee's skills regarding various jobs and prepares worker's self-image and provides personal growth. However, frequent job rotations are not advisable in view of their negative impact on the organization and the employee.

Job Enrichment

Job enrichment, as it is currently practiced in industry, is a direct outgrowth of Herzberg's Two Factor Theory of motivation. It is, therefore, based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement recognition, responsibility, advancement and growth. The basic idea is to restore to jobs the elements of interest that were taken away under intensive specialization. At this stage it may be necessary to draw a distinction between job rotation, job enlargement and job enrichment. Job enrichment tries to embellish the job with factors that Herzberg characterized as motivators: achievement, recognition, increased responsibilities, opportunities for growth, advancement and increased competence. There is an attempt to build into jobs a higher sense of challenge and achievement, through vertical job loading.

Vertical job loading entails redesigning jobs to give:

1. Greater responsibility,
2. Greater autonomy,
3. More immediate feedback to the individual or group. This might include transferring some of the superior's activities to subordinates.

Horizontal job loading might be applied by having workers perform some of the steps that precedes and follow them in the work flow. A single operator might fit on all four fenders, be responsible for the car's entire front end, or do both rough and finished painting.

A general **Recruitment process** is as follows:



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Identifying the vacancy:

The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain:

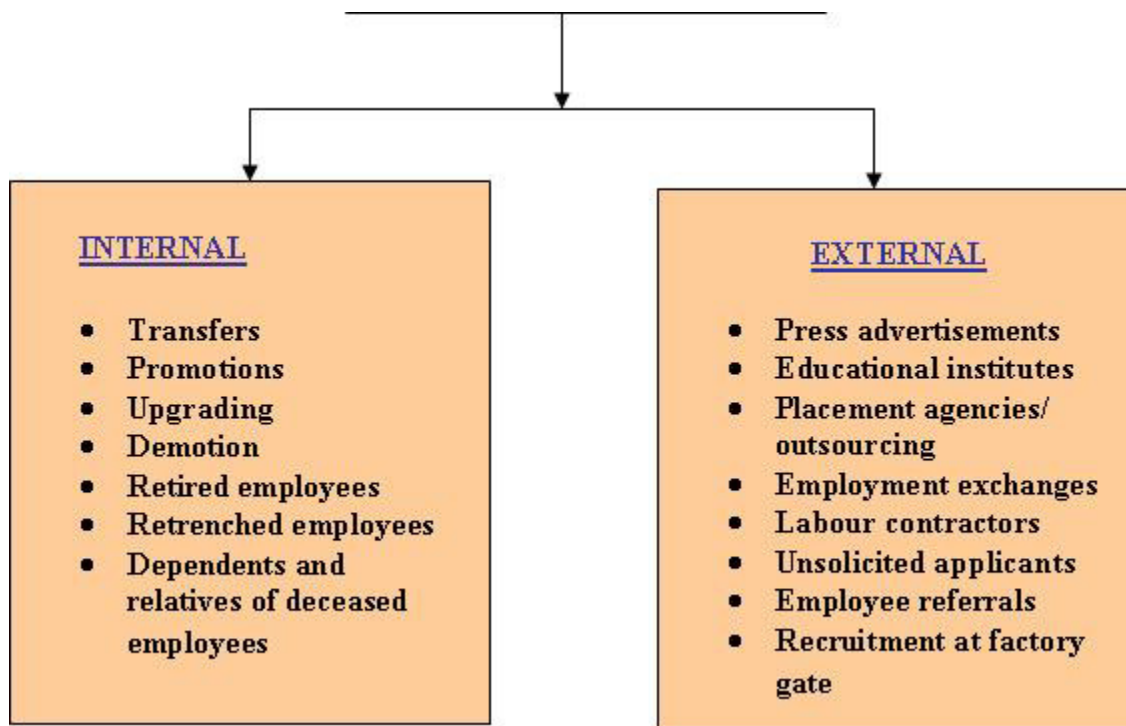
Posts to be filled

- Number of persons
- Duties to be performed
- Qualifications required

Preparing the job description and person specification.

Locating and developing the sources of required number and type of employees

SOURCES OF RECRUITMENT



Employee **Selection** is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

The Employee **Selection Process** takes place in following order-

Preliminary Interviews- It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

Application blanks- The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

Written Tests- Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

Employment Interviews- It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted

properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.

Medical examination- Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

Appointment Letter- A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

Selection: Tests

Personality Tests: Selection procedures measure the personality characteristics of applicants that are related to future job performance. Personality tests typically measure one or more of five personality dimensions: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.

Advantages

- It can result in lower turnover due if applicants are selected for traits that are highly correlated with employees who have high longevity within the organization
- It can reveal more information about applicant's abilities and interests
- It can identify interpersonal traits that may be needed for certain jobs

Disadvantages

- There is difficult to measure personality traits that may not be well defined
- The applicant's training and experience may have greater impact on job performance than applicant's personality
- The responses by applicant may may be altered by applicant's desire to respond in a way they feel would result in their selection
- There is lack of diversity if all selected applicants have same personality traits
- The cost may be prohibitive for both the test and interpretation of results

- There is lack of evidence to support validity of use of personality tests.

Types of Personality Tests

Personal Attribute Inventory: An interpersonal assessment instrument which consists of 50 positive and 50 negative adjectives from Gough's Adjective Check List. The subject is to select 30 which are most descriptive of the target group or person in question. This instrument was specifically designed to tap affective reactions and may be used in either assessing attitudes toward others or as a self-concept scale.

Personality Adjective Checklist: A comprehensive, objective measure of eight personality styles. These eight personality styles are: introversive, inhibited, cooperative, sociable, confident, forceful, respectful, and sensitive. This instrument is designed for use with non psychiatric patients and normal adults who read minimally at the eighth grade level. Test reports are computer-generated and are intended for use by qualified professionals only. Interpretive statements are based on empirical data and theoretical inference. They are considered probabilistic in nature and cannot be considered definitive.

Cross-Cultural Adaptability Inventory: Self-scoring six-point rating scale is a training instrument designed to provide feedback to individuals about their potential for cross-cultural effectiveness. It is most effective when used as part of a training program. It can also be used as a team-building tool for culturally diverse work groups and as a counseling tool for people in the process of cross-cultural adjustment. The inventory contains 50 items, distributed among 4 subscales: emotional resilience, flexibility/openness, perceptual acuity, personal autonomy. Materials:

California Psychological Inventory: Multipurpose questionnaire designed to assess normal personality characteristics important in everyday life that individuals make use of to understand, classify, and predict their own behaviors and that of others. In this revision, two new scales, empathy and independence, have been added; semantic changes were made in 29 items; and 18 items were eliminated. The inventory is applicable for use in a variety of settings, including business and industry, schools and colleges, clinics and counseling agencies, and for cross cultural and other research. It may be used to advise employees/applicants about their vocational plans.

Achievement or Performance test: - These tests measure the applicants' ability to do the work. Applicants is simply asked to demonstrate his ability like typing test for the job of typist of making Programme in particular computer language for the job of software development.

Intelligence test/ Aptitude test: - This test tries to measure the intelligence of the applicant. It includes verbal comprehension, reasoning memory test, visualization word fluency etc. These tests are designed for the different age groups. Organization tries to select intelligent people so that they can learn easily during training and learning process.

Interests Test: - Interest tests are designed to discover a person's area of interest and identifying the jobs that will satisfy him. It generally measures interest in outdoor activities mechanical computational artistic musical clerical etc.

Advantages of selection tests:

1. Selection test can be used to weed out the large number of candidates who may not be considered for the employment. Normally organization receives a large number of applications so these tests help to find out the suitable candidates having required characteristics for the position. Selection test will provide cut off point above which candidates may be called for the interview.
2. Selection test can provide the information about the qualities and potential of the prospective employees which cannot be known through other methods including personal interviews. These tests also help for the promotion of the potential candidates.
3. Selection tests are standardized and unbiased method of selecting the candidate. Thus a person who is not selected on the basis of test cannot argue for the partiality in selection process. Impartiality is very important for organizations like public sector.

Selection: Interviews

Interviews: A selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries.

Advantages

- It is useful for determining if the applicant has requisite communicative or social skills which may be necessary for the job

- The interviewer can obtain supplementary information used to appraise candidates' verbal fluency
- It can assess the applicant's job knowledge
- It can be used for selection among equally qualified applicants
- It enables the supervisor and/or co-workers to determine if there is compatibility between the applicant and the employees
- It allows the applicant to ask questions that may reveal additional information useful for making a selection decision
- The interview may be modified as needed to gather important information

Disadvantages

- The subjective evaluations are made
- The decisions tend to be made within the first few minutes of the interview with the remainder of the interview used to validate or justify the original decision
- The interviewers form stereotypes concerning the characteristics required for success on the job
- The research has shown disproportionate rates of selection between minority and non-minority members using interviews
- The negative information seems to be given more weight
- Not much evidence of validity of the selection procedure not as reliable as tests.

There are two primary types of interviews used by companies: screening interviews, and selection interviews. Every company's hiring process is different. Some companies may require only two interviews while others may require three or more. It is also not uncommon to see a company conduct testing (personality, skills based, aptitude, etc.) as an intermediate step in the hiring process. Here is an overview of the major types of interviews and tips on how to handle them:

Screening Interview: Your first interview with a company will often be a screening interview. The purpose of a screening interview is to ensure that prospective candidates meet the basic qualifications for a given position. It may take place in person or on the telephone. If you meet the basic qualifications, express interest in the position, and make a positive impression on the interviewer, you will likely be selected for a selection interview.

Selection Interview:

Selection interviews are typically conducted onsite at the hiring company. The purpose of a selection interview is to determine whether a candidate will be selected for the position he or she is interviewing for. A selection interview is typically more rigorous than a screening interview. At this point, a company is trying to decide whether or not you should either be moved to the next step in the hiring process or an offer is going to be extended, so there will be more scrutiny than with a screening interview. The company wants to know - Are you qualified for the job? Are you a good cultural fit? Can you make an immediate impact, or will you need extensive training? Questions will be more specific and your answers will need to be more detailed.

Selection interviews can come in several forms:

Panel Interview

A panel interview is an interview that consists of two or more interviewers. Typically, the interviewers will both ask questions. The purpose of a panel interview is to gain multiple perspectives on a prospective candidate. The key to a panel interview is to keep all interviewers involved. Make eye contact with all interviewers even when answering a question for a specific individual.

One-on-One Interview

A one-on-one interview is an interview with a single interviewer. The key to a one-on-one interview is to build rapport with the interviewer. Smile. Be friendly. Try to match your interviewer's energy level. Typically, you will have a short period of time to make an impact. Know the position and the key attributes the company is seeking, and emphasize those things.

Stress Interview

A stress interview is designed to test your responses in a stressful environment. The interviewer may try to intimidate you, and the purpose is to weed out candidates who don't deal well with

adversity. The interviewer will make deliberate attempts to see how you handle yourself using methods such as sarcasm, argumentative style questions, or long awkward silences. The key to a stress interview is to recognize that you are in a stress interview. Don't take it personally. Stay calm, focused, and don't allow yourself to be rushed. Ask for clarification if you need it. Know how to push back. Ask an interviewer for a couple of problems they are currently facing, and propose solutions.

Difference between Recruitment and Selection

| Recruitment | Selection |
|--|--|
| <ol style="list-style-type: none"> 1. Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs. 2. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible. | <ol style="list-style-type: none"> 1. Selection is concerned with picking up the right candidates from a pool of applicants. 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. |

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.

The significances of placement are as follows: -

- * It improves employee morale.
- * It helps in reducing employee turnover.

- * It helps in reducing absenteeism.
- * It helps in reducing accident rates.
- * It avoids misfit between the candidate and the job.
- * It helps the candidate to work as per the predetermined objectives of the organization.

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 starts work.

The objectives of Induction

Induction is designed to achieve following objectives: -

- * 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.

The advantages of Formal induction

- * Induction helps to build up a two-way channel of communication between management and workers.

- * Proper induction facilitates informal relation and team work among employee.
- * Effective induction helps to integrate the new employee into the organization and to develop a sense of belonging.
- * Induction helps to develop good relation.
- * A formal induction programme proves that the company is taking interest in getting him off to good start.
- * Proper induction reduces employee grievances, absenteeism and labor turnover.
- * Induction is helpful in supplying information concerning the organization, the job and employee welfare facilities.

The contents of Induction programme

- * Brief history and operations of the company.
- * The company's organization structure.
- * Policies and procedure of the company.
- * Products and services of the company.
- * Location of department and employee facilities.
- * Safety measures.
- * Grievances procedures.
- * Benefits and services of employee.
- * Standing orders and disciplinary procedures.
- * Opportunities for training, promotions, transfer etc.
- * Suggestion schemes.
- * Rules and regulations.

Job Changes

Mobility of employees from one job to another through transfer, promotion and demotion is internal mobility and some employees leave the organization due to resignation, retirement and termination is called external mobility. Taking internal and external together makes job change.

Purpose of Job Change

- To maximize employee efficiency.
- To improve organizational effectiveness.
- To ensure discipline.
- To cope up with change in operation.

Transfer

A transfer refers to a horizontal or lateral movement of an employee from one job to another in the same organization without any significant change in status or pay. It has been defined as “a lateral shift causing movement of individuals from one position to another usually without involving any marked change in duties, responsibilities, skills needed or compensation.”

Purposes of transfer

- To meet organizational needs.
- To adjust the work force.
- To better utilize employees.
- To enhance job skills, knowledge and aptitude.
- To make employee more versatile.
- To satisfy employee needs.
- To punish non-performers.

Promotions

Promotion refers to advancement of an employee to a higher post carrying greater responsibility, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater authority, higher status and better working conditions.

Advantages of Promotion

- To retain skilled and talented employees.
- To boost the morale and sense of belonging of employees.

- To utilize more effectively the knowledge and skills of employees.
- To attract competent internal source of employees for higher level jobs.
- To develop a competitive spirit among employees for acquiring knowledge and skills required by higher level jobs.

Demotions

Demotion is “reverse” of promotion. Demotion is the lowering of a rank, reduction in salary, status and responsibilities. It may be defined as the assignment of an individual to a job of lower rank and pay usually involving lower level of authority and responsibility. Demotion is normally used as a punishment for breach of discipline. It brings bad name to the employee. The juniors supersede a person which brings humiliation. Even the reduction of pay will adversely affect the budget of an employee.

Causes of Demotion:

Demotion may take place due to the following reasons:

- 1. Breach of Discipline:** A breach of discipline may attract demotion as a punishment. An organization can work only if proper discipline is maintained. A punitive action for such breach may be necessary so that people do not flout rules, regulation etc. of the company.
- 2. Inadequacy of Knowledge:** A person may not be competent to perform his job properly. He may not be able to meet job requirements. In such a situation demotion becomes necessary.
- 3. Unable to Cope With Change:** Now-a-days, there is a rapid change in technology and methods of work. The existing employees may not be able to adjust themselves as per the new requirements. It may be due to lack of education, technical skill, ill health, old age or other personal reasons. Under these circumstances new persons may be needed to take up such jobs.
- 4. Organizational Re-Organization:** Sometimes there may be organizational changes. It may be necessitated by either combining the departments or closing of some sections or departments. In such situations the number of positions is reduced and some employees may be posted at the lower positions until normality is restored. Such demotions are not due to any fault of the employees.

Separation

Separated employees include employees who retire. Employee separation, in some instances, is a relatively neutral way to describe the end of the employment relationship. Separation can occur when the employee doesn't necessarily want to leave, but does so anyway for reasons other than leaving the company for a better opportunity or embarking upon a new career path. Employee separation is a phrase also used to describe the end of the employment relationship due to death.

Unit-III: Training and Development

Concept of Training:

What is meant by training? Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee for doing his/her job.

Thus, training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively.

According to Edwin B. Flippo, “training is the act of increasing the knowledge and skills of an employee for doing a particular job.”

Michael Armstrong points “training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience”.

In the opinion of Michael J. Jucious, “training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved.”

Thus, it can be concluded that training is a process that tries to improve skills, or add to the existing level of knowledge so that the employee is better equipped to do his present job, or to mould him to be fit for a higher job involving higher responsibilities. In other words, training is a learning experience that seeks a relatively permanent change in an individual that will improve his/her ability to perform his job.

Importance of training:

The following two Chinese proverbs highlight the importance of the employee training:

“Give a man a fish, and you have given him meal. Teach man to fish, and you have given him livelihood.”

“If you wish to plan for a year sow seeds, if you wish to plan for ten years plant trees, if you plan for life-time develop men.”

The importance of employee training can best be appreciated with the help of various advantages it offers to both employees and employers.

These are explained under the following heads:

1. Better Performance:

Training improves employee's ability and skills and, in turn, improves employee's performance both in quantity and quality. Better or increased employee performance directly leads to increased operational productivity and increased organisational profits. Improvements in employee performance/productivity in developed countries' lend support to this statement.

2. Improved Quality:

In formal training programmes, the best methods of performing jobs are standardised and then taught to employees. This offers two-fold benefits. Firstly, uniformity in work performance helps improve the quality of work or service. Secondly, better informed, or say, trained workers are less likely to make operational mistakes.

3. Less Supervision:

A trained worker is self-reliant. He knows his work and way to perform it well. Therefore, his work requires less supervision. The supervisor can devote his time on more urgent works.

4. Less Learning Period:

A well planned and systematically organised training programme reduces the time and cost involved in learning. Training enables to avoid waste of time and efforts in learning through trial and error method’.

5. High Morale:

Training not only improves the ability and skill of employees, but also changes employee attitude toward positive. Higher performance, job satisfaction, job security and avenues for internal promotion lead to high morale among the employees. High morale, in turn, makes employees’ more loyal to the organisation.

6. Personal Growth:

Training improves employee’s ability, knowledge and skills and, thus, prevents employee’s obsolescence. This makes employees growth-oriented.

7. Favourable organisational climate:

The aforesaid advantages combined lead to an improved and favourable organisational climate characterised by better industrial relations and disciplines, reduced resistance to change, reduced absenteeism and turnover of employees, and improved stability of organisation.

Thus, it may be observed that the importance of training can be imbued with multiplicity of justifications. In fact, a systematic and effective training is an invaluable investment in the human resources of an organisation. Therefore, no organisation can choose whether or not to train employees.

Types of Training:

Various types of training can be given to the employees such as induction training, refresher training, on the job training, vestibule training, and training for promotions.

Some of the commonly used training programs are listed below:

1. Induction training:

Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2. Job instruction training:

This training provides an overview about the job and experienced trainers demonstrates the entire job. Addition training is offered to employees after evaluating their performance if necessary.

3. Vestibule training:

It is the training on actual work to be done by an employee but conducted away from the work place.

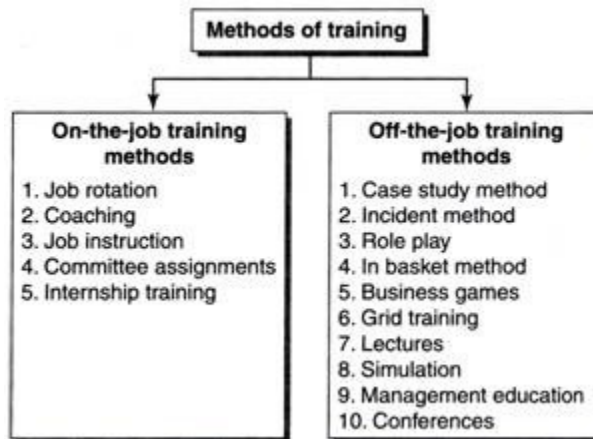
4. Refresher training:

This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

5. Apprenticeship training:

Apprentice is a worker who spends a prescribed period of time under a supervisor.

Training Methods: On Job Training and off the Job Training Methods



A large variety of methods of training are used in business. Even within one organization different methods are used for training different people. All the methods are divided into two classifications for:

A. On-the-job Training Methods:

1. Coaching
2. Mentoring
3. Job Rotation
4. Job Instruction Technology
5. Apprenticeship
6. Understudy

B. Off-the-Job Training Methods:

1. Lectures and Conferences
2. Vestibule Training

3. Simulation Exercises
4. Sensitivity Training
5. Transactional Training

A. On-the-job training Methods:

Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behaviour. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning. Some of the commonly used methods are:

1. Coaching:

Coaching is a one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. The biggest problem is that it perpetrates the existing practices and styles. In India most of the scooter mechanics are trained only through this method.

2. Mentoring:

The focus in this training is on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one-to- one interaction, like coaching.

3. Job Rotation:

It is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people. Rotation must be logical.

4. Job Instructional Technique (JIT):

It is a Step by step (structured) on the job training method in which a suitable trainer (a) prepares a trainee with an overview of the job, its purpose, and the results desired, (b) demonstrates the

task or the skill to the trainee, (c) allows the trainee to show the demonstration on his or her own, and (d) follows up to provide feedback and help. The trainees are presented the learning material in written or by learning machines through a series called 'frames'. This method is a valuable tool for all educators (teachers and trainers). It helps us:

- a. To deliver step-by-step instruction
- b. To know when the learner has learned
- c. To be due diligent (in many work-place environments)

5. Apprenticeship:

Apprenticeship is a system of training a new generation of practitioners of a skill. This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters.

The object of such training is to make the trainees all-round craftsmen. It is an expensive method of training. Also, there is no guarantee that the trained worker will continue to work in the same organisation after securing training. The apprentices are paid remuneration according the apprenticeship agreements.

6. Understudy:

In this method, a superior gives training to a subordinate as his understudy like an assistant to a manager or director (in a film). The subordinate learns through experience and observation by participating in handling day to day problems. Basic purpose is to prepare subordinate for assuming the full responsibilities and duties.

B. Off-the-job Training Methods:

Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include:

1. Lectures and Conferences:

Lectures and conferences are the traditional and direct method of instruction. Every training programme starts with lecture and conference. It's a verbal presentation for a large audience. However, the lectures have to be motivating and creating interest among trainees. The speaker must have considerable depth in the subject. In the colleges and universities, lectures and seminars are the most common methods used for training.

2. Vestibule Training:

Vestibule Training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the workers are trained in a prototype environment on specific jobs in a special part of the plant.

An attempt is made to create working condition similar to the actual workshop conditions. After training workers in such condition, the trained workers may be put on similar jobs in the actual workshop.

This enables the workers to secure training in the best methods to work and to get rid of initial nervousness. During the Second World War II, this method was used to train a large number of workers in a short period of time. It may also be used as a preliminary to on-the job training. Duration ranges from few days to few weeks. It prevents trainees to commit costly mistakes on the actual machines.

3. Simulation Exercises:

Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training: management games, case study, role playing, and in-basket training.

(a) Management Games:

Properly designed games help to ingrain thinking habits, analytical, logical and reasoning capabilities, importance of team work, time management, to make decisions lacking complete

information, communication and leadership capabilities. Use of management games can encourage novel, innovative mechanisms for coping with stress.

Management games orient a candidate with practical applicability of the subject. These games help to appreciate management concepts in a practical way. Different games are used for training general managers and the middle management and functional heads – executive Games and functional heads.

(b) Case Study:

Case studies are complex examples which give an insight into the context of a problem as well as illustrating the main point. Case Studies are trainee centered activities based on topics that demonstrate theoretical concepts in an applied setting.

A case study allows the application of theoretical concepts to be demonstrated, thus bridging the gap between theory and practice, encourage active learning, provides an opportunity for the development of key skills such as communication, group working and problem solving, and increases the trainees’ enjoyment of the topic and hence their desire to learn.

(c) Role Playing:

Each trainee takes the role of a person affected by an issue and studies the impacts of the issues on human life and/or the effects of human activities on the world around us from the perspective of that person.

It emphasizes the “real- world” side of science and challenges students to deal with complex problems with no single “right” answer and to use a variety of skills beyond those employed in a typical research project.

In particular, role-playing presents the student a valuable opportunity to learn not just the course content, but other perspectives on it. The steps involved in role playing include defining objectives, choose context & roles, introducing the exercise, trainee preparation/research, the

role-play, concluding discussion, and assessment. Types of role play may be multiple role play, single role play, role rotation, and spontaneous role play.

(d) In-basket training:

In-basket exercise, also known as in-tray training, consists of a set of business papers which may include e-mail SMSs, reports, memos, and other items. Now the trainer is asked to prioritise the decisions to be made immediately and the ones that can be delayed.

4. Sensitivity Training:

Sensitivity training is also known as laboratory or T-group training. This training is about making people understand about themselves and others reasonably, which is done by developing in them social sensitivity and behavioral flexibility. It is ability of an individual to sense what others feel and think from their own point of view.

It reveals information about his or her own personal qualities, concerns, emotional issues, and things that he or she has in common with other members of the group. It is the ability to behave suitably in light of understanding.

A group's trainer refrains from acting as a group leader or lecturer, attempting instead to clarify the group processes using incidents as examples to clarify general points or provide feedback. The group action, overall, is the goal as well as the process.

The Design of the Training Program can be undertaken only when a clear training objective has been produced. The training objective clears what goal has to be achieved by the end of training program i.e. what the trainees are expected to be able to do at the end of their training. **Training objectives** assist trainers to design the training program.

The trainer – Before starting a training program, a trainer analyzes his technical, interpersonal, judgmental skills in order to deliver quality content to trainees.

The trainees – A good **training design** requires close scrutiny of the trainees and their profiles. Age, experience, needs and expectations of the trainees are some of the important factors that affect training design.

Training climate – A good training climate comprises of ambience, tone, feelings, positive perception for training program, etc. Therefore, when the climate is favorable nothing goes wrong but when the climate is unfavorable, almost everything goes wrong.

Trainees' learning style – the learning style, age, experience, educational background of trainees must be kept in mind in order to get the right pitch to the design of the program.

Training strategies – Once the training objective has been identified, the trainer translates it into specific training areas and modules. The trainer prepares the priority list of about what must be included, what could be included.

Training topics – After formulating a strategy, trainer decides upon the content to be delivered. Trainers break the content into headings, topics, and modules. These topics and modules are then classified into information, knowledge, skills, and attitudes.

Sequence the contents – Contents are then sequenced in a following manner:

- From simple to complex
- Topics are arranged in terms of their relative importance
- From known to unknown
- From specific to general
- Dependent relationship

Training tactics – Once the objectives and the strategy of the training program becomes clear, trainer comes in the position to select most appropriate tactics or methods or techniques. The method selection depends on the following factors:

- Trainees' background
- Time allocated
- Style preference of trainer
- Level of competence of trainer
- Availability of facilities and resources, etc

Evaluation of Training Effectiveness

Donald Kirkpatrick, professor emeritus, university of Wisconsin began working on evaluating the effectiveness of training very early in his life. His early work on the same was published in the year 1959 in a journal of American Society of Training Directors. He laid out four levels for evaluation of any training. This model is arguably the most widespread for evaluation in use. It is simple, very flexible and complete. The four levels as described by Kirkpatrick are as follows:

1. Reaction of the Trainee - thoughts and feelings of the participants about the training
2. Learning - the increase in knowledge or understanding as a result of the training
3. Behavior - extent of change in behavior, attitude or capability
4. Results - the effect on the bottom line of the company as a result of the training.

Reaction

Reaction implies how favorably the participants have responded to the training. This evaluation is primarily quantitative in nature and is a feedback to the training and the trainer. The most common collection tool is the questionnaire that analyses the content, methodology, facilities and the course content.

Learning

At the level of learning the evaluation is done on the basis of change in the ASK (Attitudes, skills and knowledge) of the trainees. The evaluation involves observation and analysis of the voice, behaviour, text. Other tools used apart from the observation are interviews, surveys, pre and post tests etc.

Behaviour

Behaviour evaluation analyses the transfer of learning from the training session to the work place. Here the primary tool for evaluation is predominantly the observation. Apart from the observation, a combination of questionnaires and 360 feedbacks are also used.

Results

The results stage makes evaluations towards the bottom line of the organization. Here the definition of the results depends upon the goal of the training program. The evaluation is done by using a control group allowing certain time for the results to be achieved.

Executive Development Programme

It means that executive development focuses more on the executive's personal growth. Thus, executive development consists of all the means that improve his/her performance and behaviour. Executive development helps understand cause and effect relationship, synthesizes from experience, visualizes relationships or thinks logically. That is why some behavioural scientists suggest that the executive development is predominantly an educational process rather than a training process.

Flippo has viewed that "executive/management development includes the process by which managers and executives acquire not only skills and competency in their present jobs but also capabilities for future managerial tasks of increasing difficulty and scope".

According to S.B. Budhiraja, former Managing Director of Indian Oil Corporation. "Any activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organisational requirements is called management development". It is now clear from the above definitions of executive/management development that it is based on certain assumptions.

Executive Development Programme: Process

Like any learning programme, executive development also involves a process consisting of certain steps. Though sequencing these various steps in a chronological order is difficult, behavioural scientists have tried to list and sequence them in six steps as shown in figure 11.1

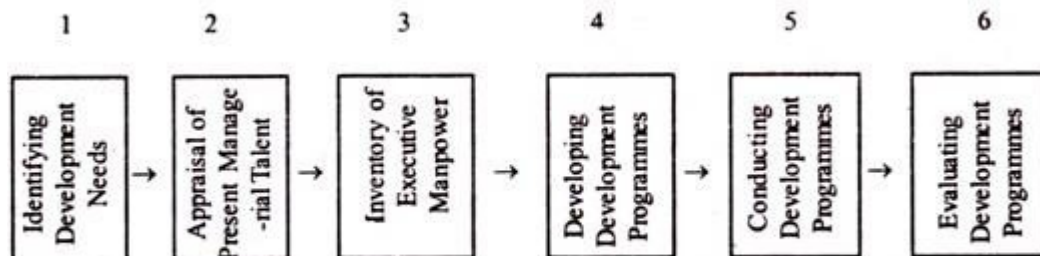


Fig. 11.1: Executive Development Process

These steps, also called the components of the executive development programme, have been discussed in the succeeding paragraphs.

Identifying Development Needs:

Once the launching of an executive development programme (EDP) is decided, its implementation begins with identifying the developmental needs of the organisation concern. For this, first of all, the present and future developmental needs for executives/ managers ascertained by identifying how many and what type of executives will be required in the organisation at present and in future.

This needs to be seen in the context of organisational as well as individual, i.e. manager needs. While organisational needs may be identified by making organisational analysis in terms of organisation's growth plan, strategies, competitive environment, etc., individual needs to be identified by the individual career planning and appraisal.

Appraisal of Present Managerial Talent:

The second step is an appraisal of the present managerial talent for the organisation. For this purpose, a qualitative assessment of the existing executives/managers in the organisation is made. Then, the performance of every executive is compared with the standard expected of him.

Inventory of Executive Manpower:

Based on information gathered from human resource planning, an inventory is prepared to have complete information about each executive in each position. Information on the executive's age, education, experience, health record, psychological test results, performance appraisal data, etc. is collected and the same is maintained on cards and replacement tables.

An analysis of such inventory shows the strengths and also discloses the deficiencies and weaknesses of the executives in certain functions relative to the future needs of the concern organisation. From this executive inventory, we can begin the fourth step involved in the executive development process.

Developing Development Programmes:

Having delineated strengths and weaknesses of each executive, the development programmes are tailored to fill in the deficiencies of executives. Such tailor-made programmes of development focus on individual needs such as skill development, changing attitudes, and knowledge acquisition.

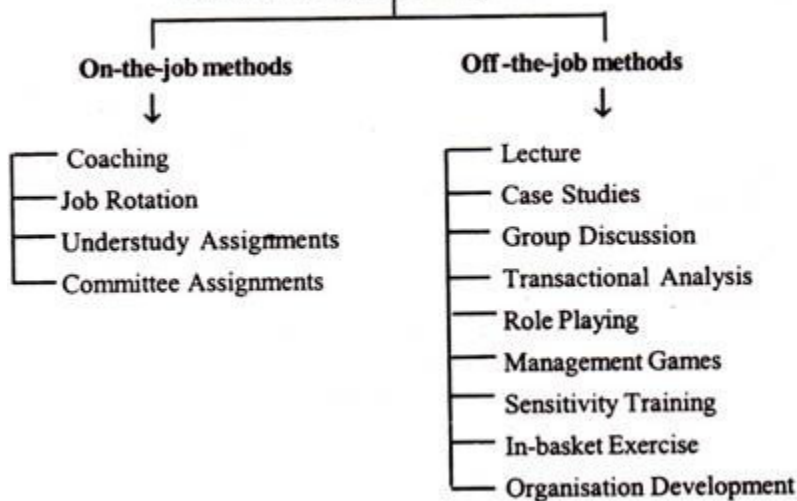
Conducting Development Programmes:

At this stage, the manager actually participates in development programmes. It is worth mentioning that no single development programme can be adequate for all managers. The reason is that each manager has a unique set of physical, intellectual and emotional characteristics.

As such, there can be different development programmes to uniquely suit to the needs of an executive/ manager. These development programmes may be on-the-job or off-the-job programmes organised either by the organisation itself or by some outside agencies.

Executive Development Programme: Techniques

Fig. 11.2: Executive Development Methods



Career Planning and Development

- A Career has been defined as the sequence of a person's experiences on different jobs over the period of time.
- It is viewed as fundamentally a relationship between one or more organizations and the individual. To some a career is a carefully worked out plan for self advancement to others it is a calling-life role to others it is a voyage to self discovery and to still others it is life itself.
- A career is a sequence of positions/jobs held by a person during the course of his working life.
- According to Edwin B. Flippo, "A career is a sequence of separate but related work activities that provide continuity, order and meaning to a person's life".
- According to Garry Dessler, "The occupational positions a person has had over many years". Many of today's employees have high expectations about their jobs. There has been a general increase in the concern of the quality of life. Workers expect more from their jobs than just income.
- A further impetus to career planning is the need for organizations to make the best possible use of their most valuable resources the people in a time of rapid technological growth and change

- Career development, both as a concept and a concern is of recent origin. The reason for this lack of concern regarding career development for a long time has been the careless, unrealistic assumption about employees functioning smoothly along the right lines, and the belief that the employees guide themselves in their careers.

OBJECTIVE OF CAREER PLANNING

- To attract and retain the right type of person in the organization
- To map out career of employees suitable to their ability and their willingness to be trained and developed for higher positions
- To have a more stable workforce by reducing labour turnover and absenteeism.
- It contributes to man power planning as well as organizational development and effective achievement of corporate goals
- To increasingly utilize the managerial talent available at all levels within the organization
- To improve employee morale and motivation by matching skills to job requirement and by providing opportunities for promotion
- It helps employee in thinking of long term involvement with the organisation
- To provide guidance and encourage employees to fulfill their potentials
- To achieve higher productivity and organizational development
- To ensure better use of human resource through more satisfied and productive employees
- To meet the immediate and future human resource needs of the organisation on the timely basis

NEED FOR CAREER PLANNING

- To desire to grow and scale new heights.
- Realize and achieve the goals.
- Performance measure.
- High employee turnover
- To educate the employees

- It motivates employees to grow.
- It motivates employees to avail training and development.
- It increases employee loyalty as they feel organization care's about them.

CAREER PLANNING AND DEVELOPMENT PROCESS

1. Identifying individual needs and aspirations: It's necessary to identify and communicate the career goals, aspiration and career anchors of every employee because most individuals may not have a clear idea about these. For this purpose, a human resource inventory of the organization and employee potential areas concerned
2. Analyzing career opportunities: The organizational set up, future plans and career system of the employees are analyzed to identify the career opportunities available within it. Career paths can be determined for each position. It can also necessary to analyze career demands in terms of knowledge, skill, experience, aptitude etc
3. Identifying match and mismatch: A mechanism to identifying congruence between individual current aspirations and organizational career system is developed to identify and compare specific areas of match and mismatch for different categories of employees
4. Formulating and implementing strategies: Alternative action plans and strategies for dealing with the match and mismatch are formulated and implemented
5. Reviewing career plans: A periodic review of the career plan is necessary to know whether the plan is contributing to effective utilization of human resources by matching employee objectives to job needs. Review will also indicate to employees in which direction the organization is moving, what changes are likely to take place and what skills are needed to adapt to the changing needs of the organization.

Performance Appraisal is the procedure done after the performance of the current year or by monthly basis also

Potential appraisal is done with the skills which are present in the individual eg:- Leadership qualities, Communication Skills etc.

POTENTIAL APPRAISAL

Potential Appraisal is the identification of the hidden talents and skills of a person. The person might or might not be aware of them.

Potential appraisal is a future – oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy. Many organization consider and use potential appraisal as a part of the performance appraisal processes.

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development. Performance appraisal is generally done in systematic ways which are as follows:

1. The supervisors measure the pay of employees and compare it with targets and plans.
2. The supervisor analyses the factors behind work performances of employees.
3. The employers are in position to guide the employees for a better performance.

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.

2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.
7. To review and retain the promotional and other training programmes.

Performance Appraisal Methods

Traditional Methods

1. Critical incident method

This format of performance appraisal is a method which is involved identifying and describing specific incidents where employees did something really well or that needs improving during their performance period.

2. Weighted checklist method

In this style, performance appraisal is made under a method where the jobs being evaluated based on descriptive statements about effective and ineffective behavior on jobs.

3. Paired comparison analysis

This form of performance appraisal is a good way to make full use of the methods of options. There will be a list of relevant options. Each option is in comparison with the others in the list. The results will be calculated and then such option with highest score will be mostly chosen.

4. Graphic rating scales

This format is considered the oldest and most popular method to assess the employee's performance.

In this style of performance appraisal, the management just simply does checks on the performance levels of their staff.

5. Essay Evaluation method

In this style of performance appraisal, managers/ supervisors are required to figure out the strong and weak points of staff's behaviors. Essay evaluation method is a non-quantitative technique. It is often mixed with the method the graphic rating scale.

Modern Methods

6. Behaviorally anchored rating scales

This formatted performance appraisal is based on making rates on behaviors or sets of indicators to determine the effectiveness or ineffectiveness of working performance. The form is a mix of the rating scale and critical incident techniques to assess performance of the staff.

7. Performance ranking method

The performance appraisal of ranking is used to assess the working performance of employees from the highest to lowest levels.

Managers will make comparisons of an employee with the others, instead of making comparison of each employee with some certain standards.

8. Management By Objectives (MBO) method

MBO is a method of performance appraisal in which managers or employers set a list of objectives and make assessments on their performance on a regular basis, and finally make rewards based on the results achieved. This method mostly cares about the results achieved (goals) but not to the way how employees can fulfill them.

9. 360 degree performance appraisal

The style of 360 degree performance appraisal is a method that employees will give confidential and anonymous assessments on their colleagues. This post also information that can be used as references for such methods of performance assessments of 720, 540, 180...

10. Forced ranking (forced distribution)

In this style of performance appraisal, employees are ranked in terms of forced allocations.

For instance, it is vital that the proportions be shared in the way that 10 or 20 % will be the highest levels of performances, while 70 or 80% will be in the middle level and the rest will be in the lowest one.

11. Behavioral Observation Scales

The method based on the scales of observation on behaviors is the one in which important tasks that workers have performed during their working time will be assessed on a regular basis.

Limitations of performance appraisal methods

1. Halo Effect

The rater may base the full appraisal on the basis of one positive quality which was found out earlier. For e.g. If a person is evaluated on one quality i.e. emotional stability and if he scores very high in the case of emotional stability, then the rater may also give him high scores (marks or grades) for other qualities such as intelligence, creativity etc., even without judging these characteristics.

2. Problem of Leniency or Strictness

Many raters are too lenient (not strict) in their ratings. High scores may be given to all employees, even if they have no merit. Also a reverse situation may take place, where all employees are rated very strictly and very low scores are given.

3. Central Tendency

Sometimes a rater gives only middle range scores to all individuals. Extremely high or low scores are avoided. This is called Central Tendency.

4. Personal Bias

Performance appraisal is affected by personal bias of the rater. If the rater has good relations with the ratee (an employee who is getting rated), he may give higher scores to the ratee, even

though the ratee does not deserve such high scores. So personal bias may lead to favoured treatment for some employees, and bad treatment to others.

5. Paper Work

Some supervisors complain that performance appraisal is pointless paper work. They complain because many times, performance appraisal reports are found only in the files. It does not serve any practical purpose. In other words, the performance appraisal reports are not used by some organisations. They are conducted just as a formality or for the name sake.

6. Fear of Spoiling Relations

Performance appraisal may also affect superior-subordinate relations. An appraisal makes the superior more of a judge than a coach. So, the subordinate may have a feeling of suspicion and mistrust, about the superior.

7. Evaluate performance not person

The rater should evaluate the performance, i.e. output, new ideas, extraordinary efforts, etc. and not the person. In reality, the person is evaluated and not his performance. It should be noted that failure is an event and a not a person.

8. Horn Effect

Sometimes the raters may evaluate on the basis of one negative quality. This results in overall lower rating of the particular employee. For e.g. "He does not shave regularly. Therefore, he must be lazy at work."

9. Spillover Effect

In this case, the present performance appraisal is greatly influenced by past performance. A person who has not done a good job in the past is considered (assumed) to be bad for doing present work.

Introduction to Performance Management

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It is the main vehicle by which managers communicate what is required from employees and give feedback on how well they are achieving job goals (CIPD, 2009). It brings together many of the elements that make up the practice of people management, including in particular learning and development. Performance management establishes shared understanding of what is to be achieved and provides an approach to leading and developing people that will ensure it is achieved; as such it is an essential element of your role and will support your relationship with individuals in your team.

360 degree feedback, also known as 'multi-rater feedback', is the most comprehensive appraisal where the feedback about the employees' performance comes from all the sources that come in contact with the employee on his job.

360 degree appraisal has four integral components:

1. Self appraisal
2. Superior's appraisal
3. Subordinate's appraisal
4. Peer appraisal.

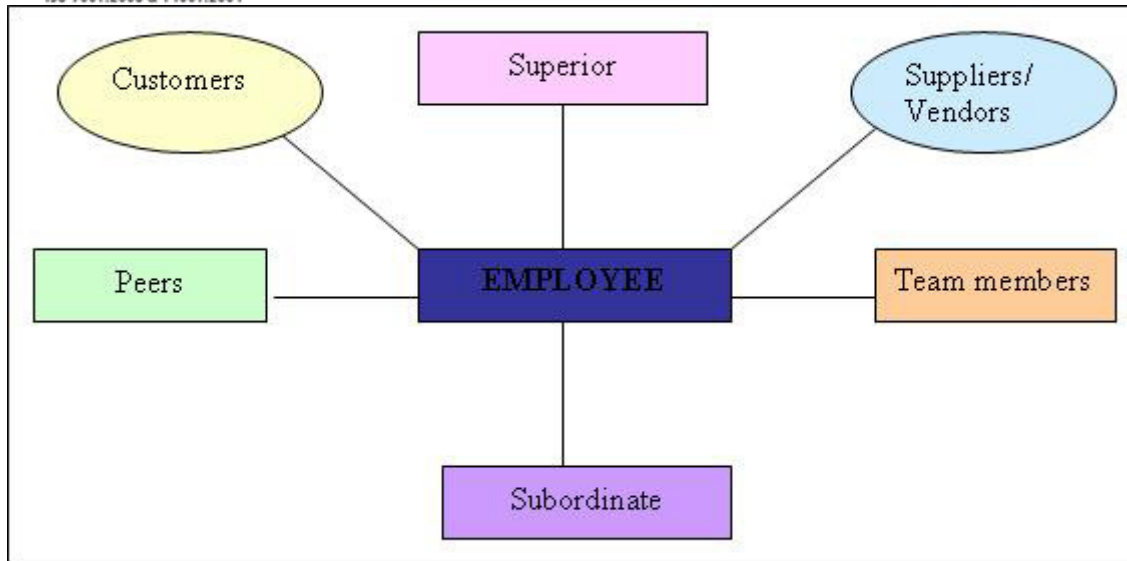


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360 degree performance appraisal is also a powerful developmental tool because when conducted at regular intervals (say yearly) it helps to keep a track of the changes others' perceptions about the employees. A 360 degree appraisal is generally found more suitable for the managers as it helps to assess their leadership and managing styles. This technique is being effectively used across the globe for performance appraisals. Some of the organizations following it are Wipro, Infosys, and Reliance Industries etc.

Management By Objectives (MBO) method

MBO is a method of performance appraisal in which managers or employers set a list of objectives and make assessments on their performance on a regular basis, and finally make rewards based on the results achieved. This method mostly cares about the results achieved (goals) but not to the way how employees can fulfill them.

Unit-IV: Compensation and Maintenance

Compensation:

Compensation is a systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction.

Compensation is a tool used by management for a variety of purposes to further the existence of the company. Compensation may be adjusted according to the business needs, goals, and available resources.

Compensation may be used to:

- recruit and retain qualified employees.
- increase or maintain morale/satisfaction.
- reward and encourage peak performance.
- achieve internal and external equity.
- reduce turnover and encourage company loyalty.
- modify (through negotiations) practices of unions.

Components of Employee Remuneration: Base and Supplementary

1. Basic pay
2. Dearness allowance
3. House rental allowance
4. Medical allowance
5. City compensatory allowance
6. Conveyance allowances
7. Incentives
8. Fringe benefits

I. Basic Pay

It is the fixed & primary part of the pay-package.

For Blue-Collared employees, basic wage may be based upon the work done (i.e. piece wage system)

For White-Collared employees, basic wage is generally time bound (i.e. time wage system)

Factors which determine the basic wage/salary:-

1. Job-Evaluation
2. Demand for & supply of Labor
3. Prevailing wage-rate
4. Statutory requirements (minimum wage-rate)
5. Employer's ability to pay

II. Allowances/ Supplementary

These allowances ensure the retention and prolonged years of service of an employee in the same organization, as it provides job & salary satisfaction.

1. Dearness allowance- This allowance is given to deal with the pressure of inflation in the economy. It protects the real income (what we get in-hand) against inflation.
2. House rental allowance- Those employers who do not provide living accommodation to its employees, they provide HRA to its employees. It is calculated as a percentage of basic pay.
3. City compensatory allowance- This kind of allowance is generally paid to employees in Metropolitan Cities or other big cities where Cost of Living is comparatively higher than other cities.
4. Conveyance allowances- Some employers pay Travelling Allowance to their employees. It is usually fixed sum, which is paid to cover some part of travelling charges.
5. Incentives- Incentive Compensation is the Performance-Linked remuneration. It is paid with a view to inspire, encourage & motivate employees to work hard & do better. Incentives can be both Individual & Group- Based.
6. Fringe Benefits - These are the additional benefits that an employee gets in addition to the Basic Pay. This is usually paid to Executive-Class Employees.

Job evaluation – concept, process and significance;

JOB EVALUATION

Job evaluation is a process of analyzing and assessing the various jobs systematically to ascertain their relative worth in an organization.

Jobs are evaluated on the basis of content, placed in order of importance. This establishes Job Hierarchies, which is a purpose of fixation of satisfactory wage differentials among various jobs.

Jobs are ranked (not jobholders)

Job Evaluation involves determination of relative worth of each job for the purpose of establishing wage and salary differentials. Relative worth is determined mainly on the basis of job description and job specification only. Job Evaluation helps to determine wages and salary grades for all jobs. Employees need to be compensated depending on the grades of jobs which they occupy.

Clearly remuneration must be based on the relative worth of each job.

SCOPE OF JOB EVALUATION

The job evaluation is done for the purpose of wage and salary differentials, demand for and supply of labour, ability to pay, industrial parity, collective bargaining etc

PROCESS OF JOB EVALUATION:

1. Defining objectives of job evaluation
 - i. Identify jobs to be evaluated (Benchmark jobs or all jobs)
 - ii. Who should evaluate job?
 - iii. What training do the evaluators need?
 - iv. How much time involved?
 - v. What are the criteria for evaluation?
 - vi. Methods of evaluation to be used
2. Wage Survey
3. Employee Classification
4. Establishing wage and salary differentials.

METHODS OF JOB EVALUATION

A. Analytical Methods

- Point Ranking Methods: Different factors are selected for different jobs with accompanying differences in degrees and points.

- Factor Comparison Method: The important factors are selected which can be assumed to be common to all jobs. Each of these factors are then ranked with other jobs. The worth of the job is then taken by adding together all the point values.

B. Non-Analytical Methods

- Ranking Method: Jobs are ranked on the basis of its title or contents. Job is not broken down into factors etc.
- Job Grading Method: It is based on the job as a whole and the differentiation is made on the basis of job classes and grades. In this method it is important to form a grade description to cover discernible differences in skills, responsibilities and other characteristics.

Significance Of Job Evaluation

1. Job evaluation helps to rate the job

Job evaluation is a technique which helps to rate the job in terms of complexities and importance. It rates the job but the job holder. This helps determining and fixing wages accordingly.

2. Job evaluation helps to determine pay structure

Job evaluation is a consistent and rational process of determining wages and salary structure for various level of jobs. Internal and external consistencies are analyzed in order to determine wage levels.

3. Job evaluation helps in bringing harmonious relation between labor and management

Job evaluation brings harmony and good labor relation through eliminating wage inequalities within the organization.

4. Job evaluation helps to minimize the cost of recruitment and selection

Job evaluation helps in keeping down the recruitment and selection costs as it assists in retaining employees. It means, job evaluation inspires for keeping down the labor turnover, as a result of which there will be less need of new recruitment. Moreover, due to systematic analysis of various aspects of jobs, recruitment and selection can be made by matching the qualification and candidate.

Maintenance

Overview of Employee Welfare, Health and Safety, Social security

Organizations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions provided in industrial acts like Factories Act 1948, Dock Workers Act (safety, health and welfare) 1986, Mines Act 1962. The non statutory schemes differ from organization to organization and from industry to industry.

STATUTORY WELFARE SCHEMES

The statutory welfare schemes include the following provisions:

Drinking Water: At all the working places safe hygienic drinking water should be provided.

Facilities for sitting: In every organization, especially factories, suitable seating arrangements are to be provided.

First aid appliances: First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.

Latrines and Urinals: A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.

Canteen facilities: Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.

Spittoons: In every work place, such as ware houses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.

Lighting: Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.

Washing places: Adequate washing places such as bathrooms, wash basins with tap and tap on the stand pipe are provided in the port area in the vicinity of the work places.

Changing rooms: Adequate changing rooms are to be provided for workers to change their cloth in the factory area and office premises. Adequate lockers are also provided to the workers to keep their clothes and belongings.

Rest rooms: Adequate numbers of restrooms are provided to the workers with provisions of water supply, wash basins, toilets, bathrooms, etc.

NON STATUTORY SCHEMES

Many non statutory welfare schemes may include the following schemes:

Personal Health Care (Regular medical check-ups): Some of the companies provide the facility for extensive health check-up

Flexi-time: The main objective of the flexitime policy is to provide opportunity to employees to work with flexible working schedules. Flexible work schedules are initiated by employees and approved by management to meet business commitments while supporting employee personal life needs

Employee Assistance Programs: Various assistant programs are arranged like external counseling service so that employees or members of their immediate family can get counseling on various matters.

Harassment Policy: To protect an employee from harassments of any kind, guidelines are provided for proper action and also for protecting the aggrieved employee.

Maternity & Adoption Leave – Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

Medi-claim Insurance Scheme: This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

Employee Referral Scheme: In several companies employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organization.

For smooth functioning of an organization, the employer has to ensure safety and security of his employees. **Health and safety** form an integral part of work environment. A work environment should enhance the well being of employees and thus should be accident free.

In organizations the responsibility of employee health and safety falls on the supervisors or HR manager. An HR manager can help in coordinating safety programs, making employees aware about the health and safety policy of the company, conduct formal safety training, etc. The supervisors and departmental heads are responsible for maintaining safe working conditions.

Responsibilities of managers:

Monitor health and safety of employees

Coach employees to be safety conscious

Investigate accidents

Communicate about safety policy to employees

Responsibilities of supervisors/departmental heads:

Provide technical training regarding prevention of accidents

Coordinate health and safety programs

Train employees on handling facilities and equipments

Develop safety reporting systems

Maintaining safe working conditions

Social security is primarily a social insurance program providing social protection or protection against socially recognized conditions, including poverty, old age, disability, unemployment and others. Social security may refer to:

social insurance, where people receive benefits or services in recognition of contributions to an insurance program. These services typically include provision for retirement pensions, disability insurance, survivor benefits and unemployment insurance.

income maintenance, mainly the distribution of cash in the event of interruption of employment, including retirement, disability and unemployment

services provided by administrations responsible for social security. In different countries this may include medical care, aspects of social work and even industrial relations.

More rarely, the term is also used to refer to basic security, a term roughly equivalent to access to basic necessities—things such as food, clothing, housing, education, money, and medical care.

Grievance Redressal Procedure

Grievances are but natural in organisations. However like disciplinary problems, grievances also benefit none. Hence, there is a need for handling or redressing grievances. For this, most large organisations in India have, therefore, evolved a formal grievance procedure which enables an organisation to handle grievances satisfactorily.

The procedure consists of the following stages:

Stage 1:

The worker fills in a grievance form and submits the same to the shift incharge for information and consideration.

Stage 2:

In case, he is not satisfied with the decision, he goes to the departmental head for the settlement of his grievance.

Stage 3:

If the aggrieved employee is still dissatisfied, he forwards it to the appropriate chairman of the zonal works committee (ZWC). Each zonal works committee consists of five management and five union representatives. Their decision is final and binding on both the parties. The individual grievances considered by the zonal committee pertain to promotion, suspension, discharge and dismissal.

Stage 4:

If the zonal committee either does not reach to a unanimous decision or the decision is not accepted by the employee, the grievance is, then, forwarded to the central works committee. This committee consists of representatives of top management and union officials. Here also, the unanimity of principle operators and the decision taken by the committee is binding on both the parties.

Stage 5:

If this committee also does not reach to an unanimous decision, the matter is referred to the Chairman of the company. His or her decision is final and is binding on both the parties.

The stage at which the grievance is settled indicates the climate or the spirit that prevails in the organisation. Obviously, lower the level of settlement, the quicker the redressal of a grievance. The concerned officer, be the supervisor or manager, remains in a position to “give and take” at initial lower stages such as stage 1. Gradually, he or she comes under the glare of publicity; his or her position becomes harder at the subsequent stages.

Viewed from an aggrieved employee’s point, the delay in the settlement of grievance would intensify his or her anxiety and dissatisfaction. Which, in turn would affect his or her morale and productivity. The colleagues would also get affected. For the organisation, the delay in settlement is a loss of goodwill and camaraderie that might have been built up over the period.

Employee participation

Employee participation is the process whereby employees are involved in decision making processes, rather than simply acting on orders. Employee participation is part of a process of empowerment in the workplace.

Employee participation is in part a response to the quality movement within organisations. Individual employees are encouraged to take responsibility for quality in terms of carrying out

activities, which meet the requirements of their customers. The internal customer is someone within the organisation that receives the 'product of service' provided by their 'supplier' within the organisation. External customers are buyers and users outside of the organisation. Employee participation is also part of the move towards human resource development in modern organisations. Employees are trusted to make decisions for themselves and the organisation. This is a key motivational tool.

Employee participation is also referred to as employee involvement (EI)

Examples of employee participation include:

- i. Project teams or quality circles in which employees work on projects or tasks with considerable responsibility being delegated to the team.
- ii. Suggestion schemes - where employees are given channels whereby they can suggest new ideas to managers within the organisation. Often they will receive rewards for making appropriate suggestions.
- iii. Consultation exercises and meetings whereby employees are encouraged to share ideas.
- iv. Delegation of responsibility within the organisation. In modern organisations ground level employees have to be given considerable responsibility because they are dealing with customers on a day-to-day basis often in novel situations. Such employees need to be trusted to make decisions for themselves.
- v. Multi-channel decision making processes. In such situations decisions are not only made in a downward direction, they also result from communications upwards, sideways, and in many other directions within the organisation.

Flexi-Time



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Flexi time (or flextime, flexi-time, originally derived from the German word Gleitzeit which literally means "sliding time") is a variable work schedule, in contrast to traditional work arrangements requiring employees to work a standard 9 a.m. to 5 p.m. day. Its invention is usually credited to William Henning. Under flextime, there is typically a core period (of approximately 50% of total working time/working day) of the day, when employees are expected to be at work (for example, between 11 a.m. and 3 p.m.), while the rest of the working day is "flexi time", in which employees can choose when they work, subject to achieving total daily, weekly or monthly hours in the region of what the employer expects, and subject to the necessary work being done.

A flextime policy allows staff to determine when they will work, while a flex place policy allows staff to determine where they will work. Its practical realization can mainly be attributed to the entrepreneur Wilhelm Haller who founded Hengstler Gleitzeit, and later "Inter flex Datensysteme GmbH" in Southern Germany, where today a number of companies offer Flexi time (Gleitzeit) solutions which have grown out of his initiative

ESOP

An Employee Stock Ownership Plan (ESOP) is an employee benefit plan which makes the employees of company owners of stock in that company. Several features make ESOPs unique as compared to other employee benefit plans. First, only an ESOP is required by law to invest primarily in the securities of the sponsoring employer. Second, an ESOP is unique among qualified employee benefit plans in its ability to borrow money. As a result, "leveraged ESOPs" may be used as a technique of corporate finance.

The benefits for the company include increased cash flow, tax savings, and increased productivity from highly motivated workers. The main benefit for the employees is the ability to share in the company's success. Due to the tax benefits, the administration of ESOPs is regulated, and numerous restrictions apply. It is also called stock purchase plan.

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