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by Anu Cde

HUMAN RESOURCE MANAGEMENT FOR HEALTHCARE ORGANIZATIONS

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL ADMINISTRATION)**

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FOREWORD

Since its establishment in 1976, Acharya Nagarjuna University has been forging ahead in the path of progress and dynamism, offering a variety of courses and research contributions. I am extremely happy that by gaining 'A+' grade from the NAAC in the year 2024, Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from over 221 affiliated colleges spread over the two districts of Guntur and Prakasam.

The University has also started the Centre for Distance Education in 2003-04 with the aim of taking higher education to the door step of all the sectors of the society. The centre will be a great help to those who cannot join in colleges, those who cannot afford the exorbitant fees as regular students, and even to housewives desirous of pursuing higher studies. Acharya Nagarjuna University has started offering B.Sc., B.A., B.B.A., and B.Com courses at the Degree level and M.A., M.Com., M.Sc., M.B.A., and L.L.M., courses at the PG level from the academic year 2003-2004 onwards.

To facilitate easier understanding by students studying through the distance mode, these self-instruction materials have been prepared by eminent and experienced teachers. The lessons have been drafted with great care and expertise in the stipulated time by these teachers. Constructive ideas and scholarly suggestions are welcome from students and teachers involved respectively. Such ideas will be incorporated for the greater efficacy of this distance mode of education. For clarification of doubts and feedback, weekly classes and contact classes will be arranged at the UG and PG levels respectively.

It is my aim that students getting higher education through the Centre for Distance Education should improve their qualification, have better employment opportunities and in turn be part of country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will go from strength to strength in the form of new courses and by catering to larger number of people. My congratulations to all the Directors, Academic Coordinators, Editors and Lesson-writers of the Centre who have helped in these endeavors.

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MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL ADMINISTRATION)
Programme Code: 197
PROGRAMME SYLLABUS
<u>1st YEAR – IInd SEMESTER SYLLABUS</u>
201HA26: HUMAN RESOURCE MANAGEMENT FOR HEALTHCARE
ORGANIZATIONS

Unit – I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.

Unit – II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.

Unit – III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.

Unit -IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counselling – Significance and key elements. Disciplinary procedure and Grievance procedure - Quality of Work life.

Unit – V: NABH - Human Resource Management Standards: HRM Standard 1 to HRM Standard 13 – Excellence, Core, Achievement, and Commitment.

Reference Books

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CONTENTS

LESSON - 1

HUMAN RESOURCE MANAGEMENT - AN OVERVIEW

Objectives

After studying this lesson, the student is able to :

☆ visualise the reasons for studying Human Resource Management (HRM)

☆ identify the principal elements of HR Programme and their importance in managing HR

☆ present the functions of Human Resource Management

☆ explain why HR Managers should be concerned with the External and Internal Environments of the organisation.

Structure

1.1. Introduction

The Information Explosion, advances in technology, and global competition have created enormous presence on companies to change thir day to day activities. Most of the business houses are moving into a very different world, markets are changing much faster than previously. Certain sectors are shrinking while new ones are opening up. Because of these reasons corporate cultures and values are also in transition requires special skills to the persons who are working in the organisations. Because, of all factors of Production, Materials, Maney, Machinery and Man, Man occupies an important place. Development of Human resources became so essential for all the organisations that world like to be dynamic and growth oriented unlike other resources human resources have unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify bring to surface nurture and use hte capabilities of people. HRM aims at creating such environment

1.2. Meaning of Human Resource Management

The work of Human Resource Management pervades the entire organinsation. Human Resource Management is a set of activities focussing on the effective use of human resources in an organisation. It encompasses the activities of recruitment, Selection, Training, Development, Wage and Salary Administration, Health and Safety, Benefits and Services, Union - Management, Relations, Motivation, Morale, Communication so on. Thus Human Resource Management is that part of Management which is related with Management workers and employees. It is that part of Management which arranges for the satisfactory Management of employees of an Enterprise. Human Resource Management is the process of achieving the best fit between individuals, Jobs, organisation and the environment. It defines the relationship between Employer, Employee and employee and employee.

Some eminant authors have defined the term Human Resource Management as under :

Edwin B. Flippo -

"The Personnel Function is concerned with the procurement, Development, Compensation, integration and maintainance of the personnel of an organisation for the purpose of contributing toward accomplishment of organisational goals and objectives. Therefore personnel management is planning, Organising, directing and controlling the operative Functions."

Michel J. Jucius defines " HR Management as the field of Management which has to do with planning, organising, directing and controlling the functions procuring, developing, maintaining and utilising the work force."

Dale Yolder defined Personnel Management as the phase of management which deals with the effective control, and use of man power as distinguished from other sources of power. The methods, tools and techniques designed and utilised to secure the enthusiastic participation of labour to represent the subject matter for study in personnel Administration."

In the words of Brech, " Personnel Management is that part of the management progress which is primarily concerned with the human constituents of the organisation".

1,3. Features of Human Resource Management

In all these definitions, the emphasis is early on integration of individual and organisational objectives so as to attain effectiveness. On the basis of the above definitions, some basic features of HRM was given below -

1. It is concerned with employees both as individuals and as group in attaining goals.

2. It is concerned with the development of Human Resources.

3. It is concerned with managing people at work.

4. It is a continuous in nature.

5. It is concerned with both blue collared and white collared workers.

6. It is concerned with emotional, behavioral and social aspects.

7. It is concerned with the potentialities and capacities to the maximum possible extent.

8. It is universal in nature.

9. It is continuous in nature.

10. It is action oriented. It focusses on action rather than on record keeping, procedures and roles. It emphasrises on the solution to the employment problems.

11. It is individual oriented.

12. It is future oriented. It tries to achieve objective by providing competent and well motivated employees.

1.4. Importance of Human Resource Management

HRM helps an organisation in multifarious ways:

1. Good human resource practice can help in attracting and retaining the best people in the organisation. Planning alerts the company to the types of people it will need in the short, medium and long run.

2. Appropriate recruitment and selection activities identify the best people for available jobs and make sure they are placed in suitable positions.

3. Performance appraisals and training develop individuals who need skills, knowledge and attitudes different form those they currently possess.

4. Good human resource practice motivate the organisational members to do outstanding work.

1.5. Objectives of Human Resource Management

Main objective of Human Resource Management is to manage the workers and employees of an enterprise in the best possible manner. The role of HRM is to Plan develop and administer policies and programmes designed to make expedition use of an organisations human resources. It is that part of management which is concerned with the people at work and with their relationship with in an enterprise. Its objectives are :

i) The effective utilisation of human resources.

ii) To establish desirable working relationships among all members of an organisation.

iii) to maximise the individual development.

iv) To establish Harmonious relations between labour and capital.

v) To increase the welfare of Human employees.

vi) To arrange for effective communication with Resources.

vii) To arrange for sufficient number of efficient employees in all the Departments.

viii) To increase the morale of the employees.

ix) To motivate the employees to increase productivity.

x) To provide congenial working environment.

Activity B : To what extent your Personnel Dept fulfilled the above objectives in your office

1.6. Functions of Human Resource Management

The functions of H R M can be broadly classified into two categories

Functions of HRM

Managerial	Operative
Planning	Procurement
Organising	Development
Directing	Compensation
Controlling	Integration of HR
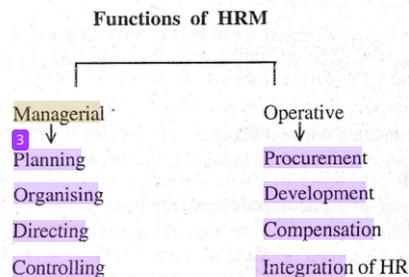
A. **Managerial Function :** Managerial functions of H R M involve planning, organising, directing and controlling.

    (i) **Planning :** It is a predetermined course of action. Planning is determinating of personnel programmes and changes in advance that will contribute to the organisational goals. In other words it involves planning of human resources requirements, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behaviour of employees and their impact on organisation.

    (ii) **Organising :** An organisation is a means to an end. An organisation is a structure and a process by which co-operative group of human beings allocates its tasks among its members, identifies relationships and integrates its activities towards common objective. Organisation establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

    (iii) **Directing :** The basic function of personnel management at any level is motivating, commanding, leading and activating people. The willing and effective co-operation of employees for the attainments of organisational goals is possible through proper direction. The direction is an important managerial function in that it helps in building sound industrial and human relations.

    (iv) **Controlling :** Controlling also involves checking, verifying and comparing the actuals with the plans, identified deviations. Thus action and operations are adjusted to predetermined plans. Controlling also involves checking, verifying and comparing the actuals with the plans, identifying deviations, if any, correcting the identified deviations. Auditing training programmes, analysing labour turnover records, directing morale surveys, conducting separation interviews are some of the means for controlling the HRM function.

B. **Operative Functions :** The operative functions of HRM are related to specific activities of HRM viz employment, development, compensation and relations. These functions have to be performed in conjunction with managerial functions.

i) **Employment :** Employment is concerned with securing and employing the people possessing required kind and level of human resources necessary to achieve the organisational objectives. It covers functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

a) **Job analysis :** It is the process of study and collection of information relating to the operations and responsibilities of a specific job. It includes

    * collection of data, information, facts and ideas relating to various of jobs including men, machines and materials.

* Preparation of job description, job specification (job requirements and employee specifications) which will help in identifications identifying the nature levels and quantum of human resources.

* Providing the guides, plans and basis for job design and for all operative functions of personnel management.

b) **Human resource planning :** It is a process for determining and assuring that the organisation will have an adequate number of qualified persons, available at proper times, performing jobs which would meet the needs of the organisation and which would provide satisfaction for the individuals involved.

c) **Recruitment :** It is the process of searching for prospective employees and stimulating them to apply for the jobs in an organisation.

d) **Selections :** It is the process of ascertaining the qualifications, experience, skill and knowledge of an applicant with a view to appraising his/her suitability to a job.

e) **Induction and orientation :** Induction and orientation are the techniques by which a new employee is rehabilitate in the changed surroundings and introduced to the practices, policies, purposes and peoples of the organisation.

f) **Placement :** It is the process of assigning the selected candidate with the most suitable job. It is matching of employee specifications with job requirements.

ii) **Human Resource Development :** It is the process of improving moulding, changing and developing the skills, knowledge, creative ability, aptitude attitude, values, commitment etc., based on present and future job and organisational requirements.

a) **Performance appraisal :** It is the systematic evaluation of individuals with respect to their performance on the job and their potential for development.

b) **Training :** It is the systematic process by which employees learn knowledge, skills, abilities or attitudes to fulfill organisational and personal goals.

c) **Management Development :** It is the process of designing and conducting suitable executive development programmes so as to develop managerial and human relations skill of employees.

d) **Career planning and development :** It is the planning of one's career and implementation of career plans by means of education, training, job search and acquisition of work experiences. Transfers and promotions are two important ways of personnel development in an organisation.

* **Transfer :** There will not be any material change in the status, responsibilities or pay of the employees.

* **Promotion :** It is the upward reassignment given to an employee in the organisation to occupy higher position which commands better status and / or pay keeping in view the human resources of the employees and the job requirements.

* **Demotion :** It deals with downward reassignment to an employee in the organisation, to lower level position.

e) **Organisation development :** It is an organisation wide, planned effort, managed form the top, with a goal of increasing organisational performance through planned interventions. Organisation Development seeks to change attitudes, values, organisation structures, and managerial practices in an effort to improve organisational performance.

iii) **Compensation Management :** It is the process of providing equitable and fair remuneration to the employees. It includes job evaluation, wage and salary administration, fringe benefits.

a) **Job evaluation :** It is the process of determining relative worth of jobs.

b) **Wage and salary administration :** It is the process of developing and operating a suitable salary and wage programme.

c) **Incentives :** It is the process of formulating, administering and reviewing the schemes of financial incentives in addition to regular payment of wages and salary.

iv) **Integration of Human relations :** It is the process of interaction among human beings. Human relations is an area of management practice in integrating people into work situation in a way that motivates them to work together productively, cooperatively and with economic, psychological and social satisfaction.

a) **Personnel Research :** It is the process of evaluating the effectiveness of human resources policies and practices and developing more appropriate ones.

b) **Personnel audit :** It refers to an examination and evaluation of policies, procedures and practices to determine the effectiveness of human resource management.

Activity A : To what extent your personnel Department is carryingout different functions in your office.

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1.7. HR Policies

In the beginning of the present century the words personnel policy and personnel departments were unheard. The immediate supervisors, were responsible for the hiring and firing of employees. Training, promotions and other benefits were handled by supervisors without any rationale. The haphazard and adhoc manner in which personnel problems were handled in the past is now recognised as unsatisfactory by executives, in the fields of industry, hotel, business or hospital.

Regardless the size of an organization, it is difficult to run the organization without having well defined personnel policies in operation as an integral part of the management function. One may wonder what place personnel policies have in the delivery of health care, which is now considered to be a right of all citizens. Every employee in an organisation wants to know the terms and conditions of his employment, the regulations which govern his employment and the principles which guide the administration of an organisation in its relationship with him. The body of such principles, rules and regulations are known as the personnel policies. The personnel policy would be ounded on three social principles i.e. justice, human needs and democratic approach.

1.7.1. Need for HR Policies : Employees have aspirations in business or industry. They seek individual recognition, opportunity for promotion, a fair wage, good working conditions, and other benefits of employment. For one or the other reasons personnel policies are very important, as they provide a basic set of rules for orderly goal achievement in the process of delivering goods or services.

The employee expects a fair day's pay for a fair days work, equitable treatment as accorded to fellow employees, equal opportunities for promotions based on skill and ability with fringe benefits comparable to those found in profit making organisation. The employee further expects his conduct on the job to be governed by a set of rules determined by management and giving fair consideration to the dignity and rights of all employees. In addition, the employee assumes that management will provide orderly channels for the solution of problems and grievances. He seeks direction from top and middle management - indeed he depends upon it - especially in applying personnel policies uniformly to all employees.

Personnel policies are essential to the operation of large scale organizations, because it is not feasible for management to work effectively with each employees as an individual concerning his desires and his dislikes. For example, it is obvious that no organisation can permit its employees to come to work or to leave the job at their own convenience.

Every organisation needs personnel policies to ensure consistency of action and equity in its relations with employees. Personnel policies constitute the basis for sound personnel policies. Personnel policy is the yardstick by which accomplishment of programmes can be measured.

1.7.2. Formulation of HR Policy : The existence of a carefully formulated personnel policy rests on the attribute of the top management. If the top management is clear about its responsibilities and objectives its policies are likely to reflect the same. The effectiveness of personnel management dependent on the clarity of policy formulation. Policy which is skillfully drafted also facilitates implementation. The process of developing personnel policy involves assessing its appropriateness to the organisation. It must be acceptable in all situations as a basis for decision making and tested against each of the major

functions to ensure that all considerations bearing on management have been taken into account. It should also be tested against community practices to ensure that the reputation of the organization is maintained at a level consistent with business and financial conditions. In fact, formulating personnel level consistent with business and financial conditions. In fact, formulating personnel policy today requires much broader persecute to be kept in view than ever before due to changing values and environment.

Activity C : Give some important HR Policies of your organisation.

1.8. Environmental Influences on H R Department

HR Manager can't perform his duties in isolation. Environment influences the HR Department in many ways. These Environmental challenges can be devided into two.

a. External

b. Internal

External challenges are having profound impact on working of HR Department. For Example, technological changes in manufacture of transister, the famous company, Motorala opened a research facilities in two different places to study new technology. As a result motorala recuited 20,000 employees. They have subsequently trained, oriented and compensated.

Some external challenges evolve gradually and some gives immediate effect. HR Professionals gives immediate effect. HR Professionals deal with these changes by following the different steps.

i)   **Monitoring Environment :** One has to monitor likely changes in the Environment.

ii)   **Evaluate Impact :** Specialist must diagnose the problems and they must evaluate the results.

iii) **Proactive Measures :** Specialists has to implement approaches that help the organisation reach its goals.

iv)   **Analyse feed back :** Feed back to be taken that the desired out comes to be reached.

a)   **External Challenges :**

   i)   Technological Challenges

   ii)   Governmental Challenges

   iii)   Economic Challenges

   iv)   Cultural Challenges

   v)   Demographic Challenges

i)   Technological Challanges : Technological Challanges results in requirement of technical personnel, skilled personnel and machine operators to our organisation. The technology of cars and aeroplanes modified transport industry. Automobile industries grew. Growth created to the existing Employees. Promotions has given to the existing employees. It give adverse effect on rail transport. Here employment opportunities shrunk. Personnel Departments reduced their work force and created early retirement systems. Automation is another way which effected the personnel department. The Introduction of Computers in banks has given tremendous changes in employment needs. Before computers, personnel specialists recruited is large number of semi skilled and unskilled labourers where as computers required highly skilled programme and system analysts.

ii)   Economic Challenges : As economy changes during expansion and contraction of business cycle, organisations must modify their plans. These plans gives demands on personnel specialists to change their plans according to economy. If they recruit workers during expansion stage it is very difficult to remove them when cycle turns down. Thus it is duty of HR specialists to anticipate economy changes. Some times H R departments can even develop proactive policies that anticipate changes. The economic policy of the Govt. has a very great impact on business. Some type of business are favourably affected by Govt. policy some adversely affected while it is neutral in respect of others. Ex : Liberalisation, Privatisation and Globalisation led to competition among MNCs.

iii)   Cultural Challenges : Attitudes towards work course new challenges for HR departments. Increased participation of woman is example for a cultural change. The concept of culture is of great significance to business. Business is based on ethos of people. Culture trains the people to act in a particular way, tending to put a personality stamp on them. It does mean that all people are alike in a particular culture. There are sub cultures in a culture. People have their own peculiarity of temperment, mental constitution, cultural experience, family experience, and unique personal experience. Culture determines the type of goods and services a business should produce. The type of food people eat, clothes they wear, the beverages they drink varies from culture to culture and form time to time in the same culture. The expectations and tastes of customers are changing. These changes will have impact on the role of HR Manager. The factors directly or indirectly influence the Human Resource Management of an organisation through its human resources.

iv)   Political Factors : Political stability, political parties and their ideologies formation of new parties, splits in and amalgamations of existing parties naturally affect the trade union in an organisation. This intern, results in intra and inter union rivarley, formotion of new trade unions rivelary, etc. These charges is trade union's structure and functioning complicate the functioning of HR Department.

v)   Demographic Challenges : The Structure, Values, Cast System, Class Structure, Education levels of human resources in the country influence the HR function of any organisation. The Manpower composition also influence the HR function considerably.

b) **Internal Environment :** Internal Environment exerts considerable pleasure on human resource management. These pressures include company objectives. The policies of the organisation. Unions of the enterprise etc.

The company objectives may effect the HR Department, Management should operate the establishment with clear understanding of the overall objective. The company with creative environment encourage new ideas and this needs highly skilled workers. They must be recruited and selected to bring about technological advancement. Constant attention to training and development. Good compensation should be maintained. On the other hand, a policy is a predetermined guide established to provide direction in decision making. This effect the organisation's HR department in different way. Unions represent an actual challenge in unionised companies and a potential challenge to those that are not. Employers with unions sign on a agreement that specifies compensation, working conditions and working hours. These agreements effects the HR Departments. Here challenge for the Department is to achieve objectives without violating agreement.

Activity D : Do you think your organisation is influenced by Environment. Justify your statement.

1.9. Qualities of a H R Manager

i) A HR Manager must have the mental ability of the High Standard. He must possess immense tact, practical mind and cool temperament.

ii) HR Manager must be free from bias attitude. He should be known for his honesty, integrity, character, justice and fair play.

iii) A HR Manger must be a good leader and organiser.

iv) HR Manager should have high character. He should aware of social responsibilities.

v) HR Manager must be able to communicate his ideas and opinions effectively and clearly so that all the employees understand the messages.

vi) HR Manager must be trained in behaviu ral sciences so that he predicts and controls the human behaviour.

vii) HR Manager must be able to predict the human problems in advance.

Activity E : Study the your Personnel Manager and listout his qualities.

1.10. Summary

Human resource management is considered to be the important area in the present day environment. HR M is a set of activities focussing on the effective use of human resources in an organisation.

It encompasses the activities of recruitment, selection, training, development, compensation, health and safety, benefits and services, union - management relation, motivation, morale etc. The H R manager make decisions to meet the organisation's economic and social objectives. Because of several changes and development in the society, the HR manager has to face several challenges. The H R manager should have the qualities like mental ability, judgement, dignity, loyalty, skills of communication, free from bias to deal with the employees of an organisation.

1.11. Keywords

Human Resource Management: It is the science of planning, organizing, controlling with various operative functions of procuring, developing, maintaining and utilizing the labour force.

Employment: It is concerned with securing and employing the people possessing the required kind and level of human resources necessary to achieve the organizational functions.

Policies: General Statements that guide decision making.

Procedures: These are meant to be guides to action rather to thinking. These state exactly what to do. These are steps to be taken to get through that action.

Rules: These are specific instructions of what may or may not be done.

Environment: Aspects, conditions, or objects surrounding an organization. It consists of both external and Internal. The external Environment consists of those factors which affect an organization's human resources from out side the organization. On the other hand, Internal environment affects the job of a personnel Manager.

1.12. Self Assessment Questions

1) Define the term "Human Resource Management" ?

2) Enumerate the objectives of Human Resource Management

3) What is significance and scope of Human Resource Management.

4) What are the various Functions of Human Resource Management ? Explain.

5) Explain the qualities of HR Manager.

6) What is personnel policy ? Describe how personnel policies affect the job of personnel Manager.

7) Explain how HR M is important to organisations ?

8) Personnel Management involves two categories of functions - Managerial and operative. Describe in detail.

9) What is environment ? Explain in detail the internal and external Environment affecting HRM in an organisation.

10) Give qualities of a Good HR Manager.

1.13. Further Readings

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Prof. D.A.R. Subrahmanyam

LESSON - 2

JOB ANALYSIS AND DESIGN

Objectives :

After studying this lesson the student is able to :

* understand the meaning of the terms Job Analysis, Job Description, Job Specification, Job Design.
* present the outline on Job analysis procedure.
* present the content of Job Description
* promote the purpose of Job specifications and procedure for developing one.
* identify the various factors that must be taken into account in designing a Job.

STRUCTURE

2.1 Introduction

A Job is group of work tasks, duties and responsibilities that a worker and work group should perform for production of goods and services of the economy. Jobs are also means by which workers and people in general, earn their bread and represent how they spend a major portion of their lives. But the statement "Man does not live by bread alone" states man's motivational needs. What employees

actually do on the Job, the design of their work has great influence on their productivity and level of satisfaction. In the past, it seemed as most Jobs were designed for dull tasks. But today the situation is entirely opposite. Job design is aprocess of deciding on the content of a Job in term of its duties and responsibilities. On the Job methods to be used in carrying out the Job in terms of techniques, systems and procedures and on the relationships that should exist between the Job holder and his supervisors, subordinates and colleagues.

Current attention is, therefore, largely devoted to behavioural approaches that attempt to make the work or job more satisfying to the workers. So jobs are to be designed in such a manner that they can create satisfaction to the Job holders. According to Behavioural Scientists Job specialisation, Job enlargement and job enrichment are three major approaches to Job Designing in creating jobs that individually are fairly home geneous in aptitude requirements, or in creating Jobs that tend to be conducive to Job satisfaction.

The second approach that has had a major influence on Job design is what is now commonly called Ergonomics or human factor engineering. This is based on physical, chemical, biological, social and other relevant factors and is concerned generally with the design of physical equipment and facilities people use and the environments in which they work and live so they are more suitable for human use.

2.2 Job Design :

Job design is a process of deciding on the content of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the Job in terms of techniques, systems and procedures, and on the relationships that should exist between the Job holder and his Superiors, Subordinates and colleagues.

2.3 Major objectives of Job design are :

i) To satisfy the requirements of the organisation for productivity, operational efficiency and quality of produce or service.

ii) To satisfy the needs of the individual for interest, challenge and accomplishment.

iii) To integrate the needs of the individual with the organisational requirements.

Job design involves four sets of decisions -

a) Deciding what tasks will be performed by the work force.

b) Deciding how these tasks will be grouped together and assigned to individuals.

c) Deciding now individuals will relate to each other so that their work can be co-ordinated.

d) Deciding how they will be rewarded for their performance as members of the organisation.

Activity A :

Think of the extent to which, according to you, these objectives are fulfilled by the personnel Dept. in your office suggest for further improvements.

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2.4 Factors affecting Job design :

i) Proven values of specialisation and repetitive operations.

ii) Changing Technology

iii) Trade Union policies

iv) Abilities of present personnel

v) Available supply of potential employees.

vi) The interaction requirements among jobs with in the system.

vii) Psychological and Social needs of human beings that can be met by the Job.

Job Specialisation, Job enlargement and Job enrichment are three major psychological approaches in Job design. The other minor approaches such as Job rotation, variable work schedule, flexitime, four day work weeks, to Job design for making Jobs more attractive.

Job Specialisation : It has been widely accepted by most management in both private and public sectors since the time of Adam Smith. Advocates of specialisation has contended that high speed, automated, low cost mass production that has greatly contributed to our improved standard of living is largely due to specialisation in industries. Also a worker is easily trained to get him specialised to perform his assigned task with greater satisfaction. As a result, the Job is performed most economically and greater output is obtained compared to non specialisation.

Job Enlargement : In recent years, it has been established that the Job specialisation is not always the best and the most economical way to perform a Job. The alternative approach suggested is Job enlargement which is the opposite of Job specialisation. Job enlargement is the expansion of Job content to include a wider variety of tasks and to increase the workers freedom of pace, responsibility for checking quality and discretion for method. Thus Job enlargement concentrates on the motivational issues. A Job is said to be enlarged horizontally if the worker performs a greater number or variety of tasks without increasing their responsibility or complexity, and is said to be increased vertically if the worker is involved with greater ability, responsibility, skill and autonomy required from Job holders as in planning organising his own work.

Job Rotation : It provides variety without assuming entirely unfamiliar and more demanding responsibility to workers by rotation or transfer with in a work group requiring the same basic skills and receiving the same wages. This voluntary rotation among identical class of work groups fosters a greater feeling of team work, provides opportunity for training in different type of jobs by associating with different work groups, and makes the work force more adoptive and flexible.

Variable work : Schedule makes a Job more attractive and satisfying by allowing workers a certain freedom to work what ever hours they want. Some times two part time employees share a Job, one working the first half and the other working the second half shift according to their choice.

Flexi time : It allows workers to come early or late and leave early or late so they put in specified number of hours in a day. They may even take time out of their working hours for their personal business.

2.5 Job Enrichment :

Though Job Enlargement brought about diversity in over specialised jobs, it did little to instil challenge or meaningfulness to a worker's activity. Job enrichment was introduced to deal with short comings of Job enlargement. Many organisations employ a large number of people in jobs that have a relatively limited scope of responsibility i.e. Jobs that require little initative or decision-making, that provide little feed back on results and that large establishment offer limited intrinsic motivation for effective performance and productivity. Some of the key ingredients of Job enrichment include more responsibility, control of employees over decision making, well defined job, opportunity to learn Job, more variety in Job, and opportunity to use skills and abilities. In particular, Job enrichment is concerned with designing jobs that incorporate a greater variety of work content, require a higher level of knowledge and skill, and give the workers more autonomy and more responsibility for planning.

2.6 Techniques of Job Enrichment :

i)   Increasing the responsibility of the activity.

ii)   Providing wider scope, more sequence and increased pace of the work.

iii)   Giving a natural unit of work either to an employee or group of employees.

iv)   Providing the freedom of work by minimising controls.

v)   Allowing the employees to set their own standards.

vi)   Providing the employees the control information and allow them to monitor their own performance.

vii)   Encouraging employee participation in planning, creations and innovations.

viii) Introducing new, difficult, creative tasks to the employees.

ix)   Assigning specific tasks.

2.7 Procedure of Job Enrichment :

i)   Selecting jobs which permits close relation between motivation and Job performance.

ii)   Introducing on a pilot scheme basis.

iii)   Starting with the assumption that these jobs can be changed.

iv)   Brain storming a list of charges that may enrich the jobs.

v)   Concentrating on motivational factors such as achievement, responsibility, self control etc.

vi)   Trying to change the content of the Job rather than changing the employees from their Job.

vii)   Providing adequate training, guidance, encouragement and help.

viii) Introducing with care as Job enrichment programmes may be resisted by employees.

ix) Preparing the specific programmes for each project and ensure the control information to monitor the performance.

Dimensions of Job Enrichment : There are five core dimensions that provide enrichment of jobs. They are

a) Task variety.

b) Task identity.

c) Task significance.

d) Autonomy.

e) Feed back.

It is desirable for a Job to have all the five dimensions. If one is missing, workers are psychologically affected and motivation tends to be reduced.

The core dimensions tend to improve motivation, satisfaction, and quality of work. Admittedly, there are large individual differences as to how employees react to the core dimensions but the typical employee finds them basic for internal motivation.

Activity B :

Write your comments on Job Enrichment in light of your experience in your organisation.

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2.8 Job Analysis :

Management should determine the kind of personnel required for a Job and the number of persons to be employed. The organisation should also findout the right man for the right Job in right time. Thorough knowledge of the Job is essential to perform these functions. Job Analysis is the process of systematically analysing the activities pertaining to each Job. It is designed to define the duties, responsibilities and accountability of the Job. The three out comes of Job Analysis are

a) Job Description

b) Job Specification

Meaning of Job : The Job includes all duties, responsibilities, functions and subfunctions which are assigned to a particular employee relating to his employment. Daleyolder defines the Job as "It is a collection of duties, tasks and responsibilities which are assigned to an individual and which is different from other assignment". Thus Job is a combination of all the works, duties and responsibilities generally assigned to an individual employee relating to his employment.

The term Job Analysis is a combination of two words. Job and Analysis. A Job is a combination of all the works, duties and responsibilities assigned to an employee relating to his employment. Analysis is a process of deep examination. Thus the term Job Analysis may be regarded to a process

of indepth examination of the duties, responsibilities and works relating to a particular Job. It is a complete and thorough knowledge of the responsibilities and requirements of a particular Job.

According to Flippo : "Job Analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific Job. Micheal J. Jucius defines Job Analysis as "It refers to the process of studying the operations, duties and organisational aspects of jobs in order to derive specifications or as they are called by some Job descriptions." This Job analysis is a process in which information regarding all the activities and responsibilities attached with a particular work assigned to an individual employee are collected and examined. The complete Job Analysis contains information relating to the following five factors - work products, necessary worker activities or behaviour required by the Job, equipment used, factors in the work environment, personal characteristics required to do the Job.

Uses of Job Analysis : Job Analysis is a procedure and tool for determining the specific tasks and requirements for each Job. It refers to anatomy of the Job. Thus Job Analysis is major input to fore cast future human resources. The information provided is essential in almost every phase of employee relations.

The importance of Job analysis may be summarised as under :

i)   It is helpful in organisational planning.

ii)   It provides realistic basis for hiring, training, placement, transfer and promotion of personel.

iii)   It helps in determining wage and salary Admn.

iv)   It provides information which enables us to change jobs. It is concerned with operational Analysis, motion study, work simplification methods.

v)   It aims at reducing labour costs.

vi)   It helps in improving efficiency.

vii)   It helps in establishing clear cut standards.

viii)   It provides opportunity for identifying hazardous conditions and unhealthy environmental factors.

ix)   Helps in redesigning Job.

x)   It acts as basis for Job Evaluation.

xi)   It helps in vocational selection.

Activity C :

In your opinion, to what extent, diffrent factors affected in your organisation, while designing jobs.

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2.10 Job Analysis Information :

It provides the following information :

i)   Job Identification
ii) Characteristics of a Job
iii) What a typical worker does
iv) Which materials, equipment a worker uses
v)   Nature of operations
vi) Received personal attributes
vii) Job Relationship

Job Analysis Process : Jobs can be analysed through a process which consists of five basic steps. These steps consists of -

a) Collection of back ground information
b) Selection of representative positions to be analysed
c) Collection of Job Analysis data
d) Developing a Job description
e) Developing a Job specification

Phases of Job Analysis :

Phase I   :   Preparation for Job Analysis
Phase II   :   Collection of Job Analysis Information
Phase III :   Application of Job Analysis Information

Diagramatically; It can be shown in following manner

Phase - I	Phase - II	Phase - III
Preparation for Job Analysis	Collection of Job Analysis information	Applications of Job Analysis Information
General familiarity with organisation and type of work	Job identification, Questionaire Development Data collection.	Applications Job description Job specifications Job standards.

Techniques used for Data collection for Job Analysis :

There are several techniques that can be used for the purpose of collection of data. The important among them are

a) Questionnaire Method

b) Interview Method

c) Jury of Experts

d) Record Method

e) Employee Log Method

f) Personal Observation

2.12 Job Description :

A Job description is a written statement that explains duties, working conditions and other aspects of a specified Job. It contains both organisational and functional information. It defines the scope of the Job activities, Major responsibilities, positioning of a Job in the organisation. It provides the worker, analyst and supervisor with a clear idea of what the worker must do to meet demands of the Job.

Content of the Job Description :

i)   Job title

ii)   Organisational location of the Job.

iii)   Supervision given and received.

iv)   Designation of Immediate Superior.

v)   Salary level.

vi)   Complete list of Duties.

vii)   Conditions of Work.

viii) Training and Developmental facilities.

ix)   Promotional channels and chances.

Thus Job description is a statement of Job contents in the form of duties and responsibilities of a specific Job. The preparation of a Job description is necessary before recruitment. It tells in brief the nature and type of a Job. In other words, it emphasises the Job requirement. As the title indicates, the document is descriptive in nature and contains a record of Job facts.

Characteristics of a Job Description :

Following are the important characteristics of a good Job description :

i)   The first necessity of a good Job description is that it should have a proper title. The title must be meaningful.

ii)   Job description should be upto date. All necessary changes must be incorporated from time to time.

iii) A good Job description must have all the relevant information relating to a Job.

iv) There should be clarity in duties and responsibilities.

v) A good Job description is one that is classic enough to incorporate the changes and amendments.

vi) A good Job description is one which is made clear to the employees for whom it is meant.

Activity D :

Write out a Job Description of your present Job, with the help of the theory provided to you.

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2.13 Job Specification

It is written statement of qualifications, traits, physical and mental characteristics that an individual must possess to perform the Job duties and disagree responsibilities effectively. Job specification translates the Job description into terms of the human qualification which are required for a successful performance of a Job. They are intended to serve as a guide in hiring and Job evaluation. As a guide in hiring, they deal with such characteristics as are available in an application blank, and also with testing, interviewing and checking of reference.

The first step in a programme of Job specification is to prepare list of all jobs in the company and where they are located. The second step is to secure and write up information about each of the jobs in a company. The items to be included in Job specification vary according to the nature of the organisation and the uses to which they are put. However, items like age, sex, experience, skill, education, dexterity are invariably included in it.

Job Specification information includes -

a) **Physical specifications :** The physical specifications include the physical qualifications or physical capacities which vary from Job to Job. Physical issues include physical features like height, weight, chest, vision, hearing, ability to lift weight, health, age etc.

b) **Mental specifications :** The mental specifications include ability to perform, automatical calculations to interpret data to read electrical circuits, ability to plans, reading abilities, judgement capacity etc.,

c) **Emotional and Social Specifications :** These factors include emotional Stability, flexibility, Social adoptability, personal appearance include dress, postures voice etc.,

d) **Behavioral Specifications :** These specifications include Judgements, Research, Creativity, teaching ability, Self reliance, dominance etc.,

Minner criticises the Job analysis that these documents are too restrictive in nature and they are not desirable because the Job is largely what an individual makes of it. Job descriptions impose undue limitations on the development of the individual in his Job.

However Job analysis which taken into consideration the special and psychological needs of employee would eliminate such criticisms.

Activity E :

List our specifications given to your Job, or you are very familiar with.

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2.14 Summary :

Procurement is the first operative function of personnel management, which can be subdivided into various sub functions like Human Resource Planning, Recruitment and Selection. Management should determine the kind of personnel required for a Job and the number of persons to be employed. The organisation should find out right man in the right Job. Thorough knowledge of Job is essential to perform these functions. Job Analysis is needed to know all these functions. Job analysis is a tool for determining the specific tasks and requirements of each Job. Job analysis, thus acts as major input to forecast the future human resources. This information is essential in allmost every phase of employee relations. All the Job analysis methods elicit information from a source and present that information in a desired format, such as Job description and Job specifications.

2.15 Key words :

Job Design: It is the process of deciding on the content of the job in terms of its duties and responsibilities. Two important goals of job design are to meet the organizational requirements and to satisfy the needs of the individual employees.

Job Rotation: It involves periodic assignment of an employee to completely different sets of job activities.

Job Enlargement: It means adding more and different tasks to a specialized job.

Job Enrichment: It is concerned with designing jobs that incorporate a greater variety of work content, require a higher level of knowledge and skill and give the workers more autonomy and more responsibility for planning. It deals with giving more responsibility, control of employees over decision-making, well-defined jobs, opportunity to learn a job, more variety in job and opportunity to use skills and abilities.

Observation Method: It is a method of job Analysis which can be used in combination with other methods. The methods depend observation method are direct observation, Work methods analysis, including time and motion study and Micro nation analysis. Here in this method person conducts the analysis, simply observe employees in the performance of their duties and records the observations.

Job Analysis: It is detailed and systematic study of each job to establish in advance the standards of the people to be appointed on job.

Job Description: It is a document that outlines the broad terms the purpose, scope and duties, responsibilities of job for which a person hired.

Job specification: It is a statement of minimum acceptable human qualities necessary to perform a given job.

Job Evaluation: It is a systematic method for the objective determination of the relative worth of jobs with in a company. It is a procedure for measuring the relative contribution of each job and ranking these jobs in accordance with these measurements.

Job Requirements: A characteristic required of a worker to perform a particular job successfully.

2.16 Self Assessment Questions :

1. Describe the relationship between Job requirements and different functions of HRM

2. What is Job Analysis? and explain its procedure.

3. Job Analysis is the process of critically evaluating the duties and relationship of jobs. Evaluate the statements.

4. Write a short note on Job Analysis.

5. Explain the meaning of Job description? How is it prepared? What are the characteristics of good Job discription.

6. Explain the factors that influence the Job design.

7. What is Job Specification? Explain its importance in a typical organisation.

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HUMAN RESOURCE PLANNING

Objectives

After studying this lesson, the student is able to :

★ describe the basic approaches to Human Resource Planning

★ explain the process of forecasting the personnel requirements

★ review the process of Human Resource Planning

★ study the methods and techniques of demand and supply and identifying human resource requirements.

Structure

3.1. Introduction

3.2. Meaning and Definitions

3.3. Significance of Human Resource Planning

3.4. Reasons for current Interest

3.5. Objectives of Human Resource Planning

3.6. Human Resource Planning Types

3.7. Need for Human Resource Planning

3.8. Problems in Human Resource Planning

3.9. Human Resource planning proce...

3.10. Summary

3.11. Key words

3.12. Self Assessment Questions

3.13 Further Readings

3)

3.1. Introduction

The long run success of any organisation ultimately depends on having right people in the right job at right time. Organisational goals have meaning only when people with the appropriate talent, skill and desire are available to execute the tasks needed to realise goals. Human Resource Planning is the system of matching supply of the people with openings in the organisations expected over a given time. Thus Human Resource Planning means to see whether the persons to whom some work is assigned are capable to do it or not. The ability and the capability of employees changes with the change of time and circumstances, therefore, the management should study the abilities of its employees and plan the capability of its man power accordingly. The essence of Human resource planning is the right man on the right job and the right job for the right man.

If a person is appointed at a post requiring more ability than the ability of a person, he will not be able in discharging his duties according to the requirements of the post. Similarly, if the person possessing higher abilities is appointed at a post not requiring that much ability, he will feel dissatisfied with his job and the enterprise (will not be able in the enterprise) will not be able in exploiting his best abilities.

Manpower is regarded as the quantitative and qualitative measurement of labour force required in an organisation and planning in relation to manpower may be regarded as establishing objectives to develop human resources in line with the broad objectives of the organisation. In other words, Human Resource Planning may be expressed as a process by which the organisation ensures the right number and right kind of people at the right place at the right time doing the right things for which they are suited for the achievement of goals of the organisation. It is a two phased process by which management can project the future manpower requirements and develop action plans to accommodate the implications of projections. Thus Human resource planning is the process of developing and determining objectives, policies and programmes that will develop. Utilise and distribute man power so as to achieve the goals of the organisation.

3.2. Meaning and Definitions

Human Resource Planning is the process by which a management determines how an organisation should move form its current manpower position to its desired manpower position. Human Resource Planning is the double edged weapon. If used properly, it leads to the maximum utilisation of human resources, reduces the excessive labour turnover and high absenteeism. It improves productivity and aids in achieving the objectives of the organisation. If it is faultily used, it leads to disruption in the flow of work, lower production, less job satisfaction, high cost of production and constant headaches for the management personnel.

Mc beath defines Human Resource Planning as "It involves two stages. First stage is concerned with the details of planning man power requirements for all types and levels of employees through out the period of plan and second stage is concerned with the planning of manpower supplies to provide organisation with right type of people from all sources to meet the planned requirements."

According to Geisler, " Human Resource Planning is the process - including fore casting, developing, implementing and controlling - by which a firm ensures that it has the right number of people and

right kind of people at right place, at right time, doing things for which they are economically more suitable."

Stainer defines Human Resources Planning as a strategy for acquisition, Utilisation, improvement, and preservation of an enterprises human resources. It relates to establishing job specifications or the qualitative requirements of jobs determining the number of personnel required developing sources of supply of manpower.

Thus Human source planning consists of projecting future man power requirements and developing man power plans for the implementation of the projections.

Activity A : Indentify and present number of personnel at various levels in your organisation.

3.3. Significance of Human Resource Planning

i) Helps in the selection and Development of the employees as it ensures that adequate persons are selected well in advance so that they may be developed for anticipated openings.

ii) It helps in procurement of personnel

iii) Human Resources Planning helps in formulating managerial succession plans as a part of the replacement planning process.

iv) Manpower forecasting, which high lights critical short age of important skills, helps the management in avoiding disruption of production programmes and under utilisation of plant capacity by timely corrective action.

v) It also helps in identifying areas of surplus personnel.

vi) Helps in managerial succession plans as a part of the replacement planning process which is necessitated when job change plans for managers are formulated.

3.4. Reasons for current Interest

i) The changes in production technologies, marketing methods and management techniques have been extensive and rapid. These changes are causing problems relating to redundancies retaining and redeployment. All these contribute to the need to plan the human resource needs intensively.

ii) Acute shortage of a variety of skills emphasises the need for effective recruitment and retaining people.

iii) Cyclical fluctuation, discontinuties are effecting the man power requirements and require strategic consideration.

iv) Changes in demographic profile of the work force interns of age, sex, literacy, technical inputs and social background have implications for Human resource planning.

v) Legislative controls and Hire and Fire policies and also responsible to give relook into human resource planning.

vi) Pressure groups such as unions, politicians, persons displaced from land by location of gaint enterprises have been raising contradictory pressures on the management.

3.5. Objectives of Human Resource Planning

i) To ensure optimum use of human resources currently employed.

ii) To recuit and retain the human resources of required quantity and quality.

iii) To fore see employee turnover and make arrangements for minimising turnover.

iv) To meet the needs of programmes of Expansion.

v) To improve standards, skills, knowledge etc.

vi) To assets the surplus or shortage of human resources.

vii) To prepare recruitment policy.

viii) To promote the personnel policy.

3.6. Types of Human Resource Planning

Types of Human Resource planning can be distinguished by two criteria :

a) Can the basis of the level at which it is above

b) Can the basis of period for which it is done.

Human Resource Planning

On basis of level — On the basis of period

Macrolevel (National Level) — Micro level (Industrial Level)
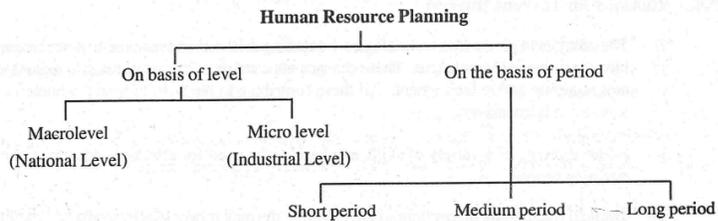
Short period — Medium period — Long period

Fig 3.1 : Types of Human Resource Planning

3.7. Need for Human Resource Planning

Human Resource Planning anticipates not only the required kind and number of employees but also determines the action plan for all the functions of Human Resource Management.

i) It helps to satisfy the individual needs of the employees for promotions, transfers, better benefits etc.

ii) It helps in anticipating cost of salary, cost of human resources for facilitating the formulation of budgets.

iii) It tries to fore see the need for redundancy and plan to check it.

iv) It helps in fore see the changes in values, aptitude and attitude of human resources.

v) It helps in planning for physical facilities, working conditions, the volume of fringe benefits like canteen, schools, hospitals etc.

vi) It gives idea of type of tests to be used and interview techniques in selection based on the level of skills, qualifications, intelligence, values etc.

vii) It provides scope for advancement and development of employees through training, development etc.

viii) It causes the development of human resources to meet the organisational needs.

3.8. Problems in Human Resource Planning

Though H R P is benificial to the organisation, employees and Trade Unions, some problems crop up in the process of Human Resource Planning. Important among them are,

i) Most employees resist H R P as they think that it increases the cost of manpower. Trade unions and employees also resist H R P as they view that it increases the work load of the employees.

ii) Uncertainties like absenteeism, seasonal employment, labour turnover etc., technological changes, marketing conditions are making human resource planning less reliable.

iii) Due to low status given by the Indian Industries, Information system regarding human resources has not yet fully developed. Further reliable data regarding economy, other industries, labour market, trends in human resources are not available.
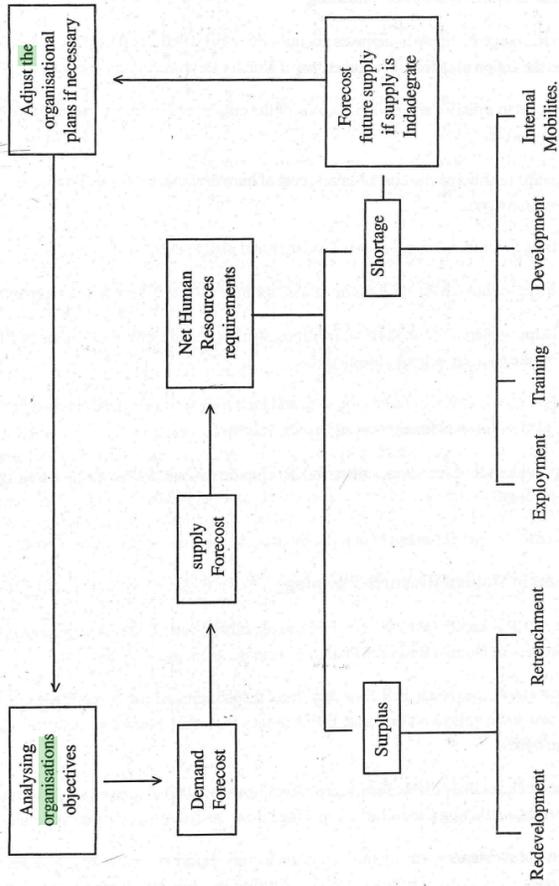
Fig 3.2. : **Human Resource Planning**

3.9. Human Resource Planning Process

Human Resource Planning Process consists of the following areas :

- a) Analysing the organisational objectives.
- b) Fore casting the Human resource needs.
- c) Projecting the Human resource supply.
- d) Estimating the net Human resource requirements.
- e) Planning for policies and programmes
- f) Evaluating effectiveness.

a) **Analysing the organisational objectives :** The Organisation must specify the clear cut objectives before starting Human resource planning. It must be the point of the corporate planning. It must be integrated with the overall organisational plans. Human Resource Planning should be done carefully as it has got long term impact. If wrong forecast for the future man power inventory are made, it may not be possible to rectify the errors in the short run. Hence the H R planning should be more concerned with filling future vacancies with right kind of people rather than with matching existing personnel with existing jobs.

b) **Fore Casting Future Human Resource Needs :** The demand for labour is derived form the demand for an organisations goods and services. If other factors are held constant, the increased demand for goods and services leads to an increased demand for labour. Inversely, a decreased demand for goods and services generally results in a decreased demand for labour. Forecosts of the demand for human resources can be shortage, mid range or long range, depending on how far the future goals are set.

c) **Projecting Human Resource Supply :** Projections are estimates of the number of kinds of employees that can be expected to constitute an organisation's work force at some future point in time. Projections are based on a careful assessment of an organisation's current supply, plus consideration of employee movement into and out of the organisations.

Generally human resource planners make use of variety of techniques to project future personnel needs. These techniques range form judgement to sophisticated quantitative models.

Some of the techniques are :

- i) Judgement and Experience
- ii) Budgetary planning,
- iii) Work standards
- iv) Key predictive factors.

d) Estimating the Net Human Resource requirement : The next major step in the Human Resource Planning process is comparing the forecast needs for human resources with the projections of internal supply. By subtracting the projected supply from the forecast needs, planner can determine an organisation's net employee requirements for as future point in time. No employee requirements should be determined for each job in an organisation as well as for the organisation as a whole.

e) Planning policies and programmes : After employee requirements are determined action plan for redeployment, redundancy and retrenchment or, action plan for recruitment, Development etc is to be initiated. It is new stage where planners generate and evalvate alternative resources policies and programs to handle anticipated surplus or shortages.

If the future supply of human resources from all the external sources is estimated to be inadequate or less than the recruitments, the man power planner has to suggest the management to alter the organisational plan.

In view of shortage of certain categories of employees, the organisation has to take care not only of requirements but also retention of existing employees.

Activity B : Identify and study the Manpower planning process in the organisation where you are working or your are familian with.

Retention plan should include :

1)   Adjustment of salary levels with those of the comparable industries.

2)   Providing opportunities for career development.

3)   Providing extensive training

4)   Providing scope for extensive participation.

f) Evaluating the H R P effectiveness : Organisations should evaluate their H R P efforts to determine their effectiveness in helping to achieve organisational goals and objectives. Evaluating in terms of costs and benefits is difficult. Though planning has definite costs, its benefits are more intangible and very difficult to measure.

3.10. Summary

Human Resource planning concerned with the utilisation of human resources to help attain an organisations objectives. H R P ensures right man to right job at right time at right place. It is needed because of expected changes in technology, environment, management plans etc.

3.11. Key words

Man Power Planning: Estimating how many employees and what types of employees an organization require at some time in the future and making plans to meet those requirements.

Human Resource Forecast: It is a determination of the demand for different categories of employees with appropriate skills for specified time periods in the future.

Basic Factor: It means a variable to which manpower demand is related.

National Level HRP: Generally Government at the central level plans for the human resources at the national level. It forecasts the demand for and supply of human resources. It takes steps to adjust the demand by altering its economic, industrial and agricultural policies and adjust the supply through its population policy.

Age Inventory: It includes age wise number and category of employees. It indicates age wise imbalances in present inventory, which can be correlated in future selections and promotions.

Redundancy Plan: It includes type and number of employees, time of and place of retrenchment, type of help to be extended to retrenched employees in the form of compensation, help in getting new job, Priority in filling future vacancies.

3.12. Self Assessment Questions

1. Define Human Resource Planning ? What are its objectives ?

2. Explain the process of Human Resource planning ?

3. What are the techniques for Human Resource planning ?

4. What do you understand by Human Resource planning ? How would you draw up a man power plan for an organisation.

5. What factors do you consider while forecasting manpower needs of the organisation ?

6. What are the benefits of Human Resource planning ?

7. Review the major activities of Human Resource planning ?

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LESSON - 4

RECUITMENT - SOURCES AND METHODS

Objectives

After reading this lesson, you should be able to;

* understand the nature and policy of Recruitment ;
* explain and evaluate various methods of Recruitment ;
* describe the recruitment practices in India.

STRUCTURE

4.1 Introduction

Once the required number and kind of human resources are determined, the organisation has to find where the required human resources are available and also find the means of attracting them towards the organisation Recruitment is the process of discovering potential applicants for actual or anticipated organisational vacancies.

4.2 Policy of Recruitment

Recruitment is a continous function which involves the following stages

- Recruitment policy
- Organising for recruitment
- Forecasting manpower requirements
- Discovering appropriate manpower sources.
- Different techniques used for utilising these resources
- Evaluating the recruitment programme

Recruitment is defined as a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measurers for attracting that manpower is adequate numbers to facilitate effective selection of an efficient work force". Edwin B Flippo defined recruitment as "the process of searching for prospective employees and stimulating then to apply for jobs in the organisation. Flippo viewed recruitment both as "positive" and negative activity, It is often termed positive in that it stimulates people to apply for jobs to increase ithe hearing ratio, the number of applicants for a job. Selection on the other hand tends to be negative because it rejects a good number those who apply leaving only the best to be hired.

4.2.1 Recruitment Policy:

A "recruitment policy" in its broader sense involves a commitment by the employer to such general principles as

- To find and employ the best qualified persons for each job
- To retain the best and most promising of those fined
- To offer promising opportunities for left ñ time working
- To produce programmes and facilities for personal growth on job.

According to Yodev ithe recruitment policy is concerned with quality and qualifications of manpower. It establishes broad guidelines for the staffing process. Recruitment policy of any organisation is derived form the personnel policy of the organisation. Recruitment policy should take into consideration the government's reservation policy, policy regarding sons of soil etc., personnel polices of other organisations.

A good recruitment policy must contain the following elements;

- organisation's objectives -both in short - term of long term must be taken into consideration.
- Identification of the recruitment needs
- Preferred sources of recruitment
- Criteria of selection and preferences
- The cost of recruitment and financial implications of the same

4.2.2 Impact of personnel policies on Recruitment polices : As said above Recruitment policies are mostly drawn from personnel policies of the organisation. These general personnel policies provide a variety of guidelines to be spelt out in recruitment policy. After formulation of the recruitment policies, the management has to decide whether to centralise or decentralise the recruitment formation. Some organisations prefer centralized recruitment (government and commercial banks) while some organisations prefer decentralized recruitment practice (Railways). Most organisations have an policy on recruiting internally (within company or organisation) or externally (outside the organisation). Generally, the policy is to prefer internal sourcing, as external employees know the organisation, well and they can easily fit to the organisations culture. In multinational corporations, there is the policy relating to the recruitment of local citizens, because they can understand local languages, customes and business practices better.

Activity A :

Describe below the recruitment policies of your organisation.

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4 .3 Sources of Recruitment:

The sources of recruitment are broadly divided into internal sources and external sources.

4.3.1. Internal sources: Internal sources include personnel already on the pay-roll of the organisation. This source also includes personnel who were once on the pay-role of the organisation but who plan to return or whom this organisation would like to rehire and those who quit voluntarily or production lay-offs.

Merits of Internal Sources

i.   It promotes loyalty among the employees

ii.   Morale of the employees can be improved

iii.   It provides a sense of job security and opportunity for advancement

iv.   It is less costly compared to outside sources

v.   It is used as a technique of motivation

vi.   It is a training device for developing middle and a top-level managers

vii.   Loyalty, commitment a sense of belongingness, and security of the present employees can be enhanced.

Demerits :

i.   It often leads to inbreeding, and discourages new blood from entering an organisation.

ii.   It is disfunctional to the organisation to utilise inferior internal sources when better candidates are available outside.

4.3.2 External Sources: External sources lie outside the organisation, they include a) public employment exchanges b) private employment agencies c) management consultants d) campus recruitment e) casual applicants f) professional organisations and g) other sources.

a)   **Public Employment Exchange:** The government setup Public Employment exchanges in the country to provide information about vacancies to the candidate and to help the organisation in finding suitable candidates. The employment Exchange Act, 1959 makes it obligatory for public sector and private sector enterprises in India to fill certain types of vacancies through public employment agencies.

b)   **Private Employment Agencies:** Private employment agencies perform the recruitment function on behalf of a client company by charging fee. They also provide complete time of services which include advertising position, screening the applicants and going guarantee to employees.

c)   **Management Consultants:** They specialise in middle and top level executive placements. These agencies act as a butter inn screening the candidates and keeping the prospective employee anonymous. In the final state senior executive of the prospective firm move into negotiation with applicants and determine degree of natural interest.

d)   **Campus Recruitment:** Universities and Institutions, Colleges provide facilities for campus recruitment and selection. They maintain the bio-data and performance required of the candidates . Organisations seeking to recruit the candidates from this source can directly contact these colleges and universities directly.

e)   **Professional Organisations:** professional organisations or associations maintain bio-data of their members and provide the same to various organisations on requisition. Organisation find these source more useful to recruit the expericnced and professional employees like executives, managers, engineers etc.

f)   **Casual Applicants:** This source provides an excellent supply of stock piled applicants. Depending upon the image of the organisation, its prompt response, level of employment, potential candidates apply casually for jobs through mail or hand over the applications in Human Resource Department.

g)   **Other Sources:** Friends and relatives of present employees are also a good source for which employees may be drawn. Trade unions also provide m nual and skilled workers. Voluntary organisations like social organisation, non-profit organisations associations also provide employees ñhandicapped, widowed women, old persons, retired people, etc, is response to advertisement potentials of utilising workers is older age group is an important source of additional supply. This source provides an opportunity to gain fullest benefits from employment of the nature and old workers.

Activity B :

    Recall your first oppintment and mention which sources of recruitment was used by recruiters of from organisation.

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4.4 Methods of Recruitment :

    Dunn and Stephens summaries the recruiting methods into three categories direct, indirect and third party.

    a) Direct methods: These include sending recruiters to educational and professional institutions for campus recruitment. The placement office of a college, usually provides help in attracting students arranging interviews, furnishing space, and providing student resumes. Sometimes, organisations firms directly solicit information from the concerned professors about students with an outstanding record. Other direct methods include sending recruiters to conventions and seminars,

setting up exhibits or fairs, and using mobile office to go to the desired centers for managerial, professional and sales personnel, campus recruitment is the best methods.

b) Indirect methods: Indirect methods involve mostly advertising in newspaper, on the radio, is trade and professional journals, technical magazines and brochures, Television and Internet, Advertisements are most popular methods of communicating public job vacancies.

Advertiser provides the candidates the information about the job and organisation and encourages them to apply for jobs.

Radio and Television only are use by government departments only. Companies in the private sector are hesitant to use the media because of higher Radio and television can be used to attract swelled workers. And Internet is used to reach technical personnel like software and hardware people.

c) Third Party Methods: These include the use of commercial or private employment agencies, state agencies, placement after college, professional associations, management consultancy firms friends and relatives.

Modern sources of Recruitment

A number of modern recruitment sources are being used by the organisations in addition to traditional sources. These source re walk-in, consult in, Body shopping, Internet recruitment.

a) **Walk-in:** Modern Organisation advise the advertise an potential candidates to attend for an Interview directly in without a prior application on a specified date, time and at a specified place. The potential candidates from among the interviews will be selected for appointment after screening the candidates through tests.

b) **Consult in:** Organisation encourage the potential job seekers to approach them personally and consult them regarding the jobs, and select the suitable candidates through the selection process.

c) **Body shopping:** Professional Organisation and hiñtech training institution develop the pool of human resources for the employment. These professional and training institutions are called body shoppers and their activities are known as body shopping the body shopping is used mostly for computer professionals.

d) **Internet Recruitment:** Information Revolution helped the organisations to use Internet as a source of recruitment and advertisement. Organisation advertise the vacancies through world wide web (www) and the potential applicants send their application through e-mail

4.5 Evaluation of Recruitment process :

The recruitment process has the objective of reaching for and obtaining application from job-seekers keeping this mend, the evaluation of Recruitment process include,
- Return rate of applications sent out
- Number of suitable candidates for selection
- Retention and performance of the candidates selected

- Cost of the recruitment process
- Time lapsed data.

4.6 Recruitment Practices in India:

The different sources of recruitment in India are:

i)   Internal sources or within the organisation

ii) Temporary workers

iii) Casual workers

iv) Employment Exchanges

v)   Advertisements

vi) Candidates introduced by friends and relatives

vii) Campus recruitment like IIM, IIT, IIS and NITI.

viii) *Sons of the soil :* The Government of India issued directives to public sector enterprise to recruit local candidates on primary basis. The natural committee on labour, in this connection, recommended for providing employment to local persons. Public sector organisations and multinational corporations have started providing jobs to son of the soil on primary basis.

ix) Labour contractors

x)   *Specified communities and categories:* According to the Government directives the organisations, particularly public sector have to recruit candidates to the specified extent from the scheduled castes, scheduled tribes, backward committees and from specified classes like physically handicapped, ex ñ servicemen, and women etc.

4.7 Summary :

Recruitment is an important HRM function, without attracting adequate member of qualified people the organisations cannot be expected to work effectively. Rational recruitment necessitates sound recruitment policy and effective procedures for discovering sources and techniques for tapping them and continuing evaluation.

4.8 Key words :

Recruitment: It is the process of searching for prospective employees and stimulating them to apply for job in organization.

Recruitment sources: Internal and external: Internal means recruitment of personnel within the organization, externals sources include attracting people through advertisement, campus interviews, employment exchanges, private agencies etc.

Third Party Methods: These methods include commercial and private employment agencies, state agencies, and placement offices of schools, colleges and professional associations, recruiting firms, management consulting firms, friends and relatives.

4.9 Self Assessment Questions :

1. Explain recruitment policy?

2. Discuss relative merits and demerits of source and methods of recruitment?

3. Explain the recruitment process?

4. What are the modern sources of recruitment?

5. What is meant by Recruitment? What are characteristics of good Recruitment Policy?

6. Describe the procedure of recruitment in a industrial concern.

7. Discuss the various sources of personnel supply and a particular methods or techniques of recruitment of manpower giving suitable examples from India.

8. Evaluate the relative problems and merits of provate VS public sources of personnel or manpower supply.

9. Examine the merits and limitations of recruitment from with in, recruitment through advertisment.

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SELECTION AND INDUCTION

Objectives

After completion of reading this lesson you could able to :

- define selection and explain its significance
- understand the selection process and its stages
- identity the tools of selection
- understand the concepts of placement and orientation
- understand purposes of orientation of induction
- explain the process and its stages

STRUCTURE :

5.1 Introduction

Selection is the process of examining the applicants with regard to their suitability for the given job, and choosing the best from the suitable applicants and rejecting the others. The process of selection involves three stages namely recruitment, screening and selection. The organizational practices in India with regard to selection vary from public sector to private sector concept, objectives and significance of selection.

The selection procedure is concerned with securing relevant information about an applicant. The Objective of selection process is to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is a process of thinning a pool of qualified applicants. All selection activities exist for making effective selection decisions. Each activity is a step in the process that forms a predictive exercise - decision makers seeking to predict which job applicants will be successful if hired. Successful, means preparing well on the intend the organisation uses to valuate personnel.

.4)

According to Yadev "The having process of one or many 'go, no, go' gangs. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unidentified are eliminated"

5.2 Selection Policy

While formulating a selection policy, due consideration should be given to organisational requirements as well as technical and professional dimensions of selection process. Yodev is as suggested "Selection is usually regarded as a negative process i.e. rejection of candidates for a position".

Activity A :

State the selection policy of four office or an organisation you are familiar with.

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5.3 Selection Process

Selection process is a crucial, complex and continuing function. The ability of an organisation to attain its goals effectively and to develop its a dynamic environment largely depends upon the effectiveness of its selection programme. If right personnel are selected, the management of personnel becomes easlier, the employee contribution and commitment will be at optimum level. If the right person is selected he becomes a valuable asset to the organisation and if faculty selection is made, the employee will become a liability to the organisation.

Selection process typically follows a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The traditional selection process includes preliminary screening; Application Scruting, employment tests; comprehensive interview; back ground investigations, physical examination and final employment decision to hire.

The following are the steps in selection process.

a. **Initial screening or preliminary interview :** This is a storing process in which prospective applicants are given the necessary information about the nature of job and also, necessary information is elected from the candidates about their education, experience, skills, etc. If the candidate is found to be suitable, he is selected for further process. It is a process of reducing the applicants to a few who have better chance of selection than those screened out.

b. *Application Scrutiny :* The applicant is asked to give details about age, mantal status, educational qualification, work experience and reference. Different types of application forms may be used by this same oganisation for different types of employees e.g. one for clerks, the other for managers. An application form should be designed to serve as an effective preliminary screening device.

c. *Selection Tests :* Tests attempt to measure certain characteristics of individual applicants some important tests are : knowledge tests, ability tests, aptitude tests and simulation tests.

d. **Employment Interview :** An interview is a face to face observational and personal appraisal method of evaluating the applicant. An employment interview should serve three purposes 2) i) Obtaining information ii) giving information and iii) motivation.

e. **Reference cheeks and Recommendations or Background information.** The applicant is asked to mention in his application the names and addresses of his previous employers, friends or professional colleagues. They are approached by mail or phone and requested to furnish their frank opinion about the candidate. These reference checks indicate past behavior and how well the applicant did at this lost job.

f. **Physical examination:** Certain jobs require unusual stamina, strength or tolerance of hard working conditions A physical cheek -up reveals whether or not a candidate possess these qualities the basic propose of a physical examination is to place persons in jobs which they can handle without injury or damage to their health. Candidates are medically examined either by the company's physician or by a medical officer approved by the company for the purpose.

g. **The Selection or final Decision :** Applicants who cross all the steps are finally considered by the organisation. If there are more persons than the number required for a job the best ones i.e, those with the harvest scores are finally selected.

Activity B :

Give selection process of Four organisation.

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5.4 Selection Methods :

There is no standard selection process that can be followed by all the organisations. Organisations may follow different selection methods depending upon the side of the organisation, natures the business, government rules and regulations. Thus, each organisation may follow any one or the possible combinations of methods of selection in the order suitable to it. Following are the selection methods generally followed by the organisations.

a) **Application Form :** An applicant form is a traditional, widely accepted device for getting information from a prospective applicant which will enable a management to make a proper selection. It serves a as a convenient device for circulating information about the applicant to appropriate members of management and as a useful device for storing information for later reference. Organisation use different applications forms for different jobs at different levels. For technical and managerial personnel, the form may receive detailed answers to questions regarding the candidates education, experience, etc Information is generally required on the following items in the applicant forms.

1) Personal background information II) Educational qualification

III) Work experience IV) References

Activity C :

Create an application Blank which suits to your organisation.

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b) Weighted Application form : Some organisations analyze the information of an application blank and determine statistically its relation to later success in the job. Under this method, certain points of weights are assigned to the answers given by the applicant in the application form. Those with scorers that minimum attained by past or present successful employees will be finished.

c) Employment tests : A test has been defined as a systematic procedure for comparing the behaviour of two or more persons. It is a sample of an aspect of an individual's behaviour, performance or attitude.

Purpose of Tests : Psychological tests are used for more than one purpose. They are used for the purpose of

- Selection of candidates for an organisation.

- study the human behaviour and personality

- guiding and counselling students seeking admission into schools and colleges.

- eliminating the possibility of prejudice on the part of the interviewer.

- measurement of jobs - related abilities and skills accurately and adequately.

According to Wendell, tests are used in business for three primary purposes.

i) The selection and placement of new employees.

ii) In appraising employees for promotional purpose and

iii) For counselling employees.

Concepts of Testing : Testing concepts include job analysis, reliability and validity.

a. *Job Analysis :* Job analysis provides basic information about the type of the candidate needed by the organisation by indicating the specific requirements of each job. Job analysis provides a realistic basis for hiring, training placement and promotion of personnel. Job description provides both organisational information and functional information. Job specification translate the job description into terms of the human classifications which are received for a successful performance of a job. Thus, employee specification is the basis to decide upon a particular test or tests and minimum acceptable score in order to test whether the candidates possessed the required amount and degree of behaviour and qualities like intelligence, aptitude to perform the job successfully.

b. *Reliability :* Test reliability is the consistency of scores obtained by the same person when retested with the identical test or with an equivalent form of test. If a person obtains same or similar scores in the test conducted in different times, under the same conditions, the test is said

to be reliable. Generally as suggested by Beach he reliability coefficient should be between to .85 to 1.00 In general, higher reliability can be obtained from written tests.

c. **Validity :** Validity refers to the extent to which a test measures what it is designed to measure. Each selection test aims at finding out whether a candidate posserssed that particular skill or not for exza short - hand test, should accurately measure a persons ability to take dictation. According to Dale S. Beach, there are five kinds of validity viz., concurrent validity predictive valldity, content validity consent validity and face validity.

Types of tests : Tests are classified into five types they are i) Aptitude tests ii) Achievement tests iii) Situational tests iv) Interest tests v) Personality tests vi) Graphology tests and vii) Polygraph test.

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

a) *Mental tests measure intelligence quotient of a candidate.* These tests measure capacity for comprehension, reasoning, word fluency, variable comprehension, numbers, memory and space.

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

c) *Psychomotor tests :* These tests measure abilities like manual dexteriy, motor ability and eye- hand coordination of candidates. These tests are useful to select semi-skilled workers.

ii) **Achievement Tests :** These tests measure the skill or knowledge which is acquired as a result of training programme and on the job experience. These tests are classified into a) Job knowledge test and b) work sample test.

a) *Job knowledge Test :* These are administered to determine knowledge of typing short-hand and in operating computers, or simple mechanical equipment. Such tests are useful for office workers, supervisors, stenographers, sales girls etc.,

b) *Work sample test :* Under this test a price of actual work is given to the candidate as a test and the candidate is asked to do it. For example, a typing test would provide the material to be typed and note the time taken and mistakes committed.

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

iv) **Interest Test :** These tests are designed to discover a person's areas of interest and to identify the kind of work that will satisfy him. The purpose of this test is to find out whether a candidate is interested or disinterested in the job and to find out in which area of the job / occupation the candidate is interested.

v) **Personality Tests** *:* These tests measure a projective employees motivation in a particular working environment and prise deeply to discover elves to are individual's value system, his emotional reactions and motivation and his characteristic mood.

The assess his motivation interests, his ability to adjust himself to the stresses of every day life and his capacity for inter - personal relations and self - image. Examples of such tests are Bell's Adjustment inventory, the California test of Personality scale, Minnesota multiphasic personality inventory thematic Apperception test, The Thurstone temperaments survey, and guild ford - zimmerman temperament survey.

a) *Objective tests :* These tests measure neurotic tendencies, self - sufficiency, dominance - submission, and self - confidence. Most personality tests are objective tests as they are suitable for group testing and can be scored objectively.

b) *Projective tests :* Candidates are asked to project their own interpretation of certain standard stimulus situations basing on ambiguous pictures, figures etc., under these test. The way in which he responds to these stimuli depends on his own values, motives and personality.

vi) **Graphology test** : It is designed to analyse the hand writing of an individual. An individual's hand writing can suggest the degree of energy, inhibitions and spontaneity, and elements of balance and control. For example, big letters and emphasis on capital letters indicate a tendency towards domination and competitiveness. A slant to the right, moderate pressure and good legibility show leadership potential.

vii) Polygraph tests : These tests are designed to ensure accuracy of the information given in the application. These tests record on paper posological changes in blood pressure, pulse, skin, sensitivity caused by stress.

d) Employment interviews : The interview is a selection tool which enables the employer to view the total iduvidual and directly appraise him and his behaviour. By 'interviewing' is meant deliberate, active testing with a purpose to draw the other person out, to discover what he really wants to say and to give a chance to express himself freely. According to Scoot and others an interview is a purposeful exchange of ideas, the answering of question and communication between two or more persons."

An employment interview should serve three purposes i) obtaining information ii) giving information and iii) motivation.

Types of interviews :

The types of interviews are

i)   Informal interview

ii)   Formal interview

iii)   Planned interview

iv)   Patterned interview

v)   Non- directive   interview

vi)   Depth interview

vii)   Stress interview

viii)   Group interview and

ix)   Panel interview.

i) Informal Interview : This is the interview which can be conducted at any place by any person to the basic and non-job related interview. The interaction   between the candidate and the personnel manger   to examine about the vacancies or additional particulars in connection the employment advertisement.

ii) Formal Interview : This is held in a more formal environment by the employment officer help of and questions this for discussion are items and experts are allotted different structured areas and questions to be asked.

iii) Planned Interview : This is a formal interview planned carefully. The interview has a plan of action worked   out in relation to time to be devoted to each candidate, type of information to be sought, information to be given, etc.,

iv) Patterned Interview : This is the most common method of interview. It is also a planned interview but planned to a higher degree of accuracy and precision. In this type of interview, every pertinent detail bearing on waht is to be acomplished what kind of information to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, must be worked at in advance. A list of questions and areas is carefully prepared and interviewer goes down the list of questions, asking them one after another, with very little deviation.

v) Non - directive Interviews : This is designed to let the candidate speak his mind freely. It is unstructured and is reatively non-planned. In this interview the candidate is given freedom to tell about himself by revealing his knowledge on various areas his back ground and expectations and interest etc. The purpose of such interview is to determine what kind of person a candidate really is.

vi) Depth interview : In this type of interview, the candidates would be examined extensively in core areas of knowledge and skills of the job. It is designed to intensively examine the candidates' background and thinking so that a correcive evaluation and desison may be made.

vii) Stress Interview : This is designed to test the candidate and his conduct and behaviour by putting him under conditions of stress and strain. In the stress interview, the interviewes puts the candidate on the defensive by typing to aunoy him. Interviewer tests the candidate by putting him under stress and strain by interuptly the applicant from answering criticising his opinons, asking questions pertaining to unrelated areas, keeping silent for   long period and putting him in an awkward situation by dropping some thing an the floor and asking him to pick it up. Accusing him that he is lying and so on.

viii) Group Interview : This is designed to see the candidates react to and against each other. All the candidates are brought into one room and one topic is given for discussion to the candidate and they are asked to discuss the topic is detail. Their type of interview helps the interviewer in appraising certain skilss of the candidates like intiative, inter - personal skills, dynamism, presentation leading etc.

ix) Panel Interview : This is done by members of the interview board or selection committee. (The candidate may be asked to meet the panel individually) A panel of experts interviews each candidate, judges his performance individually and prepares a consolidated judgement based on each experts' judgement. This is done usually for maneger and manegerial positions. It pools the collective judgement and wisdom of member of the panel.

Activity D :

Recall your selection placess and Explain what types of interview you have seen. Give your opi

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e) Physical Examination : Certain jobs require certain physical qualities like clear vision, perfect hearing, unusual stamina, clear tone, tolerance of hardworking conditions etc., Medical examination reveals whether or not a candidate posseses these qualities.

f) Reference cheeks : After completion of the final interview and medical examination, the personnel department will engage in cheeking references. Candidates are required to give their names of references in their application form. There may be his previous employer friends or prefessional colleagues. They are approached by mail or phone and requested to furnish their opinions about the candidate.

Selection is considered as a negative process, where as placement is a positive one. Once the employee is accepted, he must be introduced to his job, fellow employees and his work environment. A proper placement reduces employee turnover assenting, accident rates and improve morale.

Selection is usually regarded as a negative process i.e., rejection of candidates for a position. Placement, on the other, is a positive process and consists of filling positions with qualified candidates.

When once the candidate reports for duty, the organisation has to place his initially in that job for which he is selected. The condidate will be trained in various related jobs during the probation period. Probation period generally various between six months to two years.

Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the superior has reason to think he can do with the job demands, it is a matching of what he imposes, and what he others in the form of payroll, companionship with others promotionatianl possibilities etc.

5.5 Orientation or Induction concept

Induction is introduction of an employee to the job and the organisation yoder at al defines it, "once the employee is accepted, he must be introduced to his job, his fellow employee and his environment." The process of guiding and councelling the individual variously called induction or orientation. Any neglect in the area of induction or orientation may lead to high labour turnover, contusion, wasted time and expenditure.

a) Purposes of orientation

The following are the principal purposes of orientation.

1. To reduce the start - up costs for a new employee

2. To reduce the amount of anxiety i.e fear of failure on the job

3. To reduce new employee turnover

4. To save time for superior and co - workers

5. To develop realistic job computation, positive attitudes towards the organisation.

6. To reduce grievances

b) Steps in Induction programme

A typical induction programme should consist of three steps :

i) General orientation by the staff of the personnel departments : This is normally conducted by the personnel department. It gives necessary general information about the history and activities of the organisation. The purpose is to help an employee to build up some pride and interest in the organisation. Information is also given on specific employee series, such as personal, health, provident fund, gratuity, welfare to safety programmes, etc.

ii) Specific orientation by the job superior : This type of induction given by the job superior. The employee is shown the department and his place of the employee is shown the department and his place of work, introduced to other employees, and location of facilities, and is told the organisations specific practices and customs. The purpose of specific induction is and enable and employee to adjust himself to his work and environment.

iii) Follow - up orientation by either the personnel department or the superior : Follow - up orientation is conducted with in one week to six months of the initial induction by a foreman or a specialist Its purpose is to find - out whether the employee is reasonably well - satisfied with him.

A good induction programme should cover the following

The company, its history and products, process of production and operation involved in his job.

Structure of the origination of function of various departments.

The significance of the job with all necessary information including job hazards.

Personnel policy and sources of information

Terms of conditions of service, amenities and welfare activity

Rules and regulations

Grievance procedure and discipline handling

Social benefits and recreational services

Opportunities, promotions, transfers, suggestion schemes, and job satisfaction.

c) **Advantages of Induction are**

First impression about organisation results in less turnover.

Reduces employee dissatisfaction and grievances

New employee adjusts himself to the work environment very quickly and easily.

Develops a sense of belongingness and commitment.

5.6 Summary :

The selection involves three stages - recruitment, preliminary screening and selection. The selection process includes - preliminary screening; application scrutiny, employment tests, comprehensive interview, back ground investgation, physical examination and final employment decission to here. In each stage different tests are conducted to predict the job success of the candidate.

Placement is a positive process and consists of filling positions with airlifted candidates. Selective placement offers benefits to both organisation and undiluted. Orventation Induction is introducing new employee to his job, his fellow employees and to his work environment.

5.7 Key words

Selection: It is the tool in the hands of management to differentiate the qualified and unqualified applicants by applying various techniques like interviews, tests etc. It is the process in which candidates are divided into two classes those who are to be offered employment and those who are not.

Psychological testing: It is systematic procedure for comparing behaviour of two or more persons.

Performance Tests: In this test, the applicant is asked to demonstrate his ability to do the job.
Aptitude tests: An aptitude test measures the potential ability of a candidate to learn a new job.

Personality test : These tests seek to assess an individuals motivation, adjustment to the stresses of every day life, capacity for interpersonal relations and self image. These are expressed in terms of the relative significance of such traits within the person as self confidence, ambition, decisiveness, optimism, patience, fear and distrust.

Interviews: It is a conversation between the interviewer and interviewee to access the potentialities of the later by gestures, facial expressions and other communicative behaviour.

Stress Interview: It is a deliberate attempt to create pressure to observe how an applicant performs under stress.

Exit interview: It is the final step in the employment procedure. It is conducted in the personnel department during the terminating employeeſs last day on the job. Here the employee will be permitted to express freely about the reasons for leaving. Any misunderstanding that might have resulted in his leaving will be corrected.

Placement: It is offering the job to the finally selected candidate.

Induction: When a candidate is finally selected he is issued the appointment letter and is asked to join the organization on or up to a specified date. Induction is follow up action of hiring and concerned with problem of introducing or orienting new employees to the organization.

5.8 Self Assessment Questions

1. What is selection? Examine its significance
2. Which types of tests are most useful in employee selection?
3. Define selection - Explain the process of selection.
4. Discuss the main principles of selection.
5. Present the procedure for selecting the personnel.
6. Write a note on Induction.
7. What is difference between Selection and placement? Indicate the importance of selection is hiring manpower?
8. What is meant by selection procedure. Indicate the overall selection process.
9. What are the various Hurdles of selection procedure?
10. Assess the objectives of a good selection policy.
11. How can employment tests be classified? Explain briefly various kinds of tests used in various organisations.
12. Explain various types of interviews and point out their merits.
13. Describe placement and Induction. What are the benefits of induction?
14. Explain different steps in induction programme.

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PERFORMANCE APPRAISAL AND COUNSELLING

Objectives

After reading the lesson, you should able to
- define the concept and purposes of performance appraisal;
- evaluate performance techniques; and
- know the concept of performance counselling.

STRUCTURE

6.1	Introduction
6.2.	Performance Appraisal
6.3	Methods, Techniques for appraising Performance
6.4	Traditional Evaluation Methods
6.5	Modern Evaluation Methods
6.6	Problems in Appraisals
6.7	Performance Counselling
6.8	Summary
6.9	Key words
6.10	Self Assessment Questions
6.11	Further Readings

6.1 Introduction

Performance Appraisal is the process through which an individual employee's behaviour and accomplishments for a fixed time period are measured and evaluated. It is the process of evaluating an employee's performance of a job in terms of its requirments. Heyel observes, it is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed, for purposes of administration including placement, selection, for promotion, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

6.2 Performance Appraisal

Performance Appraisal is alternatively known as performance evaluation, personnel rating, merit rating, employee appraisal or employee evaluation.

According to Decenzo and Robbins, "It is an assessment of how successful the employees have been in meeting their individual goals".

Dale Yodev and Paul D. Standhor defined it as " Personnel appraisal refers to the formal procedures used in working organisations to evaluate the contributions and potential of group members. Performance refers to the outcomes of behaviour or behaviour that has been evaluated.

Objectives of employee performance appraisal are

i)   To enable an organisation to maintain an inventory of number and quality of all managers and to identify and meet their training needs and aspirations;

ii)   To determine increments, rewards provide a reliable index for promotions and transfer to positions of greater responsibility;

iii)   To maintain individual and group development by informing the employee of his performance standard;

iv)   To suggest ways of improving the employees' performance when he is not found to be up to the mark during the review period;

v)   To identify training and development needs and evaluate effectiveness of training and development programmes;

vii)   To plan career development, human resources planning based on potentialities.

Functions: Lennson has given three functions of performance appraisal

i) It seeks to provide an adequate feedback to each individual for his or her performance.

ii) It purports to serve as a basis for improving or changing behaviour toward some more effective working habits.

iii) It aims at providing data to manager with which they may judge future ,ob assignments and compensation.

6.3 Methods, Techniques for Appraising Performance

Several methods and techniques of appraisal are available for measurement of the performance of an employee strains and sayles classified performance appraisal methods into traditional and modern methods are graphic rating scale, Essay appraisals, critical and incident appraisal, check lists and forced choice and relative methods of appraisal. Modern methods are Behaviourally Anchored Rating Scales (BARS), Management by Objectives (MBO), Assessment Centres and 360 Degree Performance Appraisal.

6.4 Traditional Evaluation Methods

a) Graphic rating scale: This is the oldest and widely used method of performance appraisal. This method is also known as linear rating scale or simple rating scale. In this method, judgements about performance are recorded on the scale. The rater is presented with a graph and asked to rate each employee on each of the dimensions listed. Rating scales are of two types viz., continuous rating scale and discontinuous rating scale. Performance regarding each character is known by the points given by the rater. The points given by the rater to each character are added up to find out the over all performance.

This method is most popular because of its simplicity, and less time consuming to develop and administer. It permits quantitative analysis and comparison.

Limitations: It is difficult to get an employee's strong and weak points. Halo, over rating , central tendencies are other problems of this method.

b) Essay or free form appraisal : Under this method, the manager / superior makes a free form, open - ended appraisal of an employee. This format emphasises evaluation of overall performance, based on strengths / weakness of employee performance. Essay may be combined with graphic scale. Since essays are unstructured they vary in length and content. So comparing individuals across the organisation is difficult.

The advantages of this method are :

✤ It can provide a good deal of information about the employee.

✤ It minimise supervisory bias and halo effect.

The limitations of this method are :

✤ It contains a subjective evaluation of the reported behaviour of an individual.

✤ The appraisal may be loaded with flowery language about the rater than with the evaluation of performance.

✤ A skill writer can present a beautiful case about an employee than a awkward writer or manager.

✤ The appraisal depends more on the appraiser's literary skills than on an employee's abilities and performance.

c) Critical incident appraisal : This method attempts to measure workers performance in terms of certain 'events' or 'episodes' that occur in the performance of the ratee's job. These events are known as critical incidents. Under this method, the supervisor continuously records the critical incidents of the employees performance or behaviour relating to all positive and negative characteristics in a specially designed note book.

Advantages are

✳ This method provides an objective basis for conducting a discussion of an individuals' performance.

✳ Critical incidents focus on behaviour rather than on personalities.

✳ It avoids recency of events occur.

Limitations are

☆ Since raters are required to write critical incidents for all their subordinates on regular basis it is time consuming and burdensome.

☆ Negative incidents are generally more noticeable than positive ones.

☆ Comparison and ranking of subordinates is difficult.

d) Check list Method : The check is a simple rating technique in which a superior is given a list of statements representing the characteristics and performance of each employee.

Activity A :

Do you think traditional performance Appraisal methods seve the purpose of modern enterprise? If yes, explain How with your experience is your organisation.

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There are three types of check list methods viz.,

i)   Simple Checklist

ii)   Weighted Check List and

iii)   Forced Choice Method.

i) Simple checklist Method : A check list is a set of objective or descriptive statements concerning an employee behaviour. The checks to indicate if the behaviour of an employee is positive or negative to each statement. Employee performance is rated on the basis of number of positive checks.

ii) Weighted check list : The weighted checklist method involves weighting different items in the checklist, having a series of statements about an individual, to indicate that some are more important than others. Under this method, the final rating of the employee are multiplied by weights of statements and the coefficients are added up. The cumulative coefficient is the weighted performance score of the employee. Weighted performance score is compared with the overall assessments standards in order to findout overall performance of employee.

Weaknesses are :

☆ It is expensive to design and time consuming.

☆ It is difficult to assemble, analyse, and weigh a member of statements about employee characteristics and contributions.

☆ A separate checklist must be developed for different class of jobs.

iii) Forced choice Method : It is a special type of checklist. In it the rater must choose from a set of descriptive statements about employees which may be favourable or unfavourable. The actual weightages of the statements are kept secret. The appraiser is asked to select one statement that mostly describes employee's behaviour our of two vourable statements and one statement from the two unfavourable statements. The intention is to reduce the rater's personal bias, specially the tendency to assign all high or low ratings. Since the rater does not known right answers, it reduces raters bias and leniency error.

Relative Methods of Appraisal

The above methods so far are individual evaluation methods in the sense that person being evaluated is not compared with any other person or persons. Relative methods are used to evaluate an employee in comparison with other. The Relative Methods are a) Individual ranking b) Group ranking or forced distribution and c) Paired comparison.

a) Individual Ranking : It is the oldest and simplest method of performance appraisal. Under this method the employees are ranked from best to worst on some characteristics or criteria. The rater first finds the employee with the highest performance and the employee with the lowest performance in that particular category and rates the former as the best and latter as the poorest. Then the rater selects the next highest and next lowest and so on until he rates all the employees in that group.

Advantages are

☆   This is the simplest method of separating the most efficient from the least efficient

☆   It is relatively easy to develop and use.

Limitations are

☆   In practice it is very difficult to compare a single individual with other human being.

☆   This method only tells us how a man stands in relation to others in the group but it does not indicate how better or worse he is than others.

☆   The task of ranking individuals is difficult in case of large group.

2) Group Ranking or Forced Distribution Method

The rater may rate his employees at the higher or lower end of the scale in the above method. Forced distribution method is developed to present the rates from rating too high or too low. It requires the rater to appraise an employee according to a pre - determined distribution scale. Under this method, the rate after assigning the points to the performance of each employee, placing them in certain ranked categories (10% - low; 20% - below average; 40% - average; 60% - high; 80% - high)

Advantages are :

☆ This method eliminates central tendency and leniency biases.

☆ The method is highly simple to understand and easy to apply.

3) Paired comparison

Under this method, the appraiser ranks the employees by comparing one employee with all other employees in the group, one at a time. Under this method, judgement is easier than with the ordinary ranking method. On one - to - one basis appraiser ranks each individual in comparison to all others. The number of decisions is determined by the formula N(N-2), where N represents the number of persons to be compared. If there are 20 employees, the number of comarison will be 20(20-1)/2= 90.

Advantages are

☆ This method is easier and more reliable.

☆ It is relatively simple to administer.

Limitations :

☆ This method is easier and more reliable.

☆ The employees are simply compared to each other on total performance rather than job criteria.

6.5 Modern Methods

a) **Behaviourally Anchored Rating Scales (BARS) :** The Behaviourally Anchored Rating Scales (BARS) method combines elements of the traditional rating scales and critical incidents methods. Using BARS, job behaviours from critical incidents whether effective or ineffective are described more - objectively. The evaluator appraisers behaviours rather than traits. This method employs individuals who are familiar with a particular job to identify its major components.

Procedure for BARS :

Step 1. People with knowledge of the job to be appraised are asked to describe specific examples of effective and ineffective behaviour relation to their job performance.

Step 2. These people then cluster the individuals into a smaller set generally between 5 to 10 of performance dimensions.

Step 3. Any other group who also know the job is asked to retranslate the critical incidents developed previously by the first group. They are given the cluster's definitions by critical incidents, and asked to redesign each incident to the dimension that it best describes.

Step 4. The other group rates the behaviour described in each incident in terms of effectiveness and ineffectiveness on the appropriate dimension by using seven or nine - point scale. Average effectiveness ratings for each incident are then determined and a standard deviation criterion is set for determining which incidents will be included in the final anchored scale.

Step 5. A subset of the incidents that meets both the retranslation and standard deviation criterion is used as a behavioral anchor for the final performance dimension.

b) **Management by objectives (MBO) :** Management by objectives can be described as "a process where by the superior and subordinate managers of an organisation jointly identify its common goals, define each individual's major areas of responsibility in terms of results expected of them and use these measures as guides for operating the unit and assessing the contribution of each of its members".

MBO focuses attention on participatory set goals that are tangible, verifiable and measurable the emphasis is on what must be accomplished rather than how it is to be accomplished.

Under MBO programme, the subordinate and superior meet and together define, establish, and set certain goals or objectives to be accomplished during the appraisal period. They also discuss the ways and methods of measuring employee progress. The subordinate periodically meets his superior

to evaluate his progress. Frequent feed back and subordinate - superior interaction are the other key features of MBO.

The benefits of MBO can be categorised into benefits to subordinates, superior and the organisation.

Benefits to Subordinates: include greater role clarity, measurement of performance and increased job\Psatisfaction.

Benefits to Superior : The benefits for superiors are that MBO motivates subordinates, strengthens superior - subordinate relationship, and provides an objective appraisal method. It provides an objective basis for reviewing performance on the basis of achievement rather than personality traits.

Benefits of MBO to organisation are :

- focuses on managerial effectiveness

- focuses on objectives improves concentration and coordination of managerial effort.

- creates many centres of accountability as against one centralised unit/

- leads to greater decentralisation interms of setting and achieving objectives.

- provides more objective appraisal criteria.

- reduces role clarity and ambiguity.

- identities performance deficiencies and enables the management and the employees to set individualised self-goals.

c) Assessment Centres:

An Assessment Centre is a place where managers may come together to have their participation in job - related exercises evaluated by trained observers. There centres basically meant for evaluating the potential of candidates to be considered for promotion, training and development. The characteristics assessed in an assessment centre include assertiveness, persuasive ability, communicating ability, self confidence, resistance to stress, creativity, sensitivity to others, decision making and alertness. Assesses are requested to participate in in-basket excises, work groups, computer simulations role playing, transactional analysis, etc.,

4) 360⁰ performance Appraisal

360 Degree feed back is a multi source feedback system. In this system the candidate is assessed by a number of assess, which includes his seniors (including No.) disent reports (msordinates) colleagues, and interval and external custumers. The assessment is made on the basis of a questionaire, specifically designed to measure behaviours considered intical for performance.

360 degree is inceanigly becoming a popular HRD system in India. However it needs to be handled with skill and needs expertise for its implementation. Thus the candidate taking 360 degree feed back not only needs to be prepared adequately to rate the feed back, but also requires help in interpreting and using it appropriately.

The 360 degree feed back appraisal provides a broader perspecitive about employee's performane. It facilitates greater self development of the employee. It is very effective in identifying and measuring interpersonal skills, customer satisfaction. It tries to focus on client/beneficiary satisfaction. It provides more objective and acceptable feed back and helps in understanding the chemistry.

Activity B :

Develop performance evaluation forms for production manager, production supervisor of your organisation.

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6.6 Problems in Appraisals

Performance appraisals are subject to bases referred to as "rating errors". These errors occur in the rater's observation, judgement, and information processing and can seriously affect assessment results.

i) **The leniency and Strictness problem :** The rater has his own value system which with as a standard against which he makes his appraisals. Some raters have a tendency to be liberal is their rating by assigning higher rates. Such ratings do not serve any purpose.

ii) **The Central Tendency problem :** It is the most commonly found error. The rater assigns "average ratings" to all the employees and avoid rating the people at both the extremes of the scale. They Follow play safe policy because of answerability to management or lack of knowledge about the behaviour of the employee.

iii) **Similarity Error :** This type of error occurs when the rater rates other people in the same way he percieves himself.

iv) **The Recency error :** The raters generally remember the recent actions/behaviour of the employee at the time of rating and rate their Subordinates on the basis of there recent actions rather than on the whole activities.

v) **Halo Effect :** It is a tendency to rate high or low on all factors due to impression of a high or low rating on some specific factor.

vi) **Personal Prejudice :** If the rater dislikes any employee or group, he may rate them at the lower end which may distort the rating purpose and affect the career of these employees.

vii) **Raters effect :** It includes favouritism, stereotyping and hostility. Exclusively high or low scores are given only to certain individuals or groups based on the rater's attitude towards the ratee, not on the actual outcome or behaviour. Examples of such errors are sex, age, race, religion and friendship.

viii) **Perceptual Set :** This occurs when the raters' assessment is influenced by his beliefs.

ix) **Spill over effect:** This refers to allowing past performance ratings whether they are good or bad to influence current ratings.

x) **Status effect:** It refers to overrating of employees in higher - level held in high esteem, and understanding employees in lower-level jobs held in low esteem.

Solving Raters problem: The best way to overcome the problem is to provide training to the raters. Training can help improve the appraisal system to the extent of distortion that occurs due to the rater's errors such as halo, leniency, central tendency and bias.

6.7 Performance Counselling:

The purpose of performance counselling is to improve the performance of the employee. Counselling provides an opportunity to the manager to give feedback to the subordinate. Counselling is to help employees / subordinate to overcome his weakness and to reinforce his strength.

Counselling is helping the employee to grow and develop in the organisation. An effective counsellor is the one who helps his employee to overcome his weakness and to improve strong points. The counselling process includes three phases. 1) Rapport building 2) Exploration and 3) Action planing.

In the rapport building phase the counsellor attempts to establish a climate of acceptance, warmth, support, openness and mutuality. In the exploration phase, he attempts to help the employee to understand himself and diagnose his problems properly. In the action planning phase, the counsellor and the employee jointly work out action steps for development.

Conditions for effective counselling: Udai Pareck and T.V. Rao identified seven conditions for effective counselling

They are

i) General climate of openers and mutuality

ii) General helpful and empathetic attitude of management

iii) Sense of uninhibited participation by the subordinates in the performance review process

iv) Dialogic relationship in goal setting and performance review

v) Focus on work oriented behaviour

vi) Focus on work - related problems and difficulties

vii) Avoidance of discussion of salary and other rewards

6.8 Summary

Performance appraisal refers to the assessment of an employee's actual performance, behaviour on jobs, and his potential for future improvement. Broadly, performance appraisal methods are categorised into traditional and modern methods. Performance counselling is helping the employee to grow and develop in the organisation.

6.9 Key words :

Performance appraisal: It is a technique to know relative worth of employees ñ qualitatively and quantitatively on the job, so that his potentiality may be known and developed.

Job evaluation: A complete analysis of all positions in a company, with a view to establish their comparative value to the firm. Each job is ranked according to such factors as physical or mental effort required, skill and working conditions.

Likert scale: This is often used in organization which allow the respondent to indicate the degree of agreement or disagreement with a set of statements. This allows a greater choice and allows a wider range of opinion to the examining.

Behaviourally anchored rating scales: A performance evaluation method that involves developing a series of critical incident behaviours, ranking them on a scale and then using the scale to evaluate the personal.

Ranking Method: Under this method, the employees are ranked from the best to worst on some characteristic. The rater first finds the employee with the highest performance and the employee with the lowest performance in that particular job category and rates the former as the best and latter as the poorest.

Forced Distribution Method: Under this method, the rater after assigning the points to the performance of each employee has to distribute his ratings in a pattern to conform to normal frequency distribution.

Human Resource Accounting: It deals with cost of and contribution of human resources to the organization.

Assessment Centers: These are basically meant for evaluating the potential of candidates to be considered for promotion, training or development. In this approach, individuals from various departments are brought together to spend two or three days working on an individual or group assignment similar to the ones they would be handling when promoted. Observers rank the performance of each and every participant in order to merit.

Counseling: It is a discussion with concerned employee on an emotional problem so that the problem may be solved. Under this method, the problem of the employee is listened carefully and the suggestions are given to him to reduce the problem.

Non-Directive Counseling: Here the employee is encouraged to explain his problem in detail. This method concentrates on the employee rather than counselor. The employee himself controls the direction of discussion and he himself tries to find out the solution of his problem. This method stresses on deep analytical study of the emotional problems of the employee.

Management by Objectives (MBO)

It is a process where by superiors and subordinates jointly identify the common objectives and set the results that should be achieved by subordinate, assess the contribution of each individual to make best use of organizational resources.

6.10 Self Assessment Questions :

1. What is performance appraisal and explain its purposes?

2. Evaluate Traditional Appraisal methods?

3. Explain Modern Methods of Performance Appraisal ?

4. What is Performance counselling ? Explain its Significance.

5. Briefly examine the BARS and its applicability in modern enterprise.

6. List out the advantages of management by objectives as part of performance appraisal methods.

7. What is meant by merit rating? Discurs its importance.

8. Outline the important pre requistes or rules of an effective appraisal plans.

9. State the limitations of personnel Appraisals.

10. Explain the process of performance appraisal.

11. What are the essentials of Good performance appraisal?

6.11 Further Readings :

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JOB EVALUATION

OBJECTIVES:

After reading this lesson, the student is able to:

1   Know what Job Evaluation is
2   Able to distinguish between Job Evaluation and Performance Appraisal.
3   Understand the Methods of Job Evaluation.
4   Know the legal issues of Job Evaluation.

LESSON STRUCTURE:

7.1   Introduction
7.2   Job Evaluation vs. Performance Appraisal
7.3   Process of Job Evaluation
7.4   Essentials for the Success of a Job Evaluation Programme
7.5   Job Evaluation Methods.
7.6   Advantages and Limitations of Job Evaluation
7.7   Legal Issues of Job Evaluation
7.8   Summary
7.9   Keywords
7.10   Self Assessment Questions
7.11   Further Reading.

7.1 Job Evaluation: Introduction

Job evaluation deals with money and work. It is a systematic way of determining the value/worth of a job in relation to other jobs in an organisation. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure.

The International Labour Organisation (ILO) defined job evaluation as, " as attempt to determine and compare demands which the normal performance of a particular job makes on normal workers without taking into account the individual abilities or performance of the workers concerned."

Wendell L. French defined job evaluation as, "a process of determining the relative worth of the various jobs within the organisation, so that differential wages may be paid to jobs of different worth." Job evaluation is defined as "the overall activity of involving an orderly, systematic method and procedure of ranking, grading and weighing of jobs to determine the value of a specific job in relation to other jobs."

British Institute of Management (7970) defined job evaluation, "the process of analyzing and assessing the content of jobs, in order to place them in an acceptable rank order which can then be used as a basis for a remuneration system. Job evaluation, therefore, is simply a technique designed to assist in development of new pay structures by defining relativities between jobs on a consistent and systematic basis."

Job evaluation needs to be differentiated from job analysis. Job analysis is a systematic way of gathering information about a job. Every job evaluation method requires at least some basic job analysis in order to provide factual information about the jobs concerned. Thus, job evaluation begins with job analysis and ends at that point where the worth of a job is ascertained for achieving pay-equity between jobs.

7.2 Job Evaluation vs. Performance Appraisal

Job evaluation is different from performance appraisal. PA is the systematic description of an employee's job-related strengths and weaknesses. The basic purpose of PA is to find out how well the employee is doing the job and establish a plan for improvement. The aim of job evaluation is to find the relative value/ worth of a job and determine what a fair wage for such a job schedule should be. The differences between the two may be presented thus:

Table-1: Job Evaluation vs. Performance Appraisal

Point	Job Evaluation	Performance Appraisal
Define	Find the relative worth of a Job	Find the worth of a Job holder
Aim	Determine wage rates for different jobs	Determine incentives and rewards for superior performance
Shows	How much a job is worth	How well an individual is doing an assigned work.

Features of Job Evaluation:

The purpose of Job Evaluation is to produce a defensive ranking of jobs on which a rational and acceptable pay structure can built. The important features of job evaluation may be summarized thus.

1. It tries to assess jobs, not people
2. The standards of job evaluation are relative, not absolute
3. The basic information on which job evaluations are made is obtained from job analysis
4. Job evaluations are carried out by groups, not by individuals
5. Some degree of subjectivity is always present in job evaluation
6. Job evaluation doesn't fix pay scales, but merely provides a basis for evaluating a rational wage structure.

7.3 Process of Job Evaluation

The process of Job Evaluation involves the following steps.

1. **Gaining Acceptance**: Before undertaking job evaluation, top management must explain the aims and uses of the programme to the employees and unions. To elaborate the programme further, oral presentation could be made. Letters, booklets could be used to clarify all relevant aspects of the job evaluation programme.
2. **Creating Job Evaluation Committee**: It is not possible for a single person to evaluate all the key jobs in an organisation. Usually a job evaluation committee consisting of experienced employees, union representatives and HR experts is created to set the ball rolling.
3. **Finding the Jobs To Be Evaluated**: Every job need not to be evaluated. This may be too taxing and costly. Certain key jobs in each department may be identified. While

picking up the jobs, care must take to ensure that they represent the type of work perform in that department.

4   **Analyzing and Preparing Job Description:** This requires the preparation of job description and also an analysis of job needs for successful performance.

5   **Selecting the Method of Evaluation**: The most important method of evaluating the jobs must be identified now, keeping the job factors as well as the organisational demands in mind.

6   **Classifying Jobs**: The relative worth of various jobs in an organisation may be found out after arising jobs in order of importance using criteria such as skill requirements, experience needed, under which conditions job is performed, type of responsibilities to be shouldered, degree of supervision needed, the amount of stress caused by the job, etc. Weights can be assigned to each such factor. When we finally add all the weights, the worth of a job is determined. The points may then be converted into monetary values.

7   **Installing the Programme**: Once the evaluation process is over and a plan of action is ready, management must explain it to employees and put it into operation.

8   **Reviewing periodically:** In the light of changes in environmental conditions (technology, products, services, etc.) jobs need to be examined closely. For example, the traditional clerical functions have undergone a rapid change in sectors like banking, insurance and railways, after computerization. New job descriptions need to be written and the skill needs of new jobs need to be duly incorporated in the evaluation process. Otherwise, employees may feel that all the relevant job factors- based on which their pay has been determined – have not been evaluated properly.

7.4 Essentials for the Success of a Job Evaluation Programme

Following are the essentials for the success of a job evaluation programme: Compensable factors should represent all of the major aspects of job content.
Compensable factors selected should

(a)   avoid excessive overlapping or duplication;

(b)   be definable and measurable;

(c)   be easily understood by employees and administrators;

(d)   not cause excessive installation or administrative cost: and

(e)   be selected with legal considerations in mind.

(f)   Operating managers should be convinced about the techniques and programme of job evaluation. They should also be trained in fixing and revising the wages based on job evaluation.

(g)   All the employees should be provided with complete information about job evaluation techniques and programme.

(h)   All groups and grades of employees should be covered by the job evaluation programme.

(i)   The programme of – and techniques selected for-job evaluation should be easy to understand by all the employees.

(j)   Trade unions acceptance and support to the programme should be obtained.

(k)   Experts have advanced certain guidelines for conducting the job evaluation programme in a systematic way:

(l)   Rate the job – not the person or employee on the job.

(m) Strive to collect all the facts accurately.
(n) Look especially for distinguishing features of jobs and for relationships to other jobs.
(o) Study jobs independently and objectively, and then discusses views thoroughly and open-mindedly before reaching final decisions.
(p) Job evaluation must be conducted systematically, based on factual and accurate information.
(q) The results of job evaluation must be fair and rational and unbiased to the individuals being affected.

7.5 Job Evaluation Methods:

A variety of methodologies may be used to arrive at the hierarchical alignment of jobs required for purposes of arriving at equitable wages.

They are categorized into basic two types: (1) analytical and (2) non-analytical. Analytical methods break jobs down into their constituent parts for assessment purposes; non-analytical methods evaluate jobs as whole. The non-analytical methods are also called as non-quantitative or summary methods; and the analytical methods are also known as quantitative methods.

Job Evaluation

Non- Analytical   Analytical

Ranking   Classification   Factor Comparison   Points
Rating (Or) Grading

Non Analytical Method
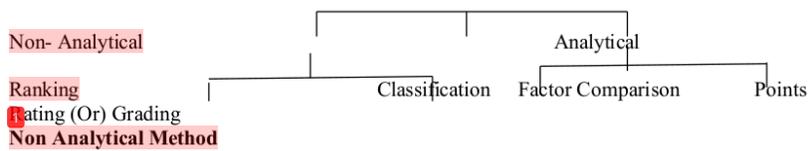
Ranking Method:

Perhaps the simplest method of job evaluation is the ranking method. According to this method, jobs are arranged from highest to lowest, in order of their value or merit to the organisation. Jobs can also be arranged according to the relative difficulty in performing them. The jobs are examined as a whole rather than on the basis of important factors in the job; the job at the list has the highest value and obviously the job at the bottom of the list will have the lowest value.

Jobs are usually ranked in each department and then the department rankings are combined to develop an organisational ranking. The following table is a hypothetical illustration of ranking of jobs.

Table-2: Array of jobs according to the Ranking Method

Rank	Monthly Salaries
1. Accountant	Rs. 3000
2.Accounts Clerk	Rs.1800
3.Purchase assistant	Rs. 1700
4.Machine-operator	Rs. 1400

5. Typist	Rs. 900
6.Office boy	Rs.600

The variation in payment of salaries depends on the variation of the nature of the job performed by the employees. The ranking method is simple to understand and practice and it is best suited for a small organisation. Its simplicity however works to its disadvantage in big organisations because rankings are difficult to develop in a large, complex organisation. Moreover, this kind of ranking is highly subjective in nature and may offend many employees. Therefore, a more scientific and fruitful way of job evaluation is called for.

Merits of Ranking Method
1. Simple to understand and practice
2. Best suited for small organisations
3. Demerits of Ranking Method
4. Ranks are highly subjective in nature
5. Rankings are difficult to develop in large, complex organisation.
6. May offend employees.

Classification Method:
According to this method, a predetermined number of job groups or job classes are established and jobs are assigned to these classifications. This method places groups of jobs into job classes or job grades. Separate classes may include office, clerical, managerial, personnel, etc. Following is a brief description of such a classification in an office.

Class I –Executives: Further classification under this category may be Office Manager, Deputy Office manager, office superintendent, Departmental supervisor, etc.

Class II – Skilled workers: Under this category may come the Purchasing assistant, Cashier, Receipts clerk, etc.

Class III – Semiskilled workers: Under this category may come Stenotypists, Machine-operators, Switchboard operator etc.

Class IV – Semiskilled workers: This category comprises Daftaris, File clerks, Office boys, etc.

Merits of Classification Method
1. The job classification method is less subjective when compared to the earlier ranking method.
2. The system is very easy to understand and acceptable to almost all employees without hesitation.
3. One strong point in favour of the method is that it takes into account all the factors that a job comprises.
4. This system can be effectively used for a variety of jobs.
5. Demerits of Classification Method:
6. Even when the requirements of different jobs differ, they may be combined into a single category, depending on the status a job carries.
7. It is difficult to write all-inclusive descriptions of a grade.
8. The method oversimplifies sharp between different jobs and different grades.
9. When individual job descriptions and grade descriptions do not match well,

the evaluators have the tendency to classify the job using their subjective judgments.

(2)Analytical Method

(i)   Factor Comparison Method
A more systematic and scientific method of job evaluation is the factor comparison method. Though it is the most complex method of all, it is consistent and appreciable. Under this method, instead of ranking complete jobs, each job is ranked according to a series of factors. These factors include mental effort, physical effort, skill needed, responsibility, supervisory responsibility, working conditions and other such factors (for instance, know-how, problem solving abilities, accountability, etc.). Pay will be assigned in these methods by comparing the weights of the factors required for each job, i.e., the present wages paid for key jobs may be divided among the factors weighted by importance(the most important factor, for instance, mental effort, receives the highest weight). In other words, wages are assigned to the job in comparison to its ranking on each job factor.
The steps involved in factor comparison method may be briefly stated thus:
(a)   Select key jobs (say 15 to 20), representing wage/ salary levels across the organisation. The selected jobs must represent as many departments as possible.
(b)   Find the factors in terms of which the jobs are evaluated (such as skill, mental effort, responsibility, physical effort, working conditions, etc.).
(c)   Rank the selected jobs under each factor (by each and every member of the job evaluation committee) independently.
(d)   Assign money value to each factor and determine the wage rates for each key job.
(e)   The wage rate for a job is apportioned along the identified factors.
(f)   All other jobs are compared with the list of key jobs and wage rates are determined. An example of how the factor comparison method works is given below:
Table-3: An example of how the Factor Comparison Method

Factors / Key job	Daily Wage Rate	Physical Effort	Factors mental effort	Skills	Responsibility	Working conditions
Electrician	60	11(3)	14(1)	15(1)	12(1)	8(2)
Fitter	50	14(1)	10(2)	9(2)	8(2)	9(1)
Welder	40	12(2)	7(3)	8(3)	7(3)	6(3)
Cleaner	30	9(4)	6(4)	4(5)	6(4)	5(4)
Labourer	25	8(5)	4(5)	6(4)	3(5)	4(5)

After the wage rate for a job is distributed along the identified and ranked factors, all other jobs in the department are compared in terms of each factor: Suppose the job of a 'painter' is found to be similar to electrician in skill (15), fitter in mental effort (10), welder in physical effort (12) cleaner in responsibility (6) and labourer in working conditions (4). The wage rate for this job would be (15+10+12+6+4) is 47.
Table-4: Merits and demerits of actor Comparison Method

Merits	Demerits

Analytical and objective Relative and valid as each job is compared jobs with all other jobs in terms of key factors. Money values are assigned in a fair way based on an agreed rank order fixed by the job evaluation committee. Flexible, as there is no upper limitation on the rating of a factor.	Difficult to understand, explain and operate. Its use of the same criteria to assess all jobs is questionable as jobs differ across and within organisations. Time consuming and costly.

Point Method:

This method is widely used currently. Here, jobs are expressed in terms of key factors. Points are assigned to each factor after prioritizing each factor in order of importance. The points are summed up to determine the wage rate for the job. Jobs with similar point totals are placed in similar pay grades. The procedure involved may be explained thus:

1.	Select key jobs. Identify the factors common to all the identified jobs such as skill, effort, responsibility, etc.

2.	Divide each major factor into a number of sub factors. Each sub factor is defined and expressed clearly in the order of importance, preferably along a scale.

The most frequent factors employed in point systems are

Skill (key factor); Education and training required, Breadth/depth of experience required, Social skills required, Problem-solving skills, Degree of discretion/use of judgment, Creative thinking

Responsibility/Accountability: Breadth of responsibility, Specialized responsibility, Complexity of the work, Degree of freedom to act, Number and nature of subordinate staff, Extent of accountability for equipment/plant, Extent of accountability for product/materials;

Effort: Mental demands of a job, Physical demands of a job, Degree of potential stress.

The educational requirements (sub factor) under the skill (key factor) may be expressed thus in the order of importance.

Box - 1

Degree	Define
1	Able to carry out simple calculations; High school educated
2	Does all the clerical operations; computer literate; graduate
3	Handles mail, develops contacts, takes initiative and does work independently; post graduate

Assign point values to degrees after fixing a relative value for each key factor.

Table-5: Point values to Factors along a Scale (Bank Officer)

Factor	Point Values for Degrees					Total
	1	2	3	4	5	
Skill	10	20	30	40	50	150
Physical effort	8	16	24	32	40	120
Mental effort	5	10	15	20	25	75
Responsibility	7	14	21	28	35	105
Working Conditions	6	12	18	24	30	90

Maximum total points of all factors depending on their importance to job	=	540

3.   Find the maximum number of points assigned to each job (after adding up the point values of all sub-factors of such a job).This would help in finding the relative worth of a job. For instance, the maximum points assigned to an officer's job in a bank come to 540. The manager's job, after adding up key factors + sub factors points, may be getting a point value of say 650 from the job evaluation committee. This job is now priced at a higher level.

4.   Once the worth of a job in terms of total points is expressed, the points are converted into money values keeping in view the hourly/daily wage rates. A wage survey is usually undertaken to collect wage rates of certain key jobs in the organization. Let's explain this:

Table-6: Conversion of Job Grade Points into Money Value

Point range	Daily wage rate (Rs.)	Job grades of key bank officials
500-600	300-400	Officer
600-700	400-500	Accountant
700-800	500-600	Manager I Scale
800-900	600-700	Manager II Scale
900-1000	700-800	5. Manager III Scale

Merits of point method

1.   Superior and widely used method of evaluating jobs.

2.   Forces raters to look into all key factors and sub-factors of a job. Point values are assigned to all factors in a systematic way, eliminating bias at every stage. It is reliable because raters using similar criteria would get more or less similar answers.

3.   The methodology underlying the approach contributes to a minimum of rating error (Robbins p. 361). It accounts for differences in wage rates for various jobs on the strength of job factors. Jobs may change over time, but the rating scales established under the point method remain unaffected.

Demerits of point method

1.   The point method is complex.

2.   Preparing a manual for various jobs, fixing values for key and sub-factors, establishing wage rates for different grades, etc., is a time consuming process, According to Decenzo and Robbins, "the key criteria must be carefully and clearly identified, degrees of factors have to be agreed upon in terms that mean the same to all rates, the weight of each criterion has to be established and point values must be assigned to degrees".

3.   This may be too taxing, especially while evaluating managerial jobs where the nature of work (varied, complex, novel) is such that it cannot be expressed in quantifiable numbers.

A comparative picture of various job evaluation methods is presented on Table-7

Table-7: Major Job Evaluation Methods

Method	What facet of job is evaluated?	How is job evaluated?	Type of methods	Major advantage(s)	Major Disadvantage(s)

Ranking	Whole job (compensable factors are implicit)	Jobs are subjectively ordered according to relative worth.	Non-quantitative	Relatively quick and inexpensive	Entirely subjective
Classification	Whole job	Compare job to descriptions of job grades	Non-quantitative	Readily available and inexpensive	Cumbersome system
Factor Comparison	Compensable factors of job	Compare job to key jobs on scales of compensable factors	Quantitative	Easy to use	Hard to construct; inaccurate over time
Point method	Compensable factors of job	Compare job to standardized descriptions of degrees of universal compensable factors and sub factors	Quantitative	Accurate and stable overtime	May be costly

7.6. Advantages and Limitations of Job Evaluation:

Advantages of Job Evaluation

1   The pay offs from job evaluation may be stated thus:
2   It tries to link pay with the requirements of the job.
3   It offers a systematic procedure for determining the relative worth of jobs. jobs are ranked on the basis of rational criteria such as skill, education, experience, responsibilities, hazards, etc., and are priced accordingly.
4   An equitable wage structure is a natural outcome of job evaluation An unbiased job evaluation tends to eliminate salary inequities by placing jobs having similar requirements in the same salary range.

5   Employees as well as unions participate as members of job evaluation committee while determining rate grades for different jobs. This helps in solving wage related grievance quickly.
6   Job evaluation, when conducted properly and with care, helps in the evaluation of new jobs.
7   It points out possibilities of more appropriate use of the plant's labour force by indicating jobs that need more or less skilled workers than those who are manning these jobs currently.

8   Limitations of Job Evaluation
9   Job evaluation is not exactly scientific.

10 'The modus operandi' of most of the techniques are difficult to understand, even for the supervisors.

11 The factors taken by the programme are not exhaustive.

12 There may be wide fluctuations in compensable factors in view of changes in technology, values and aspirations of employers, etc.

13 Employees, trade union leaders, management and the programme operators may perceive differently in selecting the compensable factors, in giving weightages or degrees etc.

14 The results of job evaluation may not exactly coincide with social evaluations which in turn result in employee dissatisfaction.

15 Job evaluation is only one among several factors in determining wage level. Sometimes other factors like government policy may dominate the job evaluation.

16 Jobs of equal content or grade may not attract the workers equally.

17 Job evaluation programme once structured may not be useful for the next time.

18 Despite these limitations or p0roblems, job evaluation is the most appropriate technique for fixing and revising wage as it is a systematic and objective method of wage fixation.

7.7 Legal Issues of Job Evaluation:

Employers usually view evaluating jobs to determine rates of pay as a separate issue from selecting individuals for those jobs or taking disciplinary action against individuals. Because job evaluation affects the employment relationship, specifically the pay of individuals, it involves legal issues that must be addressed.

Job Evaluation and the American with Disabilities Act (ADA):The Americans with Disabilities Act (ADA) requires employers to identify the essential functions of a job. However, all facets of jobs are examined during a job evaluation. For instance, assume a production job requires a punch press operator to drill holes in parts and place them in a bin of finished products. Every three hours the operator must push that bin, which may weigh 200 pounds or more, to the packaging area. The movement of the bin probably is not an essential function. But if job evaluation considers the physical demands associated with pushing the bin, then the points assigned may be different from the points assigned if only the essential functions are considered.

Job Evaluation and Gender Issues: Critics have charged that traditional job evaluation programs place less weight on knowledge, skills, and working conditions for many female- dominated jobs in office and clerical areas than on the same factors for male-dominated jobs in craft and manufacturing areas. As discussed earlier, advocates of pay equity view the disparity in pay between men's jobs and women's jobs as evidence of gender discrimination. There advocates also have attacked typical job evaluations as being gender biased. Employers counter that because they base their pay rates the "market economy" sets for jobs and workers

rather than engaging in discrimination. Undoubtedly, with further court decisions, government actions, and research, job evaluation activities will face more pressures to address gender differences. As the HR Perspective discusses, recent research suggests that job evaluation has limitations.

7.8 Summary:

Job evaluation is the systematic process of determining the relative worth of jobs in order to establish which jobs should be paid more than others within the organisation. Job evaluation helps to establish internal equity between various jobs. The four basic approaches to job evaluation are: the ranking method, the classification methods, the factor comparison method, and the point method. The job ranking methods arranges jobs in numerical order on the basis of the importance of the job's duties and responsibilities to the organisation. The job classification system slots jobs into reestablished grades. Higher rated grades demand more responsibilities, tougher working conditions and vary job duties. The point system of job evaluation uses a point scheme based upon the compensable job factors of skill, effort, responsibility and working conditions. The more compensable factors of a job possesses, the more points are assigned to it. Jobs with higher accumulated points are considered more valuable to the organisation. The factor comparison system evaluates jobs on a factor-by-factor basis against important jobs within an organisation.

7.9 Keywords: Job Evaluation, Points Rating Method, Paired Comparison, Job classification, Ranking method, Factors Comparison Method, Grading, Point Factor Method
Job Evaluation: A systematic way of assessing the relative worth of a job.
Job classification: A method of job evaluation that concentrates on creating certain common job grades based on skills, knowledge and abilities.
Ranking method: A method of job evaluation which ranks employees from highest to lowest.
Factors Comparison Method: A method of job evaluation where job factors are compares to determine the worth of a job.
Grading: A set of persons or things all falling in the same specified limits: a class
Point Factor Method: A method of job evaluation where jobs are classified on identification criteria and the degree to which these criteria exist on the job.
7.10 Self Assessment Questions:
1   What is job evaluation? Explain the objectives of job evaluation. How do you prepare the ground for evaluating jobs?
2   Explain the procedure involved in the evaluation of a job.
3   Explain the advantages and limitations of job evaluation as a basis for fixing and revising wages and salaries.
4   What are the Different techniques/ methods of job evaluation? What are the advantages and limitations of each technique?
5   What is an essential for the success of a job evaluation programme in the organisations?

7.11 Further Reading:

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LESSON-8
Career Planning and Development

OBJECTIVES:
After reading this lesson, the student is able to:

- Understand the importance of Career planning and development.
- Able to distinguish between Career planning and Human Resource Planning.
- Understand the process of Career Planning.
- understand the match between Individual and organisational Career Development
- Know what succession planning is
- know **about career development and career management**

LESSON STRUCTURE:
8.1 **Introduction**
8.2 **Career Planning Vs. Human Resource Planning**
8.3 **Need for Career Planning:**
8.4 **Objectives of Career planning**
8.5 **Process of career planning:**
8.6 **Career Planning Structure:**
8.7 **Advantages and Disadvantages of Career Planning**
8.8 **Effectiveness of Career Planning**
8.9 **Succession Planning:**
8.10 **Career Development:**
8.11 **Benefits of a Career Development System**
8.12 **Responsibilities in Career Development**
8.13 **Career Management**
8.14 **Summary**
8.15 **Keywords**
8.16 **Self Assessment Questions**
8.17 **Further Reading**

8.1 Introduction:

Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organisation. Career programmes should not concentrate only on career growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, career-planning efforts need to pin-point and highlight those areas that offer psychological success instead of vertical growth.

Career planning is not an event or end in itself, but a continuous process of developing human

resources for achieving optimum results. It must, however, be noted that individual and organisational careers are not separate and distinct. A person who is not able to translate his career plan into action within the organisation may probably quit the job, if he has a choice. Organisations, therefore, should help employees in career planning so that both can satisfy each other's needs.

8.2 Career Planning Vs. Human Resource Planning

Human resource Planning is the process of analyzing and estimating the need for and availability of employees. Through human Resource Planning, the Personnel department is able to prepare a summary of skills and potentials available within the organisation. Career planning assists in finding those employees who could be groomed for higher level positions, on the strength of their performance.

Human Resource Planning gives valuable information about the availability of human resources for expansion, growth, etc. (expansion of facilities, construction of a new plant, opening a new branch, launching a new product, etc.). On the other hand, career planning only gives us a picture of who could succeed in case any major developments leading to retirement, death, resignation of existing employees.

Human Resource Planning is tied to the overall strategic planning efforts of the organisation. There cannot be an effective manpower planning, if career planning is not carried out properly.

8.3 Need for Career Planning:

Every employee has a desire to grow and scale new heights in his workplace continuously. If there are enough opportunities, he can pursue his career goals and exploit his potential fully. He feels highly motivated when the organisation shows him a clear path as to how he can meet his personnel ambitions while trying to realize corporate goals. Unfortunately, as pointed out by John Leach, organisations do not pay adequate attention to this aspect in actual practice for a variety of reasons. The demands of employees are not matched with organisational needs; no effort is made to show how the employees can grow within certain limits, what happens to an employee five years down the line if he does well, whether the organisation is trying to offer mere jobs or long-lasting careers, etc. When recognition does not come in time for meritorious performance and a certain amount of confusion prevails in the minds of employees whether they are 'in' with a chance to grow or not, they look for greener pastures outside. Key executives leave in frustration and the organisation suffers badly when turnover figures rise. Any recruitment effort made in panic to fill the vacancies is not going to be effective,. So, the absence of a career plan is going to make a big difference to both the employees and the organisation. Employees do not get right breaks at a right time; their morale will be low and they are always on their toes trying to find escape routes.

Organisations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Organisations, therefore, try to put their career plans in

place and educate employees about the opportunities that exist internally for talented people. Without such a progressive outlook, organisations cannot prosper.

8.4 Objectives of career planning:
1. Career planning seeks to meet the following objectives:
2. Attract and retain talent by offering careers, not jobs.
3. Use human resources effectively and achieve greater productivity.
4. Reduce employee turnover.
5. Improve employee morale and motivation.
6. Meet the immediate and future human resource needs of the organisation on a timely basis.

8.5 Process of career planning:
The career planning process involves the following steps:
Identifying individual needs and aspirations: Most individuals do not have a clear cut idea about their career aspirations, anchors and goals. The human resource professional must, therefore, help an employee by providing as much information as possible showing what kind of work would be suit the employee most, taking his skills, experience, and aptitude into account. Such assistance is extended through workshops/seminars while the employees are subjected to psychological testing, simulation exercises, etc. The basic purpose of such an exercise is to help an employee form a clear view about what he should do to build his career within the company. Workshops and seminars increase employee interest by showing the value of career planning. They help employees set career goals, identify career paths and uncover specific career development activities. These individual efforts may be supplemented by printed or taped information. To assist employees in a better way, organisations construct a data bank consisting of information on the career histories, skill evaluations and career preferences of its employees (known as skill or talent inventory).

Analysing career opportunities: Once career needs and aspirations of employees are known, the organisation has to provide career paths for each position. Career paths show career progression possibilities clearly. They indicate the various positions that one could hold over a period of time, if one is able to perform well. Career paths change over time, of course, in tune with employee's needs and organisational requirements. While outlining career paths, the claims of experienced persons lacking professional degrees and that of young recruits with excellent degrees but without experience need to be balanced properly.

Aligning needs and opportunities: After employees have identified their needs and have realized the existence of career opportunities the remaining problem is one of alignment. This process consists of two steps: first, identify the potential of employees and then undertake career development programmes with a view to align employee needs and organisational opportunities. Through performance appraisal, the potential of employees can be assessed to some extent. Such an appraisal would help reveal employees who need further training, employees who can take up added responsibilities, etc. After identifying the potential of employees certain developmental techniques such as special assignments, planned position rotation, supervisory coaching, job

enrichment, understudy programmes can be undertaken to update employee knowledge and skills.

Action plans and periodic review: The matching process would uncover gaps. These need to be bridged through individual career development efforts and organisation supported efforts from time to time. After initiating these steps, it is necessary to review the whole thing every now and then. This will help the employee know in which direction he is moving, what changes are likely to take place, what kind of skills are needed to face new and emerging organisational challenges. From an organisational standpoint also, it is necessary to find out how employees are doing, what are their goals and aspirations, whether the career paths are in tune with individual needs and serve the overall corporate objectives, etc.

8.6 Career Planning Structure:

The characteristics of a good career structure (sometimes known as career ladders) are: It has steps consistent with the general value of jobs and with other career structures.

It makes clear that getting to the top of the structure is not a right but is based on merit and capability.

The entry requirements for each step are clear.

1. There is formal assessment procedure in order to progress from one step to another.
2. The career structure is known and understood by all.
3. It is controlled and implemented with integrity.
4. It links with the development review part of appraisals.
5. Organisations view careers in a variety of different ways. Some see them as a way of allocating jobs and providing training, i.e., the emphasis is on developing managers. Another way in which organisations view careers as tracks or ladders, which take ups the people in management hierarchy. A successful career is one which takes the individual to the top of the ladder. Some organisations view careers as a type of competition-only those managers who are successful in winning the tournament will have a progressive career.

8.7 Advantages and Disadvantages of Career Planning

A career development system tries to strike a happy balance between individual career needs and organisational workforce requirements. A number of steps are undertaken with a view to enhance career satisfaction of employees and to improve organisational effectiveness. Career planning efforts, of course, are not without problem.

Advantages	Disadvantages
1. **Benefits to employee:** The employee has advance knowledge of career opportunities within the company. He knows where he stands, where he wants to go, who is ahead of him, how to scale the corporate ladder. This helps him set his career goals more realistically and take appropriate steps to realize them. 2. **Benefits to oraganisation**: Organisations can base their decisions more systematically. Fast tracks for stars could be arranged, training to slow movers can be provided., replacements can be planned in advance, hard-working , talented people can be 3. **Retained** through offering attractive career options and compensation plans; job assignments can be made based on merit, etc. 4. **Relations:** Relations between the employer and the employee would become more cordial; employee skills could be used properly; valued employees could be retained, there will be an expanded image of the company as a people developer.	1. **For small units** (where there are very few opportunities for the vertical growth of employees) it is not suitable. 2. **Several environmental factors** such as government policy, laws of the land, reservation based on castes, regional pressures, union demands may upset career planning and development efforts. 3. **If the organisation fails** to focus on any of the career related issues clearly, problems may crop up (e.g., early career issues, mid career issues, late career issues, minority groups, dual career couples, failure to match task and emotional needs, post retirement issues, forced lay-off issues, etc.).

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8.8 Effectiveness of Career Planning:

It's clear from the above table that systematic career planning efforts offer innumerable benefits to both the individuals and organisations. To ensure success here, a number of steps should be taken.

1. **Support:** Career planning efforts must receive consistent support and continued blessings from the top management.
2. **Goals:** The corporate goals must be laid down clearly. It is not possible to develop appropriate goals for human resources if you are not very sure about your journey in the next 5 or 10 years.
3. **Reward performance**: Employees must be willing to expand their abilities; trainers must be willing to coach, counsel and share their knowledge with employees. There must be appropriate rewards for people from both sides who show promise.
4. **Placement:** Every effort must be made to put employees on jobs that are in tune with their capabilities. If a talented employee is put on a routine job, he will quit in frustration.
5. **Career paths**: The career paths for different types of employees must be laid down clearly. Fast track promotions should be available to talented people, seniors could be used on jobs requiring experience and judgment, juniors could be used for jobs that demand routine application of rules and procedures, etc.

6   **Continuous tracking:** Career planning efforts should be carried out on a continuing basis keeping the changing needs of employees and the organisation in mind. A record of career movements of employees must be kept and periodic assessment of who has gone where should be made.

7   **Publicity:** Everyone should be aware of the career opportunities within the organisation.

8.9 Succession Planning:

Succession planning refers to the process and actions that aim at identifying and developing a pool of potential successors for seniors or key jobs in the future. It ensures the continual supply of qualified executive talent to lead and support business growth.

Succession planning is an ongoing dynamic process that helps an organisation to align its business goals and its human capital needs. It also ensures that an enterprise can keep pace with changes to the business, industry and overall market place.

Forecasting the availability of inside or outside candidates is particularly important in succession planning. In nutshell, succession planning simply refers to the plans a company makes to fill its most important executive positions. In practice, however, the process often involves a fairly complicated series of steps. A more comprehensive definition of succession planning is that it is "the process of ensuring a suitable supply of successors for current and future senior or key jobs arising from business strategy, so that the careers of individuals can be planned and managed to optimize the organisation's needs and the individual's applications." Succession planning includes these activities:

1   Analysis of the demand for managers and professionals by company level, function and skill.

2   Audit for existing executives and projection of likely future supply from internal and external sources.

3   Planning of individual career paths based on objective estimates of future needs and drawing on reliable performance appraisals and assessments of potential.

4   Career counselling undertaken in the context of a realistic understanding of the future needs of the firm, as well as those of the individuals.

5   Accelerated promotions, targeted against the future needs of the business.

6   Performance- related training and development to prepare individuals for future roles as well as current responsibilities.

7   Planned strategic recruitment not only to fill short-term needs but also future needs.

8   The actual activities by which openings are filled.

9   To maximize the usefulness of succession planning, companies a need to pay attention to the following processes:

2   Identify leadership competencies.
3   Develop a comprehensive database for the target group.
4   Review the strengths and weaknesses of the candidates to determine their promotability.
5   Provide feedback to the potential candidates in order to match the company's succession plans with the candidates' career aspirations.
6   Measure developmental progress of the candidates.
7   Succession planning identifies high potential employees as possible replacements for key jobs, by encouraging hiring from within. Succession planning helps employees develop careers, not just hold jobs. Succession planning is part of a long-term HR strategy that plans for future vacancies and changing work requirements. A sophisticated succession planning system id oriented at developing leaders at the levels of the organisation through ongoing training, education and development. Also it involves proactive planning for future talent needs at all levels and implementing programmes designed to ensure that the right leaders are available for the right jobs in the right places and at the right times to meet organisational needs.

a.   The accelerating rate of change, both within the organizations and in the environment which they function has created an ever-increasing need for succession management programmes. Advances in information technology, changing management concepts and requirements have added new dimensions to succession planning. Professional managers have to cope successfully with various changes affecting succession planning programmes, particularly in expanding organisations. The expectations, as well as managerial and personal philosophies of today's young managers have changed. They expect to be able to mature and progress in a professional management atmosphere that will permit them to realize their full potential. Each organization, therefore, must have a well-designed and understood system, with carefully spelt out principles and guidelines. Further, all levels of management must know each of the processes in succession planning and understand how they fit into the total organisational system.

b.   In a nutshell, succession planning has to be managed carefully and systematically. It should be conceived as a strategic planning process from which companies cultivate their most critical resources high quality executive talent.

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8.10 Career Development:

Career development consists of the personal actions one undertakes to achieve a career plan. The terms 'career development' and 'employee development' need to be differentiated at this stage. Career development looks at the long-term career effectiveness of employees, whereas employee development focuses on effectiveness of an employee in the immediate future. The actions for career development may be initiated by the individual himself or by the organisation. These are discussed below.

Individual Career Development

Career progress and development is largely the outcome of actions on the part of an individual. Some of the important steps that could help an individual cross the hurdles on the way 'up' may include:

2. **Performance:** Career progress rests largely on performance. If the performance is sub- standard, even modest career goals can't be achieved.

8   **Exposure:** Career development comes through exposure, which implies becoming known by those who decide promotions, transfers and other career opportunities. You must undertake actions that would attract the attention of those who matter most in an organisation.

1. **Networking:** Networking implies professional and personal contacts that would help in striking good deals outside (e.g., lucrative job offers, business deals, etc.). For years men have used private clubs, professional associations, old-boy networks, etc., to gain exposure and achieve their career ambitions.

2. **Leveraging:** resigning to further one's career with another employer is known as leveraging. When the opportunity is irresistible, the only option left is to resign from the current position and take up the new job (opportunity in terms of better pay, new title, a new learning experience, etc.,). However, jumping too jobs frequently (job-hopping) may not be a good career strategy in the long run.

3. **Loyalty to career:** Professionals and recent college graduates generally jump jobs frequently when they start their career. They do not think that career-long dedication to the same organisation may not help them further their career ambitions. To overcome this problem, companies such as Infosys, NIIT, WIPRO (all information technology companies where the turnover ratios are generally high) have come out with lucrative, innovative compensation packages in addition to employee stock option plan for those who remain with the company for a specified period.

4. **Mentors and Sponsors**: A mentor is, generally speaking, an older person in a managerial role offering informal career advice to a junior employee. Mentors take junior employees as their protégés and offer advice and guidance on how to survive and get ahead in the organisation. They act as role models. A sponsor, on the other hand, is someone in the organisation who can create career development opportunities.

5. **Key Subordinates:** Qualified and knowledgeable subordinates, often extend invaluable help that enables their bosses to come up in life. When the bosses cross the bridge, they take the key subordinates also along with them. In his own self interest, the subordinate must try to find that winning horse on which he can bet.

6. **Expand ability:** Employees who are career conscious must prepare themselves for future opportunities that may come their way internally or externally by taking a series of proactive steps (e.g., attending a training programme, acquiring a degree, updating skills in an area, etc.).

Organisational Career Development

The assistance from managers and HR department is equally important in achieving individual career goals and meeting organisational needs. A variety of tools and activities are employed for this purpose (Bernardin, pp. 350-356).

Self-assessment tools: Here the employees go through a process in which they think through their life roles, interests, skills and work attitudes and preferences. They identify career goals, develop suitable action plans and point out obstacles that come in the way. Two self- assessment

tools are quite commonly used in organisations. The first one is called the career- planning workshop. After individuals complete their self-assessments, they share their findings with others in career workshops. These workshops throw light on how to prepare and follow through individual career strategies. The second tool, called a career workbook, consists of a form of career guide in the question-answer format outlining steps for realizing career goals. Individuals use this company specific, tailor-made guide to learn about their career chances. This guide generally throws light on organisation's structure, career paths, qualifications for jobs and career ladders.

1. **Individual counselling**: Employee counselling is a process whereby employees are guide in overcoming performance problems. It is usually done through face-to-facemeetings between the employee and the counsellor or coach. Here, discussions of employees' interests, goals, current job activities and performance and career objectives take place. Counselling is generally offered by the HR department. Sometimes outside experts are also be called in. If supervisors act as coaches they should be given clearly defined roles and training. This is, however, a costly and time consuming process.

2. **Information Services:** Employment opportunities at various levels are made known to employees through information services of various kinds. Records of employees' skills, knowledge, experience and performance indicate the possible candidates for filling up such vacancies. For compiling and communicating career –related information to employees, organisations basically use four methods:

3. **Job posting system:** Job posting systems are used by companies to inform employees about vacancies in the organisation through notice boards, newsletters and other company publications.

4. **Skills inventory:** Skills inventories (containing employees' work histories, qualifications, accomplishments, career objectives, geographical preferences, possible retirement dates, etc.) are created to help organisations learn the characteristics of their workforce so that they can use the skills of their employees, whenever required. Skills inventories also reveal shortage of critical skills among employees, which is helpful in tracing training needs.

5. **Career ladders and career paths:** Career paths and ladders throw light on career progression and future job opportunities in the organisation. They indicate a career plan complete with the goal, intermediate steps and time-tables for realizing the goal. Usually career paths for fast track employees are laid down in most organisations outlining a series of career moves that these employees need to initiate in order to reach higher level positions.

6. **Career resource centre:** The career center is a sort of library in the organisation established to distribute career development materials such as reference books, career manuals, brochures, newsletters and learning guides and self-study tapes.

7. **Employee assessment programmes:** Initially, a new recruit is informed about career policies and procedures of the company. Socialisation efforts help the recruit learn about these things quickly. An experienced employee, acting as a coach may also help the new recruit from a realistic view of the skills needed at various levels and develop appropriate career goals and action plans. Formal orientation

programmes are used to educate employees on career programmes, career paths and opportunities for advancement within the company.

8. **Several assessment programmes** are also used to evaluate the employees' potential for growth and development in the organisation. They include assessment centre, psychological testing, promotability forecasts succession planning.

9. **Assessment centers:** A number of performance simulation tests and exercises (tests, interviews, in-baskets, business games) are used to rate a candidate's potential in assessment centre method. The performance on these exercises is evaluated by a panel of raters and the candidates are given feedback on their strengths and weaknesses. This feedback helps participants to assess where they stand and what is to be done to scale the corporate ladder in future.

10. **Psychological tests:** Diagnostic tests are used to help candidates determine their vocational interests, personality types, work attitudes and other personal characteristics that may uncover their career needs and preferences.

11. **Promotability forecasts:** This is a process of identifying employees with high career potential and giving them necessary training and thereby groom them for higher positions.

12. **Succession planning:** This is a report card showing which individuals are ready to move into higher positions in the company. The HR department keeps records of all potential candidates who could move into senior positions, whenever required.

13. **Employeement development programmes**: These consist of skill assessment

14. (explained above) and training efforts that organisations use to groom their employees for future vacancies. Seminars, workshops, job rotations and mentoring programmes are used to develop a broad base of skills as a part of such developmental activities.

15. **Career programmes for special groups**: In recent years, there is growing evidence regarding dual career families developing tensions and frictions owing to their inability to reconcile the differences between family roles and work demands. When we talk of dual career couples (a situation where both husband and wife have distinct careers outside the home) certain puzzling questions arise naturally: Whose career is important; who takes care of children; what if the wife gets a tempting promotion in another location; that buys groceries and cleans the house if both are busy, etc. Realising these problems, organisations are providing a place and a procedure for discussing such role conflicts and coping strategies. They are coming out with schemes such as part-time work, long parental leave, child care centers, flexible working hours and promotions and transfers in tune with the demands of dual career conflicts.

16. **Outplacement assistance is extended** to employees who are laid off for various reasons. In addition to holding workshops, outside experts are called in to show individuals how to focus on their talents, develop resumes and interview with prospective employers. Special programmes are also organised for minorities, employees with disabilities, women and late- career employees so that they can have clear career goals and action plans in line with organisational requirements.

8.11 Benefits of a Career Development System

Managers/Supervisors	Employees	Organisation
1. Increased skill in careers 2. Greater retention of valued employees 3.Bettercommunication between manager and employee 4.More realistic staff development 5.Productive performance appraisal discussions 6.Greater understanding of the organisation 7.Enhanced reputation as a people developer	1.Helpful assistance with career decisions 2.Enrichment of present job and increased job satisfaction 3.Bettercommunication between employee and manager 3. More realistic goals planning and expectations 4. Better feedback on performance 5. Current information on the firm and the future 6. Greater personal responsibility for career	1. Better use of managing own employee skills 2.Dissemination of information at all organisational levels 3. Better communication within the organisation as a whole 4. Greater retention of valued employees 5. Expanded public image as a people developer 6. Increased effectiveness of personnel systems 7. Greater clarification of goals of the organisation

8.12 Responsibilities in Career Development

Three key players share responsibility for an employee's career development: the employee, the organisation and the manager. Primary responsibility for an employee's career lies with the employee, but managers and the organisations can provide vital assistance. Top management support is needed to establish a climate that fosters career development. It is extremely important that supervisors be involved in career planning programmes. To play their roles successfully each must assume a set of responsibilities in career development.

The organisation's responsibilities include:

(a)   Providing resources for self- understanding and goal setting
(b)   Setting and communicating missions, policies, and goals and objectives
(c)   Providing information on organisation's options and career paths
(d)   Providing training, education and mobility opportunities
(e)   Reinforcing and supporting the manager's role in career development and counselling.
(f)   The manager's responsibilities include:
(g)   Giving clear feedback about what employees should reasonably expect
(h)   Providing forums for discussions
(i)   Providing support and opportunities
(j)   Identifying employee potential
(k)   Providing growth opportunities consistent with employee and organisation goals
(l)   Communicating the formal and informal realities of the organisation
(m)   Providing exposure for employees ; and
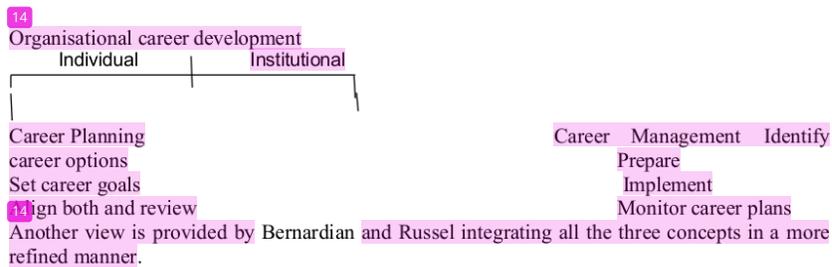(n)   Linking employees to appropriate resources and people.

(o)   The Employee's responsibilities include:
(p)   Self-assessment
(q)   Setting goals and plans
(r)   Expressing expectations
(s)   Making use of opportunities, education and training.

Career development is an area that organisations must now recognize and address if they hope to find and retain employees who will help them meet their current workforce. Many do not even have adequate knowledge of their employees' skills and talents- particularly large organisations. Companies must figure out way to create an environment that is more adaptive, collaborative, and skill-ready.

8.13 Career Management

Career development, as indicated previously, is the appropriate long-term utilization and development of human talent in the work setting. Career management includes both organisational actions and individual efforts aimed at setting career goals, formulating and implementing strategies and monitoring the results (Greenhaus). A balanced approach to career management includes both individual careers planning and organisational initiatives to balance career goals and organisational needs. The two strategies complement and reinforce each other, if individual employees have not planned well for their own development; they may not be ready or willing to respond to opportunities presented through organisational career management activities. Similarly, no amount of individual career planning and preparation will be effective if organisational opportunities for career movement are not available. According to Gutteridge, career development includes both career planning and career management

Fig: Career Management Model

Organisational career development
Individual   Institutional

Career Planning   Career   Management   Identify
career options   Prepare
Set career goals   Implement
align both and review   Monitor career plans

Another view is provided by Bernardian and Russel integrating all the three concepts in a more refined manner.

Fig: Career Management Model (Bernardin and Russel)

Individual career planning		Career Development
Assess needs		How individuals can reach the top?
Analyse career opportunities		How organisations can help?
Set career goals		Self-assessment tools
Develop action plans		Individual counselling
Organisational Career Planning		Information services
Assess human resource requirements		Assessment programmes
Career paths for each person		Development programmes
Integrate career goals and organisational needs		Programmes for special groups
Initiate career development efforts		

8.14 Summary:

Career Planning is the focal point of a human resource management programme of an organisation. A career is a sequence of separate but related work activities that provides continuity, order, and meaning to a person's life. The increasing rate of change in the existing political, economic, technological, and social systems has made career planning and development much more important than it was in the past. Employees develop a more realistic sense of what is expected of them on the job and what their future with the organisation will entail. Career planning and development is primarily the responsibility of the individual. However, the organisation and the immediate manager should act as catalysts in the process. The key ingredients of an effective career-management programme are: (1) integrate with human resource planning; (2) design career paths; (3) disseminate career information; (4) publicise job vacancies; and (5) develop career counselling, and education and training. A career plan should be periodically evaluated and updated as changes occur in the work situation and in the individual. When career planning, career development, and career counselling are combined in the appropriate sequence, a comprehensive career management system is created. Clearly, organisations must use career planning programmes carefully to ensure positive results.

8 .15.Keywords:

Career: A sequence of positions held by a person during the course of a lifetime.
Career Development: is the lifelong process of managing learning, work, leisure, and positions in order to move toward a personally determined and evolving preferred future.
Mentoring: off-line help by one person to another in making significant transitions in knowledge, work or thinking"

Career Planning and development: A conscious process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment.

Counselling: The discussion of an employee's problem with a view to help the employee cope with it.

8.16 Self Assessment Questions

1. What is career planning? Outline the process of career planning clearly.
2. List the payoffs and limitations of career planning. Also indicate how career planning efforts could be initiated in a successful way.
3. What is career development? Explain the process of career development clearly.
4. Write note on Career management.
5. Give some reasons for the trend toward increased emphasis on career development programmes.
6. What is the value of self-assessment for individual career planning and organisational

career management? Why should employees seek feed-back from others regarding their self-assessment?

7. What is the role of HR staff in designing and implementing career development programmes?

8. Is the concept of career planning and development realistic in today's rapidly changing environment?

8.17 Further Reading

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LESSON-9
COUNSELLING

OBJECTIVES:

After reading this lesson, the student is able to:

- Understand the importance of counselling
- understand different types of counselling methods
- Understand the process of Counselling
- Know about effectiveness of counselling

LESSON STRUCTURE:

9.1   Introduction
9.2   **Characteristics of Counselling**
9.3   **Need for Counselling**
9.4   **Functions of Counselling**
9.5   **Features of Counselling**
9.6   **Objectives of Counselling:**
9.7   **Benefits of Counselling:**
9.8   **Types of Counselling:**
9.9   **The Process of Counselling: Sequential Steps**
9.10   **Effectiveness of Counselling**
9.11   **Summary:**
9.12   **Keywords**
9.13   **Self Assessment Questions**
9.14   **Further Reading**

9.1 Introduction:

Counselling is a dynamic relationship between two persons: a manager who is offering help (counsellor) and an employee whom such help is given (counselee). It may be formal or informal. Formal counselling is a planned and systematic way of offering help to subordinates by expert counselors. Informal counselling is concerned with day-to-day relationships between the manager and his subordinated where help is readily offered without any formal plan. At this stage it may be useful to differentiate employee counselling from coaching. For instance, we typically use counselling when a performance problem arises such as fighting, stealing, unexcused absence etc.

Counselling is defined as discussion of an emotional problem with an employee, with the general objective of decreasing it. Therefore, Counselling:

Deals with an emotional problem.

1. Is an act of communication.
2. Is generally to understand and/or decrease an employee's emotional disorder.
3. Can be done by both, the managers and the professionally trained counselors.
4. It is generally observed that nine out of every ten people suffer from a mental or emotional disorder. We recognize them as people who are high-strung, over sensitive, and angry with the world. Others include alcoholics and the drug addicts. Many others still have temporary upsets due to certain events.
5. According to Glenn F. Smith Counselling is essentially a process in which the counsellor assists the counselee to make interpretations of facts relating to a choice, plan or adjustment which he needs to make.

According to Carl Rogers Counselling is a series of direct contacts with the individual which aims to offer him assistance in changing his attitude and behaviors.

Counselling is warranted when one notices an inability to cope with the environment. This inability manifests in behaviour disorder which in turn does lead to harm to self, the organization and others working therein. Feelings cannot be ignored. They are facts and more so to the individual concerned. Managers desire the employees to maintain a reasonable emotional equilibrium and to channelize the emotions to constructive activities.

Any condition, on or off the job, may need counselling. These conditions can be from:
1. Job dissatisfaction,
2. Resistance to change, or,
3. Alienation, Disorientation etc.
4. Other major conditions that must be clearly understood are:
5. Frustrations,
6. Conflicts, or,
7. Stress.
8. Frustration occurs when the motivation is blocked preventing one from reaching the desired goal. Frustration can be short term-event related or long term-aspiration related. The longer the frustration is greater the problem. Frustration usually is reacted to in any of the following ways.
9. Aggression,
10. Apathy,
11. Withdrawal,
12. Regression,
13. Fixation,
14. Physical disorders, or,
15. Substituted goals.

Counselling can help reduce frustration, by helping the employees to choose a mature course of action to remove blockages preventing goal accomplishment, or by helping them to reconcile with the reality. Counselors will have to work with both, the employee and the Management.

Conflicts: Both the interpersonal and inter-group conflicts may cause emotional disorders. When people of different backgrounds, points of view, values, needs and personalities interact a variety of conflicts may arise. Conflicts are not always bad. We must, while handling conflicts, try to reduce the disadvantages and to increase the benefits. Conflicts stimulate people to look for better approaches for improved results. Often, hidden problems surface and a deeper

understanding may develop.

On the other hand, cooperation and teamwork may suffer, distrust may grow, and the loser may attempt continuance of the conflicts to settle the score. The organization's basic goal is to move the conflicts into a win-win possibility, so that no one feels lost and in fact all feel having won. Counselling assists conflict resolution by reducing emotional blockages. Other effective approaches are Organization Development, Supportive Leadership styles, sensitivity training, and job and organization design.

Stress: It is condition of strain on one's emotions, thought process and/or physical condition that seem to threaten one's ability to cope with the environment.

9.2 Characteristics of Counselling:

Counselling is an exchange of ideas and feelings between two people.

It tries to improve organisational performance by helping the employees to cope with the problems.

1. It makes organisation be more human and considerate with people's problems.
2. Counselling may be performed by both professionals and non-professionals
3. Counselling is usually confidential in order to have free talk and discussions.
4. It involves both job and personal problems.

9.3 Need for Counselling

Need for employee counselling arises due to various causes in addition to stress. These causes include: emotions, inter-personal problems and conflict at place, inability to meet job demands, over-work load, and confrontation with authority, responsibility and accountability, conflicts with the supervisors, subordinates and management and various family problems, health problems, career problems etc.

11. Functions of Counselling: General objective is to assist the employees in dealing with their emotional problems, so that they grow in self-confidence, understanding, self-control & the ability to work in the given organizational environment. Counselling objectives are achieved through performing one of the following counselling functions:

1. Advice: One of the important functions of counselling is offering advice to the counselee. The counsellor has to understand the problem of the counselee completely, before offering advice and suggesting a course of action.
2. Reassure: In order to give courage to face a problem confidently, counselling provides employees with reassurance. Normally, reassurance is not acceptable to the counselee. However, it is useful in some situations.
3. Communication: Counselling will improve both upward and downward communication abilities of the counselees.
4. Release of Emotional Tensions: Releasing emotional tension is an important function of counselling. People feel emotional release from their frustration after counselling. Release of tension may not solve the entire problem, but run over mental blocks to the solution.
5. Clarified Thinking: Release of tension and thereby removal of mental blocks to the solution through counselling allows the counselee to think freely and objectively.

Thus, clarified thinking tends to be the result of emotional release.

6. Reorientation: Reorientation is not just emotional release or clear thinking, but it involves a change in the counselee's psychic self through a change in the basic goals and values.

9.5 Features of Counselling:

1. The focus is on developmental, educational, preventive concerns
2. Processes such as guidance, classification, suggestions etc, are commonly employed
3. The emphasis is on problem-solving and situational difficulties
4. The relationship between the counsellor and the counselee is friendly, advisory, helpful and trustworthy
5. The aim is to clear the mind (of a counsellor) of cob-webs, mental blocks and improve personal effectiveness.

9.6 Objectives of Counselling:

Counselling helps a person overcome emotional problems and weaknesses relating to performance. It aims at developing the counselee fully. It involves the following

1. Help him realize his full potential
2. Help him understand his strengths and weaknesses
3. Gain insight into his behaviour and analyse the dynamics of such behaviour
4. Help him understand the work environment better
5. Provide an empathic climate where he can discuss his tensions, conflicts, concerns and problems
6. Increase his personal and interpersonal effectiveness through prompt feedback about his behaviour
7. Prepare action plans for improving his behaviour and performance.

9.7 Benefits of Counselling:

1. Performance counselling takes a positive approach. The underlying philosophy is quite simple: People can grow and improve their competence and performance with timely help and proper coaching. 'An effective counsellor –manager is one who helps his employees to become more aware of their strengths and weaknesses and helps them to improve further on the strong points and overcome weaknesses'. Counselling, generally speaking, offers the following benefits to the counselee:
2. He learns to respond and adjust more positively to people and situations
3. He is able to improve his personal effectiveness
4. He is able to clear the mind of emotional irritants; overcome his personal weaknesses and work more effectively.

He feels more relaxed when he is able to share his concerns and problems with a trusted friend, the counsellor who assures confidentiality and extends a helping hand readily.

9.8 Types of Counselling:

The nature or types of counselling basically varies between two extreme degrees, viz., directive counselling and non-directive counselling.

: Types of Counselling

Non-directive Counselling	Participative Counselling	Directive Counselling

| Low Direction | Medium | High |
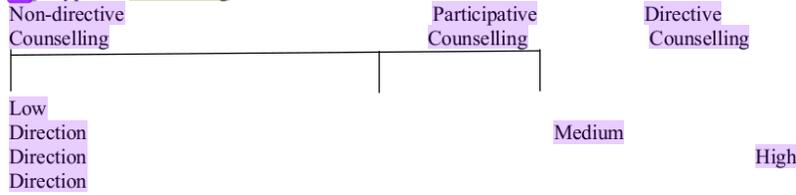
Source: Keith Davis and John, W. Newstrom, op.cit. p. 498.

Directive Counselling: It is full counselling. It is the process of listening to an employee's problem, deciding with the employee what should be done and telling and motivating the employee to do it. This type of counselling mostly does the function of advice, reassurance and communication. It may also perform other functions of counselling.

Non-directive Counselling: This type of counselling is at the opposite end of the continuum. It is the process of skillfully listening and encouraging a counselee to explain troublesome problems, understand them and determine appropriate solutions. The employee also plays a vital role in this type of counselling. Employee primarily controls the direction of counselling, takes up the responsibility to develop solutions, assumes equal status with the counsellor and is psychologically independent as a person.

Participative Counselling: Both directive and non-directive methods suffer from limitations. While the former is often not accepted by independent employees, the latter needs professionals to operate and hence is costly. Hence, the counselling used in most situations is in between these two. This middle path is known as participative counselling. Participative is a counsellor-counselee relationship that establishes a cooperative exchange of ideas to help solve an employee's problems. It is neither wholly counsellor- centered nor wholly counsellee – centered. Counsellor and counsellee mutually apply their different knowledge, perceptions, skills, perspectives and values into the problems and find solutions.

These methods of counselling can be used depending upon the problem, employee, situation, availability and ability to employ professional counselors.

9.9 The Process of Counselling: Sequential Steps

The counselling process has three phases: rapport building, exploration and action planning. These are discussed below (Pareek and Rao).

Rapport Building: Initially the counsellor –manager should level himself with his employee and tune himself to his orientations. Generally opening rituals like offering a chair, closing the door to indicate privacy, asking the secretary not to disturb are all important in demonstrating the

manager's genuine interest in employee's problems. The counsellor must listen to the feelings and concerns of the employed carefully and attentively. Leaning forward and eye contact are important signs of active listening. The employee must feel that he is wanted and the counsellor is interested in him genuinely.

1. **Exploration:** Besides active listening, the counsellor should help the employee find his own weaknesses and problems through open and exploring questions. He should be encouraged to open up fully and talk more on the problem. This would enable both parties to uncover various dimensions of the problem clearly. Once the key issue is identified, (e.g., inability to get along with colleagues, not being promoted despite hard work, boss does not like his work etc.) it should be diagnosed thoroughly. Open questions like – why do people pick arguments with you? On what occasions did you try to get ahead in the race? Who are coming in your way and why? – may help the employee visualize the problem from different angles. The whole exercise is meant to generate several alternative causes of a problem.

2. **Action Planning**: Counselling should finally help the employee find alternative ways of resolving a problem. The list of alternatives could be generated after two or three brain storming sessions. The merits and limitations of each course of action could also be identified and the best course of action picked up – keeping the background factors (boss, colleagues, work-related issues, competitive pressures etc.) in mind. The employee should be encouraged to self – monitor the action plan without seeking further help from the counsellor. The counselling sessions could be monitored and reviewed regular intervals later on.

Fig: The Process of Performance Counselling

Phase	Helpful Behaviour	Hindering Behaviour
Rapport Building Attending	Rituals Conversation on personal matters Smile	Discussion of behaviour from the beginning
Listening (to) feelings concerns problems	Physical attention Eye contact Response (verbal & non-verbal) Keeping out telephone, noise, disturbance etc.	Distraction (attention to other things, telephones)

		[1]
Acceptance (empathy)	Communication of feelings and concerns Paraphrasing feelings sharing own experience	Lack of response; Passive listening for a long period
Exploration Exploring	Mirroring or paraphrasing Open questions Encouragement to explore questions to explore possible problems	[1] Criticising Avoiding or hedging Suggestion of a problem
Identification of problems	Encouragement to generate information Identification of a probable problem	Suggesting the cause
Diagnosis	Exploratory questions Generating several possible causes	
Action Planning Searching Decision-making	Questions on possible solutions Generating alternative solutions Questions on feasibility, Priority , pros and cons Discussion of one solution Discussion of an action plan Contingency plan Identification of needed help Monitoring	Advising Directing
Supporting	Contract on help	
		Promise of general help

(Source: Human Resource Management, VSP Rao)

9.10 Effectiveness of Counselling:

Counselling is an art. It requires serious effort on the part of the counselee to learn from each situation and stand on his own. The counsellor is there to lend a helping hand, clarify things, and enable the counselee look at the picture himself clearly, show the alternative paths and suggest action plans for improvement. The process is built around mutuality and trust – the belief that each person has enough to contribute.

Both parties should be willing to invest their time and energies on the following things. Counsellee: The subordinates must open up before the counsellor -manager fully and share his problems, feelings, concerns without any reservation/hesitation. As far as possible he must confine himself to issues relating to job performance. He needs to take responsibility for his behaviour and begin to look for ways to rectify the problems. He should be willing to develop on his own after carefully translating the suggestions given by the counsellor into an action plan. After all, a counsellor is there to help, not carry a poor performer forever.

Counsellor: Initially the counsellor should try to document specific job behaviors like late coming, absenteeism, poor quality , peer group conflicts in terms of dates, times and what happened. He should encourage the subordinate to come out with his own unique version of what

has happened. Instead of pointing an accusing finger against the employee, he should help the subordinate develop alternative ways of resolving the issue. Be specific as to what the employee is expected to do, when it is expected and what resources you are willing to commit to assist. Once the plan is ready, evaluate the progress constantly and reinforce good efforts to the extent possible.

Climate: Both penties must focus on work-related goals and performance behaviors. They should discuss issues objectively, fairly and equitably. The discussions should flourish in an atmosphere of mutual trust, cooperation and understanding.

9 .11.Summary:

Counselling is a dynamic relationship between a manager who is offering help and an employee to whom such help is given. Counselling helps a person overcome emotional problems and weaknesses relating to performance. The counselling process involves rapport building, exploration and action planning. Effective Counselling requires active participation from the subordinates, fair and objective evaluation of performance- related factors by the superior with an intention to rectify mistakes and improve subordinates' performance and a proper organisational climate built around mutual trust and understanding.

9.12 Keywords:

Counselling: Counselling is a form of helping that is focused on the needs and goals of a person.
Diagnosis: A determining or analysis of the cause or nature of a problem or situation.Decision-making: The thought process of selecting a logical choice from the available options.

Exploration: The investigation of unknown regions
Frustration: Feeling of dissatisfaction, often accompanied by anxiety or depression, resulting from unfulfilledneeds or unresolved problems **Counsellee:** A person who is being counseled.
Counsellor: A person who counsels; adviser

9.13 Self Assessment Questions

1 Define counselling? What is the need of the counselling in the organisations?
2 What are the objectives of counselling?
3 Explain about different types of counselling methods in the organisations?
4 Explain the process of counselling in detail.
5 What is the effectiveness of counselling?

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Lesson: 10
Disciplinary and Grievance Procedure

OBJECTIVES:

1. After reading this lesson, the student is able to:
2. Understand the meaning and characteristics of grievance and grievance procedure
3. Identify causes of grievance and need for grievance procedure
4. Analyse the pre-requisites of and basic elements of grievance procedure
5. Discuss the steps in the grievance procedure
6. Understand the meaning of and aspects of discipline and the objectives of disciplinary procedureenderstand the implications of the Red-Hot Stove Rule
7. Analyse the causes and approaches of indiscipline
8. Discuss the steps involved in disciplinary procedure.

LESSON STRUCTURE:

10.1	**Introduction to Disciplinary Procedure**
10.2	**Disciplinary Problems:**
10.3	**Role of Human resource Manager in Maintaining Discipline**
10.4	**Discipline: Interpretations**
10.5	**Misconduct or Indiscipline**
10.6	**Causes of Indiscipline**
10.7	**Approaches to Discipline**
10.8	**Effective Disciplinary Procedures**
10.9	**Judicial Approach to Discipline in India**
10.10	**Introduction to Grievance Procedure**
10.11	**Forms of Grievance:**
10.12	**Need for a grievance Procedure**
10.13	**Advantages of having a Grievance Handling Procedure**
10.14	**Essential Pre-requisites of a grievance Procedure**
10.15	**Steps in the Grievance Procedure**
10.16	**Characteristics of Good Grievance Redressal Procedure**
10.17	**Grievance Management in Indian Industry:**
10.18	**Guidelines for Handling Grievances**
10.19	**Summary**
10.20	**Self Assessment Questions**
10.21	**Further Reading**

10.1 Introduction to Disciplinary Procedure

In its natural sense, discipline is systematic instruction intended to train a person, sometimes literally called a disciple, in a craft, trade or other activity, or to follow a particular code of

conduct or "order". Often, the phrase "to discipline" carries a negative connotation. This is because enforcement of order–that is, ensuring instructions are carried out–is often regulated through punishment.

Discipline is the assertion of willpower over more base desires, and is usually understood to be synonymous with self control. Self-discipline is to some extent a substitute for motivation, when one uses reason to determine the best course of action that opposes one's desires. Virtuous behavior is when one's motivations are aligned with one's reasoned aims: to do what one knows is best and to do it gladly. Continent behavior, on the other hand, is when one does what one knows is best, but must do it by opposing one's motivations.[1] Moving from continent to virtuous behavior requires training and some self-discipline.

The verb discipline is as defined as "to bring under control" or "to train to obedience and order". Webster's Dictionary gives three meanings of the word discipline:

- It is the training that corrects, moulds, strengthens or perfects
- It is control gained by enforcing obedience.
- Punishment, chastisement.

Thus, "Discipline" means orderliness, obedience and maintenance of proper subordinating among employees and a check or restraint on the liberty of individual. It is at once a training that corrects moulds and strengthens the individual behaviour.

The word discipline comes from two very nice words: "discipulus' meaning pupil and "discare": to learn. Discipline then is the devotion of a disciple towards his learning. In self- discipline obviously the emphasis is to know where one is going and to focus one's attention on one's purpose. Discipline in this sense refers to the development of the individual. Inculcating self-discipline is the right approach.

The following figure shows disciplinary system

Figure: Disciplinary System

Employe

Communicate Rules & goals
Establish rules &

Assess Behaviour

Modify Undesirable Behaviour
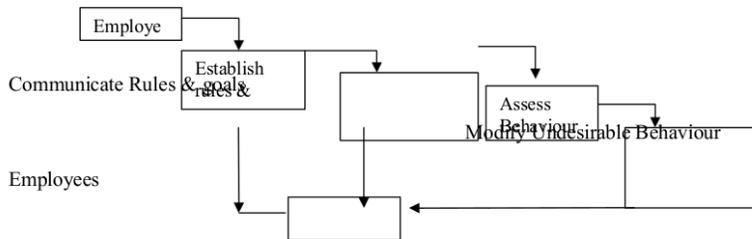
Employees

'Disciplining' means corrective actions taken by a supervisor when an employee does not abide by organisational rules and standards. An emphasis on coaching and counselling can prevent discipline problems. For example, poor performance due to low ability or inadequate training, learning problems, drug and alcohol dependency, physical or mental illness, marginal health, or disability respond much better to coaching and counselling than to punitive measures. However, disciplinary action as a behavioral control technique is necessary when self-discipline breaks down. Effective discipline can eliminate ineffective employee behaviour. An employee should be disciplined when he or she chooses to break the rules or is not willing to perform the job to standards.

10.2 Disciplinary Problems:

Common categories of disciplinary problems are attendance, poor performance, or misconduct. Attendance problems include unexcused absence, chronic absenteeism, unexcused or excessive tardiness, and leaving without permission. Poor performance includes
failure to complete work assignments, producing substandard products or services, and failure to meet established production requirements. Misconduct includes theft, falsifying employment application, willfully damaging organisational property, punching another employee's time card, and falsifying work records.

10.3 Role of Human resource Manager in Maintaining Discipline:

In the most important function of promoting and maintaining discipline, the HR manager plays a significant role. H is involved in advising top management and assisting line management in the development of constructive management philosophy regarding employee behaviour. He also assists in the formulation and communication of disciplinary formulation and communication of disciplinary policy and procedure. He ensures that the disciplinary policy and procedure conform to the legal provisions of the state and also that the procedure is strictly followed by the management. He takes care to see that disciplinary action is fair and based on sound principles. He trains the executives and supervisors in handling disciplinary problems. He involves the Union and the employees in the formulation and implementation of disciplinary programmes. He enlists their cooperation and wins their confidence in the discipline process and policies of the organisation. He strives hard to inculcate positive self-discipline among the employees by setting an example of himself.

For this he must possess discipline-handling skills. He must have good knowledge of human behaviour and the complex processes-rational and irrational –that govern human thoughts, feelings and actions. He must develop diagnostic skills so as to understand deep- rooted causes of symptomatic manifestation of disciplinary problems. He thus has to probe deeper into deep-rooted deprivation of needs and perceived blockages to achievement of certain goals in such cases. His diagnostic skill help him to look beyond what is manifested in observable behaviour and reach the needs, goals, values, attitudes, belief systems, perceptual processes and the whole personality structure of the employees who need to be considered and developed. Thus, his role is extremely crucial in making a careful and insightful diagnosis of the causes of disciplinary

problems and cases.

Moreover, he is committed to the task of building positive work culture In the organisation and providing opportunities to employees to learn to be autonomous, responsible, self-directing, self-controlling and self-disciplining in their work behaviour and their organisational life.

10.4 Discipline: Three Interpretations

1. **Negative Discipline:** Traditionally discipline is intercepted as a sort of check or restraint on the freedom of a person. Discipline is used to refer to the act of imposing penalties for wrong behaviour. If employees fail to observe rules, they are meted out punishment. The fear of punishment puts the employee back on rails. Negative disciplinary action involves techniques such as fine, reprimand, transfer, demotion, layoff etc. Negative discipline does not eliminate undesirable behaviors; rather it merely suppresses them for a while. It requires constant supervisory attention, resulting in wastage of time and resources. Punishment, moreover, is counterproductive in that the affected employee may turn hostile and react violently at a future date. While disciplining employees this way, therefore, management should proceed in a cautious manner.

2. **Positive Discipline:** Employees comply with rules not out of fear of punishment but out of an inherent desire to cooperate and achieve goals. Where the organisational climate is marked by two-way communication, clear goals, effective leadership, and adequate compensation, employees need not be disciplined in the traditional way. There is a conscious cooperative effort on the part of management to secure compliance tocompany norms from the employees. Positive discipline, according to Spriegel enables an employee, "to have a greater freedom in that he enjoys a greater degree of self-expression in striving to achieve the group objective, which he identifies as his own."

Positive discipline, thus, is a condition of orderliness where employees willingly practice self control and respect organisational rules.

The difference between the Positive and Negative Discipline

Point	Negative Discipline	Positive Discipline
Concept	It is adherence to establish norms and regulations, out of fear of punishment	It is the creation of a conducive climate in an organisation so that employees willingly conform to the established rules.
Conflict Supervision	Employees do not perceive the corporate goals as their own	There is no conflict between individual and organisational goals
	Requires intense supervisory control to prevent employees from going off the track	Employees exercise self control to meet organisational objectives.

1. **Self Discipline and Control:**

The third interpretation considers discipline as a constructive way of correcting undesirable employee behaviours. It is a kind of training that "corrects moulds, or perfects knowledge, attitudes, behaviour or conduct." It is used to correct poor employee performance rather than simply as punishment for an offence. Behavioral scientists view discipline as a self- control to meet organisational objectives. Megginson clarified the term thus: "By self-discipline is meant the training that corrects moulds and strengthens. It refers to one's efforts at self-control for the purpose of adjusting oneself to certain needs and demands. This form of discipline is based on two psychological principles. First, punishment seldom products the desired results. Often, it produces undesirable results. Second, a self-respecting person tends to be a better worker than one who is not".

10.5 Misconduct or Indiscipline

Misconduct is violation of established rules and procedures. It is an act which is prejudicial to the interests of the organisation. It is a serious form of indiscipline against the management. The scope of misconduct can be extended to the following cases where the employee:

Table: Common Disciplinary Problems

• Attendance-related problems • Unexcused absence • Chronic absenteeism • Leaving without permission • Excessive tardiness	• Off the job behaviour problems • Insubordination • Smoking • Fighting with colleagues • Gambling, betting

• Dishonesty and related problems • Theft, Unsafe acts • Falsifying employment application • Willfully damaging factory assets • Falsifying work records • Carelessness • Sleeping while at work • Using abusive language against supervisors	• Performance related problems • Failure to complete assigned work • Producing substandard products • Failure to meet production norms • Accepting bribes, gifts

Common categories of disciplinary problems are attendance, poor performance, or misconduct. Attendance problems include unexcused absence, chronic absenteeism, unexcused or excessive tardiness, and leaving without permission. Poor performance includes failure to complete work assignments, producing substandard products or services, and failure to meet established production requirements. Misconduct includes theft, falsifying employment application, willfully damaging organisational property, punching another employee's time card, and falsifying work records.

10.6 Causes of Indiscipline

Mostly non-cooperation results in indiscipline. Various factors like social, economic and cultural also play a significant role in causing indiscipline. Henry Fayol observed that, "discipline is what the leaders make it". Many times indiscipline is due to managerial faults, lapses, thoughtless words, deeds and poor management.

The common causes of indiscipline are:

1. **Absence of effective leadership:** Absence of effective leadership results in poor management in the areas of direction, guidance, instru8ctions, etc., this, in turn, leads to indiscipline.
2. **Unfair management practices:** Management sometimes indulges in unfair practices like wage discrimination, non compliance with promotional policies and transfer policies, discrimination in allotment of work, defective handling of grievances, payment of low wages, delay in payment of wages, creating low quality work life, etc. These unfair management practices gradually result in indiscipline.
3. **Communication barrier:** Communication barriers along with absence of upward
4. communication, absence of humane and understanding approach on the part of superiors result in frustration and leads to indiscipline.
5. **Non-uniform disciplinary action:** Management has to treat all cases of indiscipline in a fair and equitable way. But management may undertake disciplinary actions in a discriminating way, leading to violent protests from various quarters (especially while dealing with people who are close to management).
6. **Divide and rule policy:** Managers may often divide the employees into groups, get the information from different groups about others and encourage the spying activity. Henri Fayol pointed out that dividing enemy forces to weaken them is cleaver, but dividing one's team is a grave sin against the business. Building a team is highly difficult when compared to dividing the team. Dividing the team results in indiscipline.
7. **Inadequate attention** to personnel problems and delay in solving personnel problems creates frustration among individual workers.

1. **Victimisation and excessive pressures** on the work of the subordinate may also lead to indiscipline.

10.7 Approaches to Discipline:

Basically the approaches to discipline are of two types: positive and negative.

(1) Positive Approaches to Discipline:
Employee discipline is critical in achieving organisational success. Generally, approaches to

workplace discipline are positive and constructive, including communication, good systems design, quality management systems, training, motivation and rewards. However, in any organisation there is the need to plan for the negative, exceptional situations that occur when individuals or groups misbehave and break the rules, or do not comply with the expected standards.

In "positive" discipline, there is willingness to comply that comes from the desire to cooperate in achieving the common goal of the organisation. The emphasis here is on cooperative efforts to secure compliance to organisational norms.

Negative approaches to discipline: Disciplinary Procedures:
On the other hand, "Negative" discipline involves force or an outward influence. It is the traditional approach to discipline and is identified with ensuring that subordinates adhere strictly to rules and punishment is meeting out in the event of disobedience and indiscipline. The fear of punishment works as a deterrent in the mind of the subordinate. Approaching discipline from this kind of a perspective has been proving increasingly ineffective.

We now move on to how to cope with 'indiscipline'. What does an organisation do when staff does not comply with the standards of behaviour or performance expected and planned for? Indiscipline refers to the absence of discipline. Indiscipline, therefore, means nonconformity to formal and informal rules and regulations. No organisation can afford indiscipline as it will affect the morale, motivation and involvement of employees. Indiscipline often leads to chaos, confusion, and reduces the efficiency of the organisation. It often leads to strikes, go-slows, and absenteeism, resulting in loss of production, profits and wages.

Absenteeism, insubordination, violation of organisational rules, gambling incompetence, damage to machinery and property, dishonesty and other forms of disloyalty causes industrial indiscipline. These are all forms of misconduct against management. Most of the disciplinary problems do not occur overnight, but they gradually develop and many of the tendencies toward misconduct or indiscipline could be remedied if the supervisors take proper and timely action. Taking long lunch hours, not actively working on the job, gossiping and whiling away time, carelessness and tardiness etc. shows lax attitudes which have developed over a long period of time because they were tolerated. It is rightly said that first we develop habits and attitudes and later on they develop us. Therefore, it is extremely necessary to put out fires while they are small and yet to spread. A stitch in time would save nine!

Yet another crucial point is to probe deeper in order to find out the basic underlying causes of indiscipline problems. Instead of going by the outward symptoms and manifestations of misconduct, it is essential to pinpoint and alleviate the root causes of disciplinary problems. In most cases, management wishes to help the employee to overcome his difficulties. A further point is that management will wish to try to ensure that the malaise does not spread to other staff. Justice must not only be done, it must be seen to be done!

The approach to managing discipline normally involves positive feedback, the encouragement of

staff to do the 'right' things. To this end we set rules detailing the expected standards of behaviour. In addition, there is also the need to specify how deviations from these rules will be dealt with. The threat of sanctions can be used, i.e., penalties imposed for doing the 'wrong' things, such as breaking an important organisational rule. In this context, organisations speak about 'disciplinary offences' or 'disciplinary hearings' – but this is really a shorthand label. We are really seeking to monitor and control staff behaviour by setting rules and monitoring performance. This way we can readily identify and deal with those exceptional cases where the required order has broken down.

When such a situation occurs, some form of management reaction is required in order to restore the standards of behaviour and working practices to that which is required to achieve organisational objectives. This frequently involves threatening or invoking sanctions or penalties to correct, punish or deter staff from doing the 'wrong' things. This is the system of disciplinary procedures.

But discipline is more than punishment and deterrence. It is a whole system of rules and procedures designed to encourage people to do the right things, to deter them from doing the wrong things and for dealing with staff who do the wrong things. Disciplinary action is planned with the intention to improve the future behaviour of the employee who has broken the rules. It can also influence the behaviour of other staff.

Disciplinary Offences:

We can identify many staff actions which may put the achievement of organisational objectives at risk or which pose a threat to its assets or reputation. These include:

1. Inadequate or incompetent work performance
2. Absenteeism
3. Poor timekeeping-late arrival, early departure, too many rest periods
4. Breaking rules- on safety or other aspects of work performance
5. interfering with the work of others
6. rudeness to customers or colleagues
7. improper personal appearance
8. being under the influence of alcohol or drugs
9. conflict of interest- too close links with customers or rivals
10. theft
11. fraud
12. damage to goods or property
13. assault on customers or other staff
14. Most organisations now have a formalized approach to disciplinary procedures both to ensure uniform practice and also to conform to legal requirements. Most countries have laws designed to protect the rights of workers. An inconsistent or unplanned approach to imposing discipline may well lead to legal action being taken against the organisation.

Such action can prove expensive in monetary terms. There is also the cost of management time required to defend the organisation. The reputation of a company can also be damaged if a court judgment is made against it. The standard of behaviour expected of staff should be defined in

advance. Actions, which may give rise to punitive disciplinary action, should be clearly identified together with the consequences that will be imposed if such behaviour is encountered.

Disciplinary Action:

1.   Before conducting a discipline discussion, the supervisor should be able to:
2.   Describe the incident by answering: Who? What? When? How? Where? Witness? Why?
3.   Refer to the policy or procedure that was violated.
4.   Determine whether the employee was previously notified of the correct operating procedure and be able to provide documentation, if it exists.
5.   Know whether the employee has been disciplined previously.
6.   Provide documentation of verbal counselling, if possible.
7.   Determine whether other employees have violated the same policy/ procedure and what discipline, if any, they received.
8.   In discipline discussions with an employee, the supervisor points out the unsatisfactory behaviour, explains the need for and purpose of the rule or practice that is being violated, and expresses confidence in the employee's willingness and ability to make the necessary changes in behaviour.
9.   During a discipline discussion the supervisor should be objective in reviewing the situation and give the employee specific examples of the behaviour that is causing the problem. The employee should be allowed an opportunity to present his or her own case. The supervisor needs to make sure the employee has a clear understanding of the consequences of his or her behaviour. The supervisor and the employee should agree on specific recommendations for correcting the performance.
10.

Appeal of Disciplinary Action:

1.   People work together best in an atmosphere where they are valued as individuals and recognized as key members of the organisation. Supervisors ensure that policies and procedures are administered uniformly and followed judiciously by treating employees fairly and consistently. Fair, efficient, and equitable solutions for problems arise out of the employment relationship.
2.   Employees may disagree with the supervisor and submit grievances. Grievances are an informal approach to resolving conflicts. Grievance subject matter might include wages, hours of work, working conditions, performance evaluations, merit raises, job assignments, reprimands, rules, regulations, and policies.
3.   Though there is no rigid and specific procedure for taking a disciplinary action, the disciplinary procedure followed in Indian industries usually consists of the following steps:

Issuing a letter of charge: When an employee commits an act of misconduct that requires disciplinary action, the employee concerned should be issued a charge sheet. Charges of misconduct or discipline should be clearly and precisely stated in the charge sheet. The charge sheet should also ask for an explanation for the said delinquent act and the employee should be given sufficient time for answering this.

Consideration of explanation: On getting the answer for the letter of charge served, the explanation furnished is considered and if it is satisfactory, no disciplinary action need be taken. On the contrary when the

Progressive Discipline

Disciplinary treatment in most organisations is progressive, whereby the organisation attempts to correct the employee's behaviour by imposing increasingly severe penalties for each infraction. The usual steps are:

1. Verbal warning
2. Written warning
3. Suspension, without pay
4. Termination of employment
5. Thus, progressive discipline is a discipline system where the severity of the penalty increases each time an employee breaks the rules. Typically the progression is from oral warnings to written warnings to suspension and, finally, to termination.
6. There are advantages to using progressive discipline, especially when it's used in conjunction with a set of work rules (that are thoroughly communicated to employees) and an explanation of the disciplinary system. For instance:
7. The existence of a progressive step-by-step discipline system conveys to employees that you're not out to nail them to the wall at the first sign of trouble.
8. The existence of an adequately communicated progressive disciplinary system keeps employees informed of where they stand.
9. Having a definite and consistently applied disciplinary system ensures employees who never need to be disciplined that those who do need to be disciplined will be.
10. A progressive discipline policy provides the business with a system that is fair and easily defensible against a challenge.
11. Employees accept fair, equitable, and consistent discipline. Positive, progressive, hot stove approaches work best. The hot stove rule is a set of principles that guide effective disciplining:

Immediacy: The more quickly the discipline follows the offense, the more likely the discipline will be associated with the offense rather than with the dispenser of discipline.

Warning: It is more likely that disciplinary action will be interpreted as fair when employees receive clear warnings that a given violation will lead to a known discipline.

Consistency: Fair treatment demands that disciplinary action be consistent.

Impersonal nature: penalties should be connected to the behaviour (violation) and not to the personality (person) of the violator.

The Red Hot Stove Rule:

Without the continual support of subordinates, of subordinates, no manager can get things done. But, disciplinary action against a delinquent employee is painful and generates resentment on his part. Hence, a question arises as to how to impose discipline without generating resentment? This is possible through what Douglas McGregor called the "Red Hot Stove Rule", which draws an analogy between touching a hot stove and undergoing discipline.

According to the Red Hot Stove rule, disciplinary action should have the following consequences:

Burns immediately: If disciplinary action is to be taken, it must occur immediately so the individual will understand the reason for it. With the passage of time, people have the tendency to convince themselves that they are not at fault.

Provides warning: It is very important to provide advance warning that punishment will follow unacceptable behaviour. As you move closer to a hot stove, you are warned by its heat that you will be burned if you can touch it.

Gives consistent: Disciplinary action should also be consistent in that everyone who performs the same act will be punished accordingly. As with a hot stove, each person who touches it is burned the same.

Burns impersonally: Disciplinary action should be impersonal. There are no0 favourites when this approach is followed.

10.8 Effective Disciplinary Procedures:

1. Effective Disciplinary Procedures should:
2. be specified in writing
3. identify to whom they apply
4. specify who has the authority to initiate the different types or level of disciplinary action
5. be fair to all and be seen not to be discriminatory
6. provide for matters to be dealt with quickly
7. provide for the recording of proceedings and for evidence to be maintained
8. indicate which disciplinary actions will be taken for which offences
9. ensure that workers are informed of the complaints made against them
10. ensure that workers are given the opportunity to state their case before decisions are reached and to be accompanied by a supporter of their choice
11. ensure that, except in the most serious cases of gross misconduct, no worker is dismissed for a first breach of disciplinary rules
12. ensure that disciplinary action is not taken until the case has been carefully considered
13. provide an explanation of any penalty imposed
14. Provide a right of appeal and specify the procedure to be followed.

10.9 Judicial Approach to Discipline in India

The Industrial Employment (Standing Orders) Act was passed in 1946 with a view to improve the industrial relations climate. The Act requires that all establishments must define the service rules and prepare standing orders. The term 'Standing Orders' refers to the rules and regulations which govern the conditions of employment of workers. They indicate the duties and responsibilities on the part of both the employer and the employees. The standing orders contain rules relating to: classification of employees, working hours, holidays, shift working, attendance, leave, suspension, termination, stoppage of work, redressal of grievance against unfair treatment, etc. Thus, standing orders specify the terms and conditions which regulate the employee-employer relationship within a unit. Any violation or infringement of these terms and conditions may lead to misconduct or indiscipline.

The Industrial Disputes Act 1947 (as amended in 1982) prescribes an elaborate procedure for discharging a delinquent employee even on grounds of serious misconduct. Likewise, the Payment of Wages Act places restrictions on the imposition of fines on an accused employee. The legal position is quite clear. The employee should get a chance to explain the grounds under which he violated the standing orders. There must be a proper enquiry as per the principles of natural justice before resorting to punishment.

10.10 Introduction to Grievance Procedure

A grievance is a sign of employee's discontent with job and its nature. The employee has got certain aspirations and expectations which he thinks must be fulfilled by the organisation where he is working. When the organisation fails to satisfy the employee needs, he develops a feeling of discontent or dissatisfaction. For instance, the employee expects proper implementation of the Central and State Government's laws, collective agreements, company policies and management responsibilities. Violation of any one among these causes leads to dissatisfaction on his part. Thus, grievance is caused due to the difference between the employee expectation and management practice.

The concept 'grievance' has been defined in several ways by different authorities. Some of the definitions are as follows:

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

The above definition indicate that a grievance may be factual or imaginary or disguised and it is problem whether expressed or not, valid or not. When an employee presents a problem, the grievance redressing authority, has to analyse the problem, find out the root cause of the problem rather than viewing it from legal aspects and solve it based on humanitarian approach. This approach of grievance redressal is known as clinical approach to grievance handling. Hence, a grievance may be viewed as complex psychological phenomenon calling for human rather than any procedural or legal; action in its analysis and solution.
Importance of Grievance Handling:
Any feeling of discontent or dissatisfaction usually results in definite and considerable losses to employee morale, efficiency and productivity. Grievances generally give rise to unhappiness, frustration, and indifference to work and thus affect the interests of the organisation very adversely. Quite often when minor grievances are accumulated, major problems creep in like work-stoppages strikes, lockouts and other forms of unpredictable eruption causing long-term damage to productivity. Therefore, it becomes extremely essential to handle the grievances at the earliest possible moment. Human Resource Manager's role in grievance redressal is significant and to be successful he must know and understand the causes, which lie behind grievances and how to set them right. His skill in observation of behaviorism, attitudes and habits of people may be highly useful in exploring early symptoms of changes in individuals due to unexpressed grievances. Attitude surveys also provide clues to actual or probable grievances and their impact

on productivity.

With the help of through analysis of the nature and pattern of grievances, the causes of employee dissatisfaction can be removed. The HR manager has to probe deeper into the details of grievances and explore the best possible method of setting them. He has to help the top management and line managers, particularly supervisors, in the formulation and implementation of the policies, programmes and procedures for effective grievance handling. These policies, programmes and procedures are generally known as the grievance redressal procedure.

The importance of grievance handling lies in the fact that grievances can have several effects, which are essentially adverse and counter, productive to organisational objectives. As we have seen, these adverse effects include: indiscipline, unrest, low productivity, poor quality of production, increase in wastage and costs, increase in employee turnover, increase in absenteeism, increase in accident-proneness, loss of interest in work and consequent lack of morale and commitment. Therefore, management must be alert to signs and symptoms of employee dissatisfaction and attempt to uncover root causes of the ill feeling so that harmony and productive results can be achieved in the organisation.

Features of Grievances: If we analyse this definition, some noticeable features emerge clearly: A grievance refers to any form of discontent or dissatisfaction with any aspect of the organisation.

1.   The dissatisfaction must arise out of employment and not due to personal or family problems.

2.   The discontent can arise out of real or imaginary reasons. When the employee feels that injustice has been done to him, he has a grievance. The reasons for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.

3.   The discontent may be voiced or unvoiced. But it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now the discontent grows and takes the shape of a grievance.

4.   Broadly speaking, thus, a grievance is traceable to perceived non-fulfillment of one's expectations from the organisation.

10.11 Forms of Grievance:

1. **A grievance may take any one of the following forms**: (a) factual, (b) imaginary, (c) disguised.
2. **Factual:** A factual grievance arises when legitimate needs of employees remain unfulfilled, e.g., wage hike has been agreed but not implemented citing various reasons.
3. **Imaginary:** When an employee's dissatisfaction is not because of any valid reasons but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance. Though management is not at fault in such instances, still it has to clear the 'fog' immediately.
4. **Disguised:** An employee may have dissatisfaction for reasons that are unknown to him. If he/she is under pressure from family, friends, relatives, neighbors, he/she may reach the work spot with a heavy heart. If a new recruit gets a new table and almirah, this may become an eyesore to other employees who have not been treated likewise previously.

5. **Causes of Grievances**: Grievances may occur for a number of reasons:
6. **Economic:** Wage fixation, overtime, bonus, wage revision, etc. Employees may feel that they are paid less when compared to others.
7. **Work Environment:** Poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition, etc.
8. **Supervision:** Relates to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations, regional feelings, etc.
9. **Work Group:** Employee is unable to adjust with his colleagues; suffers from feelings of neglect, victimization and becomes an object of ridicule and humiliation, etc.
10. **Miscellaneous**: These include issues relating to certain violation in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities, etc
11. **Effects of Grievance:** Grievances, if they are not identified and redresses, may adversely affect workers, managers and the organisation as a whole. The effects are:
12. **On production include:**
13. **Low quality of production**
14. **Low quantity of production and productivity**
15. **Increase in the wastage of material, spoilage/breakage of machinery.**
16. **Increase in the cost of production per unit.**
17. **On the employees:**
18. **Increases the rate of absenteeism and turnover.**
19. **Reduces the level of commitment, sincerity and punctuality.**
20. **Increase the incidence of accidents.**
21. **Reduces the level of employee morale.**
22. **On the managers:**
23. **Strains the superior- subordinate relations.**
24. **Increases the degree of supervision, control and follow up.**
25. **Increases in indiscipline cases.**
26. **Increase in unrest and thereby machinery to maintain industrial peace.**

10.12 Need for a grievance Procedure

1. Grievance procedure is necessary for any organisation due to the following reasons:
2. Most grievances seriously disturb the employees. This may affect morale, productivity and their willingness to cooperate with the organisation. IF an explosive situation
3. develops, this can be promptly attended to if a grievance handling procedure is already in existence.
4. It is not possible that all the complaints of the employees would be settled by first-time supervisors, for these supervisors may not have has a proper training for the purpose, and they may lack authority. Moreover, there may be personality conflicts and other causes as well.
5. It serves as a check on the arbitrary actions of the management because supervisors know that employees are likely to see to it that their protest does reach the higher management.

6. It serves as an outlet for employee gripes, discontent and frustrations. It acts like a pressure valve on a steam boiler. The employees are entitled to legislative, executive and judicial protection and they get this protection from the grievance redressal procedure, which also acts as a means of upward communication. The top management becomes increasingly aware of employee problems, expectations and frustrations. It becomes sensitive to their needs, and cares for their well-being. This is why the management, while formulating plans that might affect the employees- for example, plant expansion or modification, the installation of labour-saving devices, etc., should take into consideration the impact that such plans might have on the employees.
7. The management has complete authority to operate the business as it sees fit-subject, of course, to its legal and moral obligations and the contracts it has entered into with its workers or their representative trade union. But if the trade union or the employees do not like the way the management functions, they can submit their grievance in accordance with the procedure laid down for that purpose.
8. A well-designed and a proper grievance procedure provide:
9. A channel or avenue by which any aggrieved employee may present his grievance;
10. A procedure which ensures that there will be a systematic handling of every grievance;
11. A method by which an aggrieved employee can relieve his feelings of dissatisfaction with his job, working conditions, or with the management; and
12. A means of ensuring that there is some measure of promptness in the handling of the grievance.

10.13 Advantages of having a Grievance Handling Procedure

The following are some of the distinct advantages of having a grievances handling procedure:
1. The management can know the employees' feeling and opinions about the company's policies and practices. It can feel the 'pulse' of the employees.
2. With the existence of a grievance handling procedure, the employee gets a chance to ventilate his feelings. He can let off steam through an official channel. Certain problems of workers cannot be solved by first line supervisors, for these supervisors lack the expertise that help the top management has, by virtue of their professional knowledge and experience.
3. It keeps a check on the supervisor's attitude and behaviour towards their subordinates. They are compelled to listen to subordinates patiently and sympathetically.
4. The morale of the employees will be high with the existence of proper grievance handling procedure. Employees can get their grievances redressed in a just manner.
5. The Discovery of Grievances: Grievances can be uncovered in a number of ways. Gossip and grapevine offer vital clues about employees' grievances. Gripe boxes, open

6. door policies periodic interviews, exit surveys could also be undertaken to uncover the mystery surrounding grievances. These methods are discussed below.

7. **Observation:** A manager / supervisor can usually track the behaviours of people working under him. If a particular employee is not getting along with people, spoiling materials due to carelessness or recklessness, showing indifference to commands, reporting late for work or is remaining absent the signals are fairly obvious. Since the supervisor is close to the scene of action, he can always find out such unusual behaviours and report promptly.

8. **Grievance Procedure**: A systematic grievance procedure is the best means to highlight employee dissatisfaction at various levels. Management, to this end, must encourage employees to use it whenever they have anything to say. In the absence of such a procedure, grievances pile up and explode in violent forms at a future date. By that time things might have taken an ugly shape altogether, impairing cordial relations between labour and management. If management fails to induce employees to express their grievances, unions will take over and emerge as powerful bargaining representatives.

9. **Gripe boxes:** gripe boxes may be kept at prominent locations in the factory for lodging anonymous complaints pertaining to any aspect relating to work. Since the complainant need not reveal his identity, he can express his feelings of injustice or discontent frankly and without any fear of victimization.

10. **Open door policy**: This is a kind of walk-in-meeting with the manager when the employee can express his feelings openly about any work-related grievance. The manager can across-check the details of the complaint through various means at his disposal.

11. **Exit interview:** Employees usually leave their current jobs due to dissatisfaction or better prospects outside. If the manager tries sincerely through an exit interview, he might be able to find out the real reasons why 'X; is leaving the organisation. To elicit valuable information, the manager must encourage the employee to give a correct picture so as to rectify the mistakes promptly. If the employee is not providing fearless answers, he may be given a questionnaire to fill up and post the same after getting all his dues cleared from the organisation where he is currently employed.

12. **Opinion surveys:** Surveys may be conducted periodically to elicit the opinions of employees about the organisation and its policies.

13. It is better to use as many channels as possible, if the intention is to uncover the truth behind the curtain.

Grievance Interview:

Despite the fulfillment of the above pre-requisites, there is some inherent impersonality in the procedure which makes it insensitive to imaginary and disguised grievances. Hence, they should be supplemented or sometimes replaced by a good personal approach, i.e., the grievance interview. This also facilitates the identification of the basis-whether factual or not. Even when the basis is factual the grievance interview reduces the magnitude of the problem and develops an understanding between the aggrieved and the organisation.

The effectiveness of the interview depends upon the skills on the part of the interviewer. He must give a patient to the employee and the employee should feel to ventilate his grievance. If the

interviewer is competent in professional handling of the situation and well conversant with the techniques of interview he
can draw the aggrieved to him and in the process of interview he can bring about an integration of the employee's objectives with the organisational objectives.

10.14 Essential Pre-requisites of a grievance Procedure

Every organisation should have a systematic grievance procedure in order to redress the grievances effectively. As explained above, unattended grievances may culminate in the form of violent conflicts later on. The grievance procedure, to be sound and effective should possess certain pre-requisites.

1. **Conformity with statutory provisions:** Due consideration must be given to the prevailing legislation while designing the grievance handling procedure.
2. **Unambiguity:** Every aspect of the grievance handling procedure should be clear and unambiguous. All employees should know whom to approach first when they have a grievance, whether the complaint should be written or oral, the maximum time in which the redressal is assured, etc. The redressing official should also know the limits within which he can take the required action.
3. **Simplicity:** The grievance handling procedure should be simple and short. If the procedure is complicated it may discourage employees and they may fail to make use of it in a proper manner.
4. **Promptness:** The grievance of the employee should be promptly handled and necessary action must be taken immediately. This is good for both the employee and management, because if the wrong doer is punished late, it may affect the morale of other employees as well.
5. **Training:** The supervisors and the union representatives should be properly trained in all aspects of grievance handling beforehand or else it will complicate the problem.
6. **Follow up:** The personnel Department should keep track of the effectiveness and the functioning of grievance handling procedure and make necessary changes to improve it from time to time.

10.15 Steps in the Grievance Procedure

1. Identify grievances: Employee dissatisfaction or grievance should be identified by the management if they are not expressed. If they are ventilated, management has to promptly acknowledge them.
2. Define correctly: The management has to define the problem properly and accurately after it is identified/ acknowledged.
3. Collect data: Complete information should be collected from all the parties relating to the grievance. Information should be classified as facts, data, opinions, etc.
4. Analyse and solve: The information should be analysed, alternative solutions to the problem should be developed and the best solution should be selected.
5. Prompt redressal: The grievance should be redressed by implementing the solution.
6. Implement and follow up: Implementation of the solution must be followed up at every

stage in order to ensure effective and speedy implementation.

Model Grievance Procedure

The Model Grievance Procedure suggested by the National Commission on Labour involves six successive time-bound steps each leading to the next, in case of dissatisfaction. The aggrieved worker in the first instance will approach the foreman and tell him of his grievance orally. The foreman has to redress his grievance and if the worker is not satisfied with this redressal, he can approach the supervisor. The supervisor has to provide an answer within 48 hours. In the event of the supervisor not giving an answer or the answer not beingacceptable to the worker, the worker goes to the next step. At this stage the worker (either alone or accompanied by his departmental representative) approaches the Head of the Department who has to give an answer within three days. If the Departmental Head fails to give an answer or if the worker is not satisfied with his answer, the worker may appeal to the Grievance Committee, consisting of the representatives of the employer and employees. The recommendations of this Committee should be communicated to the Manager within seven days from the date of the grievance reaching it. Unanimous decisions, if any, of the committee shall be implemented by the management. If there is no unanimity, the views of the members of the Committee shall be placed before the manager for his decision. The manager has to take a decision and inform the worker within three days.

The worker can make an appeal against the manager's decision and such an appeal has to be decided within a week. A union official may accompany the worker to the manager for discussion and if no decision is arrived at this stage, both the union and management may refer the grievance to voluntary arbitration within a week of the receipt of the management's decision. The worker in actual practice may not resort to all the above mentioned steps. For example, if the grievance is because of his dismissal or discharge he can resort to the second step directly and he can make an appeal against dismissal or discharge. The above process depicted in figure below.

Fig: Model grievance Procedure

Procedure	Time Frame
Appeal against within a week Manager ↑	3 days
Grievance Committee HOD	7 days 3 days
↑ ↑	
Supervisor Foreman Worker ↑	48 hours

Grievance arbitration is a means by which a third party settles disputes arising from different interpretations of a labor contract. The process should not be confused with contract. This process should not be confused with contract or issues arbitration, discussed earlier, in which

arbitration is used to determine how a contract will be written. The U.S. Supreme Court has ruled that grievance arbitration decisions issued under labor contract provisions are enforceable. The subjects of grievance arbitration include more than 50 different topic areas, with discipline and discharge, safety and health, and security issues being more prevalent.

10.16 Characteristics of Good Grievance Redressal Procedure

1. A systematic grievance redressal procedure must have the following features:
2. It should be simple, fair and easy to understand.
3. It should be in writing.
4. It should specify to whom employees may take a grievance in the first instance (normally their immediate boss), and that they have the right to be accompanied by a colleague or a trade union representative.
5. It should encourage employees to put forth their grievances.
6. It should state where, in the event of the grievance remaining unresolved, an employee should then address his complaint.
7. It should specify time limits within which the aggrieved employee can expect to be notified of the outcome of his complaint.
8. It should have regular meetings of the grievance committee; and a record of proceedings properly minute should be sent to all the parties.
9. It should gain employee confidence.
10. It should promote healthy relations between employee and the company.
11. As in the case of disciplinary procedure, the spirit in which the implementation of this process is approached is extremely important; and equally important is the amount of time and effort, which management is prepared to devote to handle grievances systematically and effectively.

The details of grievance procedure and the numbers of steps in it may vary from organisation to organisation depending on its size and the number of employees. The procedure may have as few as two steps or as many as ten also. The grievance procedure may be of an open-door type or of a step-ladder-type. In the open-door approach, grievances can be taken up with senior management directly, rather than through the stages. This is useful if an employee thinks that his superior is treating him unfairly, or has made a wrong decision, or if he feels that the company is making a mistake over new policy or practice.

The grievance process has at least three purposes and consequences. First, by setting minor problems at an early stage, it may prevent major problems from occurring in the future. Second, a through grievance analysis serves as a source of data to focus attention of the two parties on ambiguities in the contract for negotiation at a future date. Lastly, the grievance process is an effective channel for upward communication.

Several times management is guilty errors in the processing of grievances. Some common errors are:
1) Stopping too soon in the search of facts.

2) Expressing a management opinion before all the pertinent facts have been discovered
3) Failing to maintain proper records.
4) Resorting to executive fiat instead of discussing the facts of employee grievance and attempting to change minds.
5) Communicating the decisions to the grievant in an improper manner.
6) Taking wrong or hasty decision, which the facts of the case do not justify.

a.   It is possible to avoid these errors can serve as a safety valve and help to preserve the type of relationship between management and employees required for harmony and productivity.

2. Employee grievances are features that characterize any industrial sector. The overriding issue is how these grievances are addressed and resolved. It is important to understand that worker-employer relations are governed by the basic principles of rights and obligations. Adherence to these principles is a prerequisite for the prevalence of industrial peace, and for workers and the management to do their share in the spirit of peace and harmony. Obviously, for Industrial Peace it is best to adhere to the Law.

3.

10.17 Grievance Management in Indian Industry:

At present, there are three legislations dealing with grievances of employees working in industries. The industrial Employment (Standing Orders) Act, 1946, requires that every establishment employing 100 or more workers should frame standing orders. These should contain, among other things, a provision for redressal of grievances of workers against unfair treatment and wrongful actions by the employer or his agents. The factories Act, 1948, provides for the appointment of a Welfare Officer in every factory ordinarily employing 500 or more workers. These welfare officers also look after complaints and grievances of workers. They also look after proper implementation of the existing labour legislation. Besides, individual disputes relating to discharge, dismissal or retrenchment can be taken up for relief under the Industrial Disputes Act, 1947, amended in 1965.

However, the existing labour legislation is not being implemented properly by employers. There is lack of fairness on their part. Welfare officers have also not been on protecting the interests of workers in the organised sector. In certain cases, they are playing a double role. It is unfortunate that the public sector, which should set up an example for the private sector, has not been implementing labour laws properly.

In India, a Model Grievance Procedure was adopted by the Indian Labour Conference in its 16th session held in 1958. At present, Indian industries are adopting either the Model Grievance Procedure or procedures formulated by themselves with modifications in the Model Grievance Procedure. In other words, the grievance procedures are mostly voluntary in nature.

10.18 Guidelines for Handling Grievances

The following guidelines may help a supervisor while dealing with grievances. He need not follow all these steps in every case. It is sufficient to keep these views in mind while handling grievances (W.Baer, 1970).

1. Treat each case as important and get the grievance in writing.
2. Talk to the employee directly. Encourage him to speak the truth. Give him a patient hearing.
3. Discuss in a private place. Ensure confidentiality, if necessary.
4. Handle each case within a time frame.
5. Examine company provisions in each case. Identify violations, if any. Do not hold back the remedy if the company is wrong. Inform your superior about all grievances.
6. Get all relevant facts about the grievance. Examine the personal record of the aggrieved worker. See whether any witnesses are available. Visit the work area. The idea is to find where things have gone wrong and who is at fault.
7. Gather information from the union representative, what he has to say, what he wants, etc. Give short replies, uncovering the truth as well as provisions. Treat him properly.
8. Control your emotions, your remarks and behaviour.
9. Maintain proper records and follow up the action taken in each case.
10. Be proactive, if possible. Companies like VSP, NALCO actually invite workers to ventilate their grievances freely, listen to the other side patiently, explain the reasons why the problems arose and redress the grievances promptly.

10.19 Summary:

A grievance refers to any form of discontent of dissatisfaction, arising out of employment, regarding certain organisational issues. A grievance may be factual, imaginary or disguised. If grievances are not identified and redressed properly, they may adversely affect the workers, managers and the organisation. Grievances may be uncovered through observation, gripe boxes, an open door policy, exit interviews and opinion surveys. The model grievance procedure suggested by the National Commission on Labour involves six successive time-bound steps each leading to the next, in case of dissatisfaction. 'Discipline' refers to a procedure that corrects or punishers a subordinate because a rule or procedure has been violated. The common causes of indiscipline are absence of effective leadership, unfair management practices, discipline and positive discipline. In a progressive discipline system, the employee is given ample warning of performance or other work-related problems. Failure to change his or her behaviour is accompanied by increasingly harsher disciplinary action. Due process is based on the action that employees have the right to be treated fairly particularly when being disciplined. Positive discipline, based upon reminders, is a cooperative discipline approach where employees accept responsibility for the desired behavioral change. The focus is on coping with the unsatisfactory performance and dissatisfactions of employees before the problems become major. Because of legal concerns, managers must understand discipline and know how to administer it equitably. General guideline in administering discipline include making disciplinary actions corrective, making disciplinary actions progressive, and following the hot-stove rule- be immediate, provide ample warning, be consistent, and be impersonal.

10.20 Self Assessment Questions

1. What is a grievance? What are the characteristics of grievances?
2. Discuss the importance of grievance redressal as against grievance avoidance.
3. 'An effective grievance handling procedure is preventive rather than curative'. Comment.
4. What are the pre-requisites of a grievance procedure?
5. How can management know, understand and resolve employee grievances?
6. Define the term discipline. What are the different aspects of discipline?
7. Effective discipline can have a positive effect on the productivity of employees. Discuss.
8. "You can't discipline employees today the way you could a generation ago". Do you agree or disagree? Discuss.
9. "Grievances are the worker's problems with management and indiscipline is the management's problem with workers." Discuss.

10.21 Further Reading

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3. VSP Rao, "Human Resource Management Text and cases", second Edition, Excel books, 2005
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Quality of work Life

Objectives:
After reading this lesson, the student is able to:
      a. Define QWL
      b. Explain the various roles that QWL plays
      c. Identify the benefits of QWL
      d. Identify the strategies for improving QWL

LESSON STRUCTURE:
11.1 Introduction
11.2 Salient features of QWL:
11.3 Characteristics of QWL
11.4 Objectives of QWL
11.5 The Role of the Supervisor in QWL
11.6 Major Issues in QWL
11.7Measures of QWL
1 1.8Obstacles to QWL Programme
11.9Improving the QWL
11.10Strategies for improving QWL
11.11Summary:
11.12 Keywords
11.13Self Assessment Questions 11.14Further
Reading

11.1 Introduction:

QWL is a prescriptive concept; it attempts to design work environments so as to maximize concern for human welfare. It is a goal, as well as a process. The goal is the creation of more involving, satisfying and effective jobs and work environment for people at all levels of the organisation. As a process, QWL involves efforts to realize this goal through active participation. The whole essence of QWL may be stated thus:

"The QWL is cooperative rather than authoritarian: evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other."

According to Lloyd Suttle, "Quality of Work Life is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation". It focuses on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. QWL, as it is understood today, includes four essential elements:
    a. The programme seeks to promote human dignity and growth

b. Employees work collaboratively.
c. They determine work changes participative.
d. The programmes assume compatibility of people and organisational goals.
e. QWL, in short, refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.
f. In the late 1950s the term QWL was used to stress the prevailing poor quality of life at workplace and it was first defined then in terms of people's reaction to work, particularly an individual's job satisfaction and mental health. It also refers to favorableness or unfavourableness of the job environment for people.

11.2 Salient features of QWL:

Harvard Professor Richard E. Walton proposes the following eight major conceptual categories to provide a framework for analysing its salient features of QWL:
g. Adequate and fair compensation
h. Safe and healthy working conditions
i. Immediate opportunity to use and develop human capacities
j. Future opportunity for continued growth and security
k. Social integration in work environment
l. Constitutionalism or the 'rule of law' in the work organisation
m. Work and the total life space
n. The social relevance of work life.

Multifarious criteria that characterize this industrial orientation include fair compensation, healthy working conditions, and opportunities for developing skills, continued growth security, conducive work environment, protection of worker's rights, social relevance and balance between work and personal life. Later, quality came to be recognized as an approach or method used for improving work. It was viewed to be synonymous with methods such a job enrichment, self managed teams and labour managed committees. The Texas Instrument Malaysia (TIM) is a success story found to be a commitment to a quality culture.

In a recent study on quality at TIM carried out by Saeed Jain Mahyudi (2001), has adapted Walton's criteria for a quality guideline to study the organisation's quality practices. The findings show that TIM has done a good job so far as quality is concerned. The productivity since its inception has improved three-fold and factory output has more than doubled. It is interesting to note that currently 40% of the workforce has served for more than 10 years and employee turnover has stabled at 15%. Texas Instrument Malaysia offers a variety of work life benefits including a range of flexible work arrangements. Workplace seminars, education assistance, and on-the-site grocery delivery service, etc. to their employees.

There are generally two types of workers – some accept the life as they find it, i.e., a job, which provides a living, is enough. But for some others, 'taking home a pay is not all'- they want a chance for self-fulfillment in workplace. Thus most of the employees in the organisations want this activity to be conducted, though a few reject the idea and do show alienation.

These workers generally so not want increased responsibilities, nor want to learn new skills. They only need a specifically tailored approach to cope with their feelings. This minority should be permitted to continue in their respective skills and familiar tasks so long as they perform satisfactorily.

11.3 Characteristics of QWL

The results, reported form a number of qualities of work life improvement programmes, have some general characteristics. They are:

- Sustained commitment from management to the open non-defensive modus operandi of sincerely inviting collaborative inputs from the workforce regarding problem identification and suggestions for improving any aspect of the organisation or the policies, practices and structure of work with incentives provided for such participation.
- Invited involvement of members of tasks groups in recommending resolution of identified problem. Training of supervisors to equip them to function effectively in a less authoritative style.
- Implementation of practicable suggestions and explanations for rejected ideas.
- Feedback and recognition for good results achieved.
- Selection of personnel who can be motivated under appropriate conditions to strive for excellence in task performance.
- Evaluation and analysis of results, including failures, leading to renewed efforts towards continual improvement in modus operandi.
- Emphasis on commitment, co-ordination and commitment via shared goals, value and traditions.
- External orientation, market led, close to the customer, and the environment.

These programmes can pose a psychological threat to some managers, union leaders and the bureaucracy. The concept of inviting workers to have choice and influence in all aspects of a task, the setting up of autonomous work team and providing of open channels of communication at all levels does mean giving up some of the conventional authority exercised by the company or union leaders. With dubious commitment at start, relatively minor problems or costs can be readily exaggerated, followed by reversion to traditional, more comfortable ways of operating. Also in some cases, the initial good results do not continue for a variety of reasons.

11.4 Objectives of QWL

o. To attract and retain talents
p. To prevent stress
q. Effective integration of work and personal life
r. Job satisfaction
s. Increase quality and productivity
t. To balance personal/family and work related demands on an individual employee.

11.5 The Role of the Supervisor in QWL

The supervisor is one key to the quality-of-work life. A study of University of Michigan which sought to relate a large number of characteristics of workers' jobs to overall satisfaction illustrates the wide variety of ways by which supervisory behaviour affects subordinate satisfaction. The eight most closely related factors are listed below:

u. Having a 'nurturant' supervisor
v. Receiving adequate help, assistance, etc.
w. Having a few 'labour standard problems' (such as safety hazards, non-availability of materials, or poor transportation)
x. Fair promotional policies
y. Supervisor not supervising too closely
z. Having a technically competent supervisor
aa. Autonomy in matters affecting work
bb. A job with 'enriching' demands.

The supervisor influences quality of work life directly or indirectly. He affects subordinates directly through his daily interaction with them. He can be supportive or disagreeable, friendly or distant, available to provide help or always busy. He can supervise closely or permit autonomy; he can make technically competent or incompetent decisions and so forth. Whatever he does has its inevitable impact on satisfaction and productivity of those working under him.

Equally important, in most instances, is the supervisor's direct impact as a participant in the management of various environmental and work systems. He influences the design of jobs, plays a key role in the administration of career and reward systems, and is also in a position to foster the development of social systems. In none of these areas can the supervisor act alone; he is subject to a variety of constraints placed by the higher management. The supervisor can integrate these factors so that quality of work life will be enhanced as well as organisational objectives will be accomplished.

Key Supervisory Role: The two major roles of supervisors which are critical to high quality of work life are:

1. **Consideration:** This relates to the supervisor's activities in providing a satisfactory work environment to the way he treats his employees on a day-to-day basis, his personal relations with them, his approach to the disciplinary process and the like. For workers with high ''related' needs, who are assigned to routine jobs, the activities of the supervisor may facilitate or hinder the development of a friendly cohesive work group. Where the job requires that the supervisor interacts frequently with his subordinates, it is important that the supervisor be supportive and not socially distant so as to counteract the oppressive features of the monotonous work routine. It should also be noted that:

   - Happy workers work harder
   - Consideration reduces frustrations and therefore reduces barriers to production
   - Consideration is a reward for productivity
   - Consideration may strengthen the effort- performance relationship
   - Consider makes performance-reward relationship seem more equitable
   - 'Nurturant' heads the list of factors that are closely linked to overall job satisfaction. Other factors are:

2. **Creating a feeling of approval**: The personal, man-to-man relationship between a supervisor and his subordinates is very important. Since employees are dependent on their boss, it is important for them to feel that approves of both their work and themselves as individuals and that he is concerned with their personal development. A supervisor can create a feeling of his approval of subordinates in many ways- taking an active interest in their home life, listening to their problems, giving praise when justified, showing tolerance when mistakes are made, and so forth. However, the psychological perception, the feeling of approval, is what is significant.

Developing personal relations: A feeling of approval is more likely to result if the boss shows personal interest in his subordinates. After all, the organisation is impersonal; only an individual member of management, particularly the immediate boss, can make it personal.

Providing fair treatment: Since subordinates are directly dependent on their bosses, they are understandably anxious to receive fair treatment in the distribution of rewards and punishments. **Facilitation:** Facilitation generally includes those things which the supervisor can do to make it easier for the worker to do the job. Without facilitation, work effort will be converted into performance. If consideration can be viewed as sociological support, facilitation provides technical support, although the concept involves more than purely technical support, since important elements of direction, guidance, and training are included. Facilitation can be improved by:

(i). Establishing Performance Standards: Performance standards may be qualitative or quantitative. They may be set arbitrarily by the boss, through group discussion, or as a result of either explicit or implicit bargaining. New standards may be set every few minutes or on long term basis. Regardless of how these standards are set, it is important that subordinates know what they are expected to accomplish. Three final comments as to standards and their use are:
High standards contribute to both productivity and satisfaction
Short-term standards are generally more motivating than long-term standards Standards are generally motivating if frequent feedback is provided to the subordinates.

(ii) Work redesign: Work redesign can be an effective tool for improving both the quality of work experience of employees and their on-the-job-productivity. Work redesign refers to any activities that involve the alteration of specific jobs with the intent of increasing both quality of work experience of the employees and their productivity. It includes such terms such as job rotation, job enrichment, and socio –technological systems design.

(iii) Participative management: Participation has been widely recommended as a means of improving the quality of work life and increasing the productivity. In theory, participation releases the creative energies and provides workers with the sense of accomplishment. Thus it strengthens the path-goal relationship and also enhances the work environment. It offers a morally attractive solution to many of the problems of industrial life. Expectancy theory suggests that participation might lead to higher productivity if it contributes to workers perceiving that increased effort will lead to increased performance, increased performance will lead to satisfaction of important needs, and the satisfaction obtained from this effort is sufficiently great to make effort worthwhile. Finally participation may also affect the "psychological bargain"

between the organisation and its employees.

Many large companies in India have tested and are still experimenting with the ways to improve the quality of the work life and improve productivity. It is interesting to note that most have reported n0teworthy success with enrichment effort.

11.6 Major Issues in QWL

The major factors that affect the quality of work life be started thus:

Pay: QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.

Benefits: Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits of all kinds from the employer(s).

Job Security: Employees want stability of employment. They so not like to be the victims of whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.

Alternative work schedules: Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

Flexi time: A system of flexible working hours.
Staggered hours: Here groups of employees begin and end work at different intervals.
Compressed workweek: It involves more hours of work per day for fewer days, per week.
Job enrichment: It attempts to increase a person's level of output by providing that person with exciting, interesting, stimulating or challenging work. Such work, in turn, gives a person a chance to satisfy higher level needs and is therefore a motivational influence.

Autonomous work groups (AWG): Here a group of workers will be given some control of decision-making on production methods, distribution of tasks, recruitment of team members, selection of team leaders, work schedules and so on. Here the work group is given responsibility for a task area without day-to-day supervision and with authority to influence and control both group members and their behaviours.

AWGs generally elect an internal leader who also serves as a full time member. Management may appoint an external leader to coordinate the work and to play the role of a facilitator. He basically assists the group in receiving feedback on the quality and quantity of their performance from the perspective of internal and external customers as well as makes any structural changes

in the work design.

Occupational Stress: Occupational mental-health programmes dealing with stress are beginning to emerge as a new and important aspect of QWL programmes in recent years. Obviously, an individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life. To this end, the Personnel managers have to look into the working conditions, nature of work, worker's abilities, etc. To reduce job- related stress, the organisation must ensure the best fit between employee capabilities and organisational requirements and thereby ensure continued development of people at all levels.

Worker participation: Employees have a genuine hunger for participation in organisational issues affecting their lives. Naturally, they demand far more participation in the decision-making process at the workplace. They want more democratic employer-employee relationships. Personnel managers, therefore, must be sensitive to the internal sound and sights of the corporate citizens who are voluntary members of the organisation and provide for a less autocratic and more participative style of leadership.

Social Integration: According to Prof. Walton, the work environment should provide opportunities for preserving an employee's personal identity and self- esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organisation. There should be equal treatment in the workplace.

Work and total life space: A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not eat too much into a person's leisure time and family life.

11.7 Measures of QWL

Several tools have been developed by social scientists to measure and evaluate QWL programmes in organisations. These include:

- Turnover data
- Morale surveys
- Number of grievances handled
- Absenteeism data
- Performance criteria
- Personal interviews carried out from time to time.

11.8 Obstacles to QWL Programme

It is not easy to implement QWL programmes. Many hurdles do crop up from time to time. These are:

1. **Managerial attitudes:** QWL demands democratization at in the work place. Managers must be willing to share their decision making powers with employees. They must allow employees to speak up and participate actively in organisational matters. However, this is easier said than done. Managers may consider the whole

affair as a threat to their existence. They may be reluctant to give a part of the 'decision making power' which traditionally belongs to them.

2. **Unions' attitudes:** unions may have a genuine feeling that QWL programmes speed up work performance and achieve productivity improvements without offering adequate returns to workers. QWL may be another ingenious device to extract more work from workers. It may be a productivity ploy. To alloy, such fears, management needs to sell the QWL programme, explaining the purposes, and the benefits that are likely to accrue to employees in the long run.

3. **Cost consideration**: The capital costs and the day-to-day operational expenses of QWL programmes seem to be quite phenomenal-beyond the reach of an organisation. Moreover, there is no guarantee that the programme will yield positive results (the results from General Motors and Volvo were mixed). As a justification it may, however, be added that the programme needs to be implemented cautiously, keeping a close watch on the budget.

11.9 Improving the QWL:

QWL efforts generally try to install in employees the feelings of security, equity, pride, ownership, autonomy, responsibility and flexibility. They try to treat in a fair and supportive way, to open up communication channels at all levels, to offer employees opportunities to participate in decisions affecting them, and to empower them to deliver results independently using their talents fully. In order to improve the quality of working life, the following things need to be strengthened:

1. Employment conditions (safety, health, physical environment)
2. Equitable rewards (pay, incentives, benefits, services)
3. Job security
4. Enhancing the Self-Esteem of people
5. Participative climate and team spirit
6. Training to employees, managers, and supervisors so that they share the vision, values and culture of the organisation
7. Autonomy to draw resources and deliver results
8. Recognition for work done, followed by rewards so as to encourage commitment and belongingness
9. Congenial worker-supervisor relations; offering proper feedback on results achieved
10. Job redesign and job enrichment
11. Open and transparent management style
12. An atmosphere of trust and open communication.
13. To be successful, QWL programmes must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any programme. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own. Above all, supervisors and line managers must be adequately trained to interact with employees in a friendly and democratic manner.

11.10 Strategies for improving QWL:

QWL is the shared responsibility, not only of the management and workers but also of the union leaders, government officials and behavioral scientists. Hackman and Suttle outline six strategies which can be used for improving QWL in organizations. These strategies include:

1. The development of careers and career paths,
2. Work design,
3. Organizational reward systems,
4. Design and maintenance of group and inter-group relationships,
5. Managerial practices, and
6. Internal and external strategies for change.
7. Career and Career Path:
8. Career refers to a sequence of positions occupied by an individual during the course of a
9. lifetime.
10. Exploration, establishment, mid-career, and later career are the four stages in an
11. individual's career.
12. The process of development of careers and career paths forms a means to improve, or at least, sustain employees' productivity and prepare them for changing work situations in the organizational setting.
13. It involves issues like career counseling, charting career paths, career information systems, human resource planning, periodic skill assessment, training and help for disadvantaged groups.
14. Three conditions are need for effective performance of activities concerning to development
15. of career paths of employees in organizations.
16. Coordination of these activities with other activities in HR management;
17. Active involvement of line supervisors in designing and implementing them;
18. Provision for equal access to the benefit of all employees.

Work Design:
1. Work design influences employee satisfaction, motivation and productivity.
2. In order to improve quality of work life, work design must consider factors that moderate
3. employees' reactions to their work.
4. These factors relate to individual differences and inter-personal and organizational factors.
5. As there is no universally good work design, there are varied job-design options to
6. improve QWL.
7. Depending upon situational requirements, management may choose the relevant strategies
8. for specific design alternatives.
9. Whatever work design options management uses, the strategies for planned personal and
10. organizational change seem to be relevant for effective introduction of QWL through work redesign in organizational settings:
11. Diffusing knowledge about work-redesign theory and practice
12. Disseminating work-redesign innovations;
13. Paying more attention to the jobs of first level managers;
14. Paying more attention to the role of unions in work-redesign efforts.

Reward Systems:

1. The reward systems motivate employees in organizations.
2. Workers look for the reward in terms of salary increases, benefits, desirable job assignments etc. which organizations control.
3. These organizational rewards may be direct or indirect, financial or non-financial and
4. distributed on individual or group basis.
5. Whatever the type of rewards, they influence every other aspect of the organization and
6. must be used as an integral part of any program of organization change.

7. Design and maintenance of group and inter-group relationship:
8. There exists group dynamics in formal and informal situations.
9. In conjunction with different characteristics of intra-group behavior there are systematic characteristics of inter-group relationships in organizations.
10. There arises a complex set of behaviors, emotions, attitudes and beliefs when groups tend to have interdependent relationships.
11. As a strategy to improve QWL, efforts may be made to take into account the dynamics of intra-group and inter-group relations in designing and maintaining them in organizations.
12. Different behavioral science interventions can be applied to reduce the destructive effects of inter-groups conflict and improve QWL.
13. These interventions aim to increase communications and interactions between work-related groups, reduce the amount of dysfunctional competition and replace a parochial, independent point of view with an awareness of the necessity for interdependence of action calling on the best efforts of these groups.

Managerial practices:
1. The prevailing management practices in an organization influence the quality of work life in it. Specifically, the role of supervision and management is of utmost significance in improving the QWL. The supervisor influences employees' productive behavior through his treatment of the individuals and his influence on the design of jobs and the management influences through the reward systems and the development of team work.
2. Internal and external strategies for change:
3. A set of internal and external strategies is used to introduce five strategies aimed at improvement of QWL in an organization.
4. There is need to make a number of choices between centralized-de-centralized strategies, power-based and collaborative strategies, fast and slow-paced strategies, and individual and structure oriented strategies.
5. Often, three general strategies are used to introduce QWL programs.
6. Strategies arising internally in the organization, such as OD, or management and union strategies;
7. Strategies originating with political and special interest groups, such as community action approaches,
8. Societal level strategies, such as use of legislation involving

44.11 Summary:

Quality of Working Life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work- based factors such as job

satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. To retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life. QWL efforts are systematic attempts by organisations to give employees a greater opportunity to affect the way they do their jobs and the contributions they make to the organisations overall effectiveness.

11.12 Keywords:

Quality: the standard of something as measured against other things of a similar kind; the degree of excellence of something.

Working Life: the part a person's life when they do a job or are at work
Quality of work life: QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees.
strategies: a plan of action designed to achieve a long-term or overall aim
Reward System: Procedures, rules, and standards associated with allocation of benefits and compensation to employees.
Managerial Practices : Methods or techniques found to be the most effective and practical means in achieving an objective (such as preventing or minimizing pollution) while making the optimum us of the firm's resources.

11.13 Self Assessment Questions

1 Define Quality of Work Life. What are the factors that influence it?
2 Explain the concept of QWL, discuss its background, and describe QWL in practice.
3 What forces are causing a growing member of organisations to strive for improved employee relations and QWL?
4 Explain the role of Supervisor in QWL.
5 Briefly describe the measures to be taken to improve the QWL in the organisations.
6 Explain the QWL strategies in detail.

11.14 Further Reading

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Lesson -12
SAMPLE CASE STUDIES FOR HRM

Case Study

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role.

At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish.
Satish being new to the product, was quite confused and fared miserably.

Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option.
Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions.

Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately.

A perplexed and uneasy Satish reported to George's room after few minutes.

George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you".

Satish was left speechless.

George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence".
George closed the conversation with a big reassuring handshake with Satish.

Questions:

1. Was it at all necessary for George to apologise to such a junior employee like Satish?
2. If you were in Satish's place, how would you to respond to George's apology?
3. Was George correct in saying that Satish is there to correct the "stupid mistake" of his boss and George?
4. Would you employ George in your company?
5. Did Preet make a mistake by not intervening during the meeting and correct George's misconception about Satish?
6. As an HR man, how would you define the character of George - bullying but later regretting? Does his attitude need to be corrected?
7. Would you be happy to have George/Preet as your boss?

1. Yes, it was necessary for George to apologise to Satish. Even though Satish is new to the Head Office and is much junior to George, in order to keep up the morale of Satish, George should apologise. This will not only reassure Satish's attachment towards the company but also motivate him in learning things faster.

2. If I were in Satish's place, I would thank George and promise him to learn things well within the given time.

3. The word 'stupid mistake' creates confusion. George only meant that Satish should not make the top-authorities feel that they have made a wrong decision by promoting Satish. What George wanted was Satish's support. Hence, the bosses expect Satish to work according to the policy (both written and unwritten) of the company.

4. Yes, I would employ George in my company. The ability of one to realise his mistake is truly appreciable especially if he is in a much senior position.

5. Not really. It was alright for Preet to remain quiet during George's talk. But he made it a point to remind him after the meeting.

6. George is a natural task-oriented leader. He becomes people - oriented only when stimulated. When he is into a task he does it with full dedication. He is a trustworthy person. He has to enhance his soft-skills by making himself an equally task-oriented and people-oriented leader.

7. Yes, I would be happy to have George or Preet as my boss.

A general comment: Satish's boss should have familiarised Satish with the formalities of the meeting with George.

Conclusion:
When a person goes up in a career ladder, he has to have an overall view of the people and the processes. He has to understand that it is people who do the processes. He has to understand the importance of HR Management. At the same time, he should be uncompromising in the processes and quality. This would make a leader a class apart.

Enjoy Learning

Lesson – 1: HUMAN RESOURCE MANAGEMENT – AN OVERVIEW

    A. Introductory Case Study: Human Resource Challenges during COVID-19 at AIIMS, New Delhi

Background of the Organisation

The **All India Institute of Medical Sciences (AIIMS), New Delhi**, is India's premier public healthcare institution, providing tertiary care, medical education, and research. It employs a diverse workforce consisting of doctors, nurses, paramedical staff, technicians, and administrative personnel. Even under normal conditions, managing such a large and heterogeneous workforce requires structured HR systems.

Contextual Trigger / Problem Situation

During the COVID-19 pandemic (2020–21), AIIMS faced unprecedented pressure. Patient inflow increased sharply, infection risk among healthcare workers rose, and staff shortages became acute due to quarantine requirements and burnout. HR managers were required to redesign duty rosters, ensure safety protocols, recruit contractual staff rapidly, and maintain morale under extreme stress.

Stakeholders Involved

- Hospital administration
- Doctors, nurses, and frontline healthcare workers
- Contractual and temporary staff
- Government health authorities
- Patients and their families

Behavioural and Managerial Issues

- Long working hours and fatigue affecting performance
- Fear of infection and concern for family safety
- Rapid induction of temporary staff without standard orientation
- Stress-related absenteeism and emotional exhaustion

Why This Case Is Important for the Lesson

This situation highlights why **Human Resource Management is central to healthcare delivery**, especially during crises. Unlike machines or capital, human resources require emotional support, motivation, and ethical handling.

Linkage to Lesson Concepts

The case directly relates to:

- Importance and objectives of HRM
- HR functions such as recruitment, training, motivation, and welfare
- Environmental influences on HR departments
- Qualities and role of HR managers in healthcare organisations

B. Case Study for Self-Assessment

Human Resource Management Practices at Apollo Hospitals Group

Background

Apollo Hospitals Group is one of India's largest private healthcare providers, operating multi-specialty hospitals across the country. The organisation employs thousands of healthcare professionals and support staff, making HRM a strategic function rather than a support activity.

Problem Context

Apollo Hospitals experienced high attrition among nursing staff and paramedical employees due to competitive private healthcare markets, demanding work schedules, and international migration opportunities. Additionally, maintaining consistent service quality across locations posed HR coordination challenges.

HRM Issues Identified

- Workforce planning and skill shortages
- Inconsistent training and induction practices
- Employee dissatisfaction due to workload and career stagnation
- Managing organisational culture across multiple locations

HR Interventions

- Structured recruitment and competency-based selection
- Continuous training and development programmes
- Performance appraisal linked to incentives
- Clear HR policies focusing on welfare, communication, and career growth

Relevance to the Lesson

This case integrates all major aspects of Lesson–1, including HR objectives, functions, policies, environmental influences, and the role of HR managers.

Analytical Questions

1. Analyse how HRM contributes to service quality in large healthcare organisations.
2. Examine the importance of HR policies in reducing employee attrition.
3. Identify the managerial and operative HR functions visible in the case.

4. How do environmental factors influence HR decisions in private hospitals?
5. Suggest HR strategies to improve employee morale and retention.

Lesson – 2: JOB ANALYSIS AND DESIGN

    A. Introductory Case Study: Redesigning Nursing Jobs in a Multi-Specialty Hospital

Background of the Organisation

A large multi-specialty private hospital employs a significant number of nurses who perform routine clinical and administrative tasks. The hospital follows traditional job designs where nurses are assigned repetitive duties with limited autonomy.

Contextual Trigger / Problem Situation

Over time, hospital management observed declining job satisfaction, high absenteeism, and frequent turnover among nursing staff. Exit interviews revealed monotony of work, lack of decision-making authority, and limited opportunities for skill utilisation as major causes.

Stakeholders Involved

- Hospital management
- Nursing supervisors
- Staff nurses
- Patients and attendants

Behavioural and Managerial Issues

- Job monotony due to excessive specialisation
- Low motivation and morale
- Reduced quality of patient care
- Poor coordination between nursing teams

Why This Case Is Important for the Lesson

The case highlights how **job design directly influences employee motivation, satisfaction, and performance**, which are critical in healthcare organisations.

Linkage to Lesson Concepts

This case connects with:

- Meaning and objectives of job design
- Factors affecting job design
- Job enlargement and job enrichment

- Relationship between job content and employee satisfaction

B. Case Study for Self-Assessment

Job Analysis and Redesign at a Public Sector Hospital

Background

A government hospital employs clerical and support staff whose job roles were defined many years ago. Rapid changes in technology, such as computerised patient records and digital billing, altered job requirements significantly.

Problem Situation

Employees struggled to perform new tasks due to outdated job descriptions. There was confusion regarding duties, overlapping responsibilities, and accountability issues. Performance appraisal and training decisions became ineffective due to lack of clear job standards.

Job Analysis Intervention

Hospital management initiated a systematic job analysis exercise involving:

- Collection of job-related data through observation and interviews
- Preparation of updated job descriptions
- Development of revised job specifications reflecting new skill requirements

Outcomes

- Clear definition of duties and responsibilities
- Better recruitment and placement decisions
- Identification of training needs
- Improved coordination and efficiency

Importance of the Case

This case demonstrates how **job analysis serves as the foundation for recruitment, training, appraisal, and job evaluation**, as discussed throughout Lesson–2.

Analytical Questions

1. Why was job analysis necessary in the given hospital?
2. How did outdated job descriptions affect employee performance?
3. Explain how job analysis information supports training and development.
4. Distinguish between job description and job specification using the case.
5. Suggest measures to improve job design in hospitals undergoing technological change.

Lesson – 3: HUMAN RESOURCE PLANNING

    A. Introductory Case Study: Workforce Planning Challenges in a Government Hospital

Background of the Organisation

A large government hospital provides secondary and tertiary healthcare services to a growing urban and semi-urban population. The hospital employs doctors, nurses, paramedical staff, and administrative personnel. Traditionally, manpower planning was based on sanctioned posts rather than actual service demand.

Contextual Trigger / Problem Situation

With increasing patient inflow and expansion of clinical services, the hospital faced shortages of nurses and technicians, while some non-clinical departments had surplus staff. Frequent absenteeism, uneven workload distribution, and delays in service delivery became common.

Stakeholders Involved

- Hospital administration
- Medical and nursing staff
- Support and clerical employees
- Patients and government health authorities

Behavioural and Managerial Issues

- Mismatch between staff availability and service demand
- Underutilisation in some departments and overload in others
- Difficulty in forecasting future manpower needs
- Declining employee morale due to excessive workload

Why This Case Is Important for the Lesson

The case highlights the **need for systematic Human Resource Planning** to ensure the right number and right kind of employees at the right time.

Linkage to Lesson Concepts

The case directly links to:

- Meaning and significance of Human Resource Planning
- Need and objectives of HR Planning
- Matching manpower supply with organisational demand
- Consequences of poor HR Planning

B. Case Study for Self-Assessment

Human Resource Planning in a Growing Healthcare Organisation

Background

A medium-sized private hospital expanded its services by introducing new diagnostic facilities and specialty departments. However, manpower planning continued to follow past staffing patterns.

Problem Situation

The hospital faced acute shortages of trained technicians and nurses, while recruitment was done on an ad-hoc basis. Training programmes were insufficient, and employee turnover increased due to work pressure.

Human Resource Planning Issues

- Lack of systematic forecasting of manpower requirements
- Absence of long-term HR planning
- Ineffective utilisation of existing staff
- Difficulty in meeting service quality standards

HR Planning Measures

Management initiated a Human Resource Planning process by:

- Assessing current manpower strength
- Forecasting future manpower needs
- Identifying gaps between demand and supply
- Planning recruitment and training accordingly

Importance of the Case

This case demonstrates how **Human Resource Planning supports organisational growth, employee satisfaction, and service quality**, as discussed in Lesson–3.

Analytical Questions

1. Why is Human Resource Planning essential for healthcare organisations?
2. Identify the causes of manpower shortages in the hospital.
3. How does forecasting help in effective Human Resource Planning?
4. Explain the relationship between HR Planning and employee productivity.
5. Suggest measures to overcome problems in Human Resource Planning.

Lesson – 4: RECRUITMENT – SOURCES AND METHODS

A. Introductory Case Study: Recruitment of Nursing Staff in a Private Hospital

Background of the Organisation

A medium-sized private hospital offers general and specialty healthcare services. The hospital employs doctors, nurses, technicians, and administrative staff. Due to increasing patient admissions, the hospital planned to expand its inpatient facilities.

Contextual Trigger / Problem Situation

With expansion plans, the hospital required additional nursing staff within a short period. Management had to decide whether to promote existing staff, transfer nurses from other units, or recruit from outside sources such as nursing colleges and employment agencies.

Stakeholders Involved

- Hospital management
- HR department
- Existing nursing staff
- Prospective job applicants
- Patients

Behavioural and Managerial Issues

- Pressure to recruit quickly without compromising quality
- Limited availability of experienced nurses
- Expectations of existing employees regarding promotion
- Cost considerations in recruitment

Why This Case Is Important for the Lesson

The case highlights the **importance of selecting appropriate recruitment sources and methods** to meet organisational needs efficiently.

Linkage to Lesson Concepts

This case is directly related to:

- Meaning and objectives of recruitment
- Factors influencing recruitment
- Internal and external sources of recruitment
- Recruitment methods

B. Case Study for Self-Assessment

Recruitment Practices in a Government Healthcare Organisation

Background

A government hospital recruits staff such as nurses, technicians, and clerks through formal procedures prescribed by government rules. Recruitment is generally done through public notifications and selection boards.

Problem Situation

Delays in recruitment processes led to staff shortages and increased workload for existing employees. Internal sources such as transfers and promotions were underutilised, while external recruitment involved lengthy procedures.

Recruitment Issues Identified

- Dependence on limited recruitment methods
- Delay in filling vacant positions
- Lack of flexibility in recruitment sources
- Employee dissatisfaction due to work overload

Recruitment Measures

The hospital explored:

- Internal transfers and promotions
- Use of employment exchanges
- Campus recruitment from training institutions

Importance of the Case

This case demonstrates how **effective use of recruitment sources and methods can reduce shortages and improve organisational functioning**, as discussed in this lesson.

Analytical Questions

1. Why is recruitment important for healthcare organisations?
2. Identify the factors that influenced recruitment decisions in the hospital.
3. Distinguish between internal and external recruitment sources using the case.
4. How do recruitment methods affect the quality of manpower?
5. Suggest suitable recruitment methods for healthcare institutions.

Lesson – 5: SELECTION AND INDUCTION

(UGC–DEB Compliant Improvement Components – Insertable)

A. Introductory Case Study: Selection and Induction of Nurses in a Teaching Hospital

Background of the Organisation

A teaching hospital associated with a medical college regularly recruits nursing staff and paramedical personnel to meet academic and service requirements. The hospital follows a structured recruitment process but has faced challenges in integrating newly selected employees.

Contextual Trigger / Problem Situation

Although candidates were selected based on qualifications and experience, many new nurses took longer to adapt to hospital routines, patient-care protocols, and reporting relationships. Early-stage errors and anxiety among new employees affected service delivery.

Stakeholders Involved

- Hospital management
- HR department
- Nursing supervisors
- Newly recruited employees
- Patients

Behavioural and Managerial Issues

- Inadequate orientation to hospital policies and procedures
- Unclear role expectations
- Anxiety and lack of confidence among new recruits
- Increased supervisory burden

Why This Case Is Important for the Lesson

The case highlights that **selection alone is not sufficient**; proper **induction and socialisation** are essential for effective employee performance.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and stages of selection
- Placement of employees
- Induction and orientation

- Importance of socialisation in organisations

B. Case Study for Self-Assessment

Selection and Induction Practices in a Public Sector Hospital

Background

A large public sector hospital recruits staff through formal selection procedures including written tests and interviews. Selected candidates are posted in different departments immediately after appointment.

Problem Situation

Newly appointed employees reported difficulty in understanding job responsibilities, hospital rules, and departmental coordination. Absence of a systematic induction programme resulted in confusion, low morale, and delayed performance.

Selection and Induction Issues Identified

- Overemphasis on selection tests without adequate orientation
- Improper placement of employees
- Lack of structured induction and socialisation
- Increased employee turnover in early stages

Corrective Measures

Hospital management introduced:

- Department-wise induction programmes
- Clear explanation of job roles and reporting relationships
- Orientation on hospital policies and service standards

Importance of the Case

This case demonstrates how **effective selection followed by proper induction improves employee adjustment, performance, and retention**, as explained in this lesson.

Analytical Questions

1. Why is selection considered a critical function of HRM?
2. How does improper placement affect employee performance?
3. Explain the role of induction in reducing employee anxiety.
4. Distinguish between selection and induction using the case.
5. Suggest measures to improve induction programmes in hospitals.
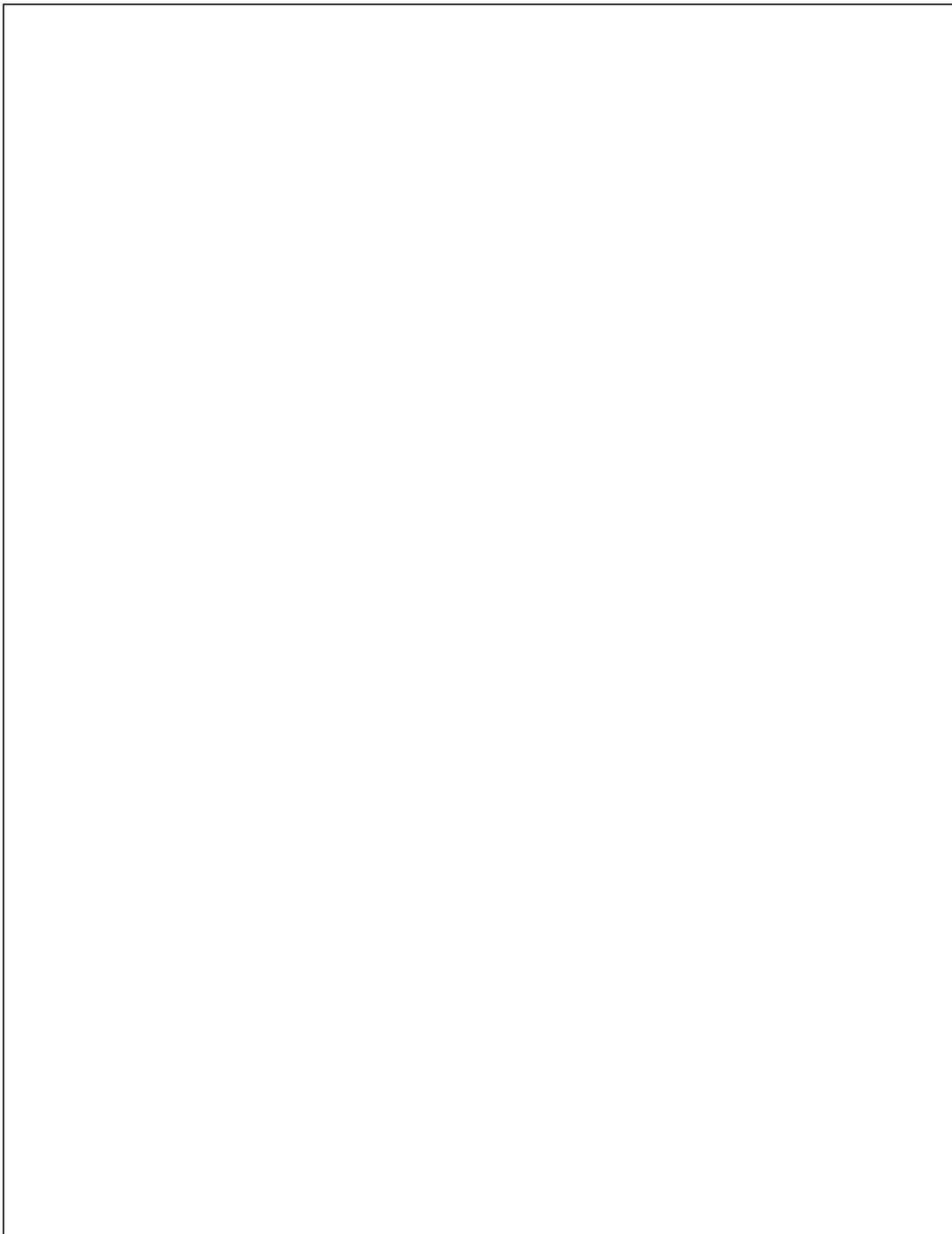
Lesson – 6: PERFORMANCE APPRAISAL AND COUNSELLING

A. Introductory Case Study: Performance Appraisal Issues in a Hospital Setting

Background of the Organisation

A multi-specialty hospital employs doctors, nurses, technicians, and administrative staff. The hospital follows a periodic performance appraisal system to assess employee performance and determine increments and promotions.

Contextual Trigger / Problem Situation

Employees expressed dissatisfaction with the appraisal system, stating that evaluations were subjective and feedback was rarely communicated. Supervisors focused mainly on appraisal forms rather than discussing performance improvement with employees.

Stakeholders Involved

- Hospital management
- HR department
- Supervisors and department heads
- Employees

Behavioural and Managerial Issues

- Perceived bias in appraisal ratings
- Lack of clarity regarding performance standards
- Absence of constructive feedback
- Reduced motivation and morale

Why This Case Is Important for the Lesson

The case highlights the **need for systematic performance appraisal and effective counselling** to improve employee performance and satisfaction.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and objectives of performance appraisal
- Methods and limitations of appraisal
- Role of counselling in improving performance

B. Case Study for Self-Assessment

Performance Appraisal and Counselling in a Public Sector Organisation

Background

A public sector organisation conducts annual performance appraisals using confidential reports prepared by supervisors. Counselling is rarely conducted, and appraisal results are mainly used for administrative decisions.

Problem Situation

Employees lacked awareness of their strengths and weaknesses. Poor performers were not guided for improvement, leading to repeated performance issues and dissatisfaction.

Issues Identified

- Appraisal focused on fault-finding rather than development
- Lack of transparency in appraisal results
- Absence of counselling support
- Minimal improvement in employee performance

Corrective Measures

The organisation introduced:

- Clear performance criteria
- Regular performance feedback sessions
- Counselling for employees facing performance difficulties

Importance of the Case

This case demonstrates how **performance appraisal combined with counselling supports employee development**, as explained in this lesson.

Analytical Questions

1. Why is performance appraisal important for organisations?
2. Identify the shortcomings of the appraisal system described in the case.
3. How does counselling support the appraisal process?
4. Explain the role of feedback in performance appraisal.
5. Suggest measures to improve performance appraisal systems.

Lesson – 7: JOB EVALUATION

A. Introductory Case Study: Job Evaluation Challenges in a Hospital

Background of the Organisation

A large hospital employs diverse categories of staff such as doctors, nurses, technicians, clerks, and support personnel. Each job differs in skill requirements, responsibility, and working conditions.

Contextual Trigger / Problem Situation

Employees raised concerns regarding wage disparities across departments. Staff performing jobs with similar responsibilities perceived inequity in pay, leading to dissatisfaction and grievances.

Stakeholders Involved

- Hospital management
- HR department
- Employees across departments
- Trade unions or staff associations

Behavioural and Managerial Issues

- Perceived unfairness in wage structure
- Difficulty in comparing different job roles
- Employee dissatisfaction and reduced morale
- Increase in grievances related to pay

Why This Case Is Important for the Lesson

The case highlights the **need for systematic job evaluation** to ensure fairness and equity in wage determination.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and objectives of job evaluation
- Role of job evaluation in wage and salary administration
- Problems associated with job evaluation

B. Case Study for Self-Assessment

Job Evaluation Practices in a Public Sector Organisation

Background

A public sector organisation introduced a structured wage system based on job evaluation to bring uniformity and transparency in pay administration.

Problem Situation

Initial resistance was observed among employees due to lack of understanding of job evaluation methods. Some employees felt their jobs were undervalued.

Job Evaluation Issues Identified

- Difficulty in measuring job worth accurately
- Employee apprehension regarding evaluation outcomes
- Complexity in comparing diverse job roles

Corrective Measures

Management explained job evaluation objectives and methods, ensuring transparency in evaluation criteria and involving employee representatives in the process.

Importance of the Case

This case demonstrates how **job evaluation supports equitable wage structures and reduces grievances**, as discussed in this lesson.

Analytical Questions

1. Why is job evaluation important in organisations?
2. Identify the causes of wage dissatisfaction in the hospital.
3. How does job evaluation help in wage and salary administration?
4. Explain the limitations of job evaluation highlighted in the case.
5. Suggest measures to improve acceptance of job evaluation systems.

Lesson – 8: CAREER PLANNING AND DEVELOPMENT

    A. Introductory Case Study: Career Growth Concerns in a Hospital Organisation

Background of the Organisation

A large hospital employs medical, nursing, technical, and administrative staff. Employees join the organisation at different levels with expectations of professional growth and long-term career opportunities.

Contextual Trigger / Problem Situation

Over time, employees expressed dissatisfaction due to lack of clarity regarding promotion opportunities and career advancement. Many capable employees felt stagnated, leading to reduced motivation and increased turnover intentions.

Stakeholders Involved

- Hospital management
- HR department
- Employees at various levels
- Department heads

Behavioural and Managerial Issues

- Absence of clear career paths
- Limited opportunities for skill development
- Declining employee morale
- Difficulty in retaining talented staff

Why This Case Is Important for the Lesson

The case highlights the **need for systematic career planning and development** to align individual aspirations with organisational requirements.

Linkage to Lesson Concepts

This case is directly linked to:

- Concept and need for career planning
- Career development process
- Organisational and individual roles in career development

B. Case Study for Self-Assessment

Career Planning and Development in a Healthcare Organisation

Background

A healthcare organisation introduced career planning initiatives to develop internal talent and prepare employees for future roles. Career paths were defined for nursing and administrative staff.

Problem Situation

Initially, employees were unclear about how career planning would benefit them. Lack of communication and counselling resulted in confusion and underutilisation of development opportunities.

Career Planning Issues Identified

- Inadequate awareness of career planning programmes
- Limited employee participation
- Insufficient guidance and counselling

Corrective Measures

The organisation strengthened career planning by:

- Communicating career paths clearly
- Linking training programmes with career development
- Providing counselling to employees

Importance of the Case

This case demonstrates how **effective career planning and development enhance employee satisfaction and organisational stability**, as discussed in this lesson.

Analytical Questions

1. Why is career planning important for employees and organisations?
2. Identify the problems caused by lack of career planning in the hospital.
3. How does career development contribute to employee motivation?
4. Explain the role of counselling in career development.
5. Suggest measures to improve career planning practices.

Lesson – 9: COUNSELLING

    A. Introductory Case Study: Counselling Needs in a Hospital Work Environment

Background of the Organisation

A large hospital employs healthcare professionals and support staff who work under continuous pressure due to patient care responsibilities, shift duties, and emergency situations.

Contextual Trigger / Problem Situation

Supervisors noticed increased absenteeism, interpersonal conflicts, and decline in work quality among certain employees. Formal disciplinary action did not result in improvement, and employee morale continued to decline.

Stakeholders Involved

- Hospital management
- HR department
- Supervisors
- Employees

Behavioural and Managerial Issues

- Emotional stress and anxiety
- Poor communication between supervisors and staff
- Lack of understanding of personal and work-related problems
- Declining motivation and cooperation

Why This Case Is Important for the Lesson

The case highlights the **need for counselling as a supportive managerial tool** rather than relying only on disciplinary measures.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and objectives of counselling
- Importance of counselling in organisations
- Role of counselling in resolving employee problems

B. Case Study for Self-Assessment

Counselling Practices in an Organisation

Background

An organisation introduced counselling as part of its human resource practices to address employee problems related to work performance, behaviour, and adjustment.

Problem Situation

Employees initially hesitated to approach supervisors due to fear of punishment or stigma. Lack of trained counsellors limited the effectiveness of counselling efforts.

Counselling Issues Identified

- Poor awareness about counselling objectives
- Inadequate trust between employees and management
- Limited counselling skills among supervisors

Corrective Measures

Management focused on:

- Creating awareness about counselling as a helping process
- Training supervisors in basic counselling skills
- Ensuring confidentiality and supportive environment

Importance of the Case

This case demonstrates how **effective counselling improves employee confidence, behaviour, and organisational harmony**, as discussed in this lesson.

Analytical Questions

1. Why is counselling important in organisations?
2. Identify the problems faced by employees that required counselling.
3. How does counselling differ from disciplinary action?
4. Explain the role of supervisors in the counselling process.
5. Suggest measures to strengthen counselling practices.

Lesson – 10: DISCIPLINARY AND GRIEVANCE PROCEDURE

A. Introductory Case Study: Discipline Issues in a Hospital Organisation

Background of the Organisation

A large hospital employs doctors, nurses, technicians, and support staff working in shifts. Discipline is essential to ensure patient safety, service quality, and smooth coordination among departments.

Contextual Trigger / Problem Situation

Hospital management observed frequent late arrivals, absenteeism, and non-compliance with duty schedules among certain employees. These issues affected patient care and created conflicts among staff members.

Stakeholders Involved

- Hospital management
- HR department
- Supervisors and department heads
- Employees

Behavioural and Managerial Issues

- Lack of adherence to organisational rules
- Negative impact on teamwork and morale
- Inconsistent handling of disciplinary cases
- Fear and resentment among employees

Why This Case Is Important for the Lesson

The case highlights the **importance of a fair and systematic disciplinary procedure** to maintain order and efficiency in organisations.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and objectives of discipline
- Principles of disciplinary procedure
- Importance of fairness and consistency in discipline

B. Case Study for Self-Assessment

Grievance Handling in an Organisation

Background

An organisation introduced formal grievance handling procedures to address employee complaints related to workload, supervision, and working conditions.

Problem Situation

Employees were hesitant to raise grievances due to fear of victimisation. Informal complaints increased, leading to dissatisfaction and strained relations between employees and supervisors.

Grievance Issues Identified

- Lack of awareness about grievance procedures
- Delay in grievance redressal
- Absence of trust in management
- Escalation of minor issues into major conflicts

Corrective Measures

Management strengthened grievance handling by:

- Communicating grievance procedures clearly
- Ensuring timely and impartial grievance redressal
- Encouraging open communication

Importance of the Case

This case demonstrates how **effective grievance procedures promote employee satisfaction and industrial harmony**, as explained in this lesson.

Analytical Questions

1. Why is discipline essential in organisations?
2. Identify the causes of indiscipline in the hospital.
3. How can fair disciplinary procedures improve employee behaviour?
4. Explain the importance of grievance handling in organisations.
5. Suggest measures to strengthen grievance redressal systems.

Lesson – 11: QUALITY OF WORK LIFE

A. Introductory Case Study: Quality of Work Life Issues in a Hospital

Background of the Organisation

A large hospital employs doctors, nurses, technicians, and support staff who work in demanding conditions involving shift duties, emergencies, and continuous patient interaction. Employee well-being is critical for effective healthcare delivery.

Contextual Trigger / Problem Situation

Hospital management observed rising employee fatigue, absenteeism, and complaints related to workload and work schedules. Though wages were competitive, employees expressed dissatisfaction with working conditions and work–life balance.

Stakeholders Involved

- Hospital management
- HR department
- Medical, nursing, and support staff
- Patients

Behavioural and Managerial Issues

- Long working hours and stress
- Poor work–life balance
- Reduced job satisfaction
- Declining employee morale

Why This Case Is Important for the Lesson

The case highlights the **importance of Quality of Work Life in maintaining employee well-being, motivation, and service quality**, which is central to this lesson.

Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and objectives of Quality of Work Life
- Factors affecting Quality of Work Life
- Importance of QWL in employee satisfaction and productivity

B. Case Study for Self-Assessment

Quality of Work Life Initiatives in an Organisation

Background

An organisation introduced Quality of Work Life initiatives to improve employee satisfaction and reduce turnover. Measures focused on improving working conditions, employee participation, and welfare facilities.

Problem Situation

Initially, employees were sceptical about management intentions. Lack of communication and inconsistent implementation reduced the impact of QWL initiatives.

QWL Issues Identified

- Limited employee participation in decision-making
- Inadequate attention to work environment
- Insufficient focus on employee welfare

Corrective Measures

Management strengthened QWL by:

- Improving working conditions
- Encouraging employee involvement
- Providing welfare and safety facilities

Importance of the Case

This case demonstrates how **effective Quality of Work Life programmes improve employee satisfaction, commitment, and organisational performance**, as discussed in this lesson.

Analytical Questions

1. Why is Quality of Work Life important in organisations?
2. Identify the factors affecting Quality of Work Life in the hospital.
3. How does Quality of Work Life influence employee productivity?
4. Explain the role of management in improving Quality of Work Life.
5. Suggest measures to strengthen Quality of Work Life programmes.

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