Department of Masters of Business Administration

Course File

HUMAN RESOURCE MANAGEMENT
(Course Code: A92004)

I MBA II Semester

2023-24

V.SARADA
ASSOC.PROFESSOR

Anurag
ENGINEERING COLLEGE
(An Autonomous Institution)
Ananthagiri, Kodad, Telangana 508 206, India.

Department of Masters of Business Administration

HUMAN RESOURCE MANAGEMENT

Check List

Department of Masters of Business Administration

ANURAG ENGINEERING COLLEGE
(An Autonomous Institution)

I Year MBA –II Semester   **L T/P C**
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A92001: HUMAN RESOURCE MANAGEMENT

Unit – I: Introduction of HRM: Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High-Performance Work System's, Equal Employment Opportunity, HR Score Card. Human Resource Information System (HRIS), e-HRM, HR Analytics: An Introduction.

Unit – II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

Unit – III: Training and Development and Performance Management: Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.
Performance Management: Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management.

Unit – IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance-based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

Unit – V: Employee Relations: Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. **Prevention of Sexual Harassment** (PoSH) and Migrant Labor Act. 24

Suggested Readings:
1. P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
2. Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
3. Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 4e, 2017.
4. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
5. Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
6. K. Aswathappa, Human Resource Management: Text and Cases, TMH,8e, 2017.
7. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

Department of Masters of Business Administration

Timetable

I MBA II Semester –HRM

Day/Hour	9.40-10.30	10.30-11.20	11.20-12.00	12.00-12.55	12.55-1.50	1.50-2.45	2.45-3.50
Monday			HRM				
Tuesday	HRM						
Wednesday				HRM			
Thursday		HRM					
Friday		HRM					
Saturday							

Department of Masters of Business Administration

Vision of the Institute

To be a premier Institute in the country and region for the study of Engineering, Technology and Management by maintaining high academic standards which promotes the analytical thinking and independent judgment among the prime stakeholders, enabling them to function responsibly in the globalized society.

Mission of the Institute

To be a world-class Institute, achieving excellence in teaching, research and consultancy in cutting-edge Technologies and be in the service of society in promoting continued education in Engineering, Technology and Management.

Quality Policy

To ensure high standards in imparting professional education by providing world-class infrastructure, top-quality-faculty and decent work culture to sculpt the students into Socially Responsible Professionals through creative team-work, innovation and research.

Vision of the Department:

To achieve academic excellence and managerial relevance through interaction with the corporate world.

Mission of the Department

To provide students with excellent professional skills by cooperating closely with corporate partners and by exposing them to a dynamic and intercultural business environment.

Quality Policy:

To pursue global standards of excellence in all our endeavors namely teaching, research, consultancy and continuing education to remain accountable in our core and support functions through processes of self evaluation and continuous improvement.

Department of Masters of Business Administration

Program Educational Objectives (MBA)

Post Graduates will be able to

PEO1: To teach the fundamental key elements of a business organization and providing theoretical knowledge and practical approach to various functional areas of management.

PEO2: To develop analytical skills to identify the link between the management practices in the functional areas of an organization and research culture in business environment.

PEO3: To provide insights on latest technology, business communication, management concepts to build team work and leadership skills within them and aimed at self- actualization and realization of ethical practices.

Program Outcomes (MBA)

At the end of the Program, a post graduate will have the ability to
Po 1: To Gain The Knowledge On Various Concepts Of Business Management And Approaches.

Po 2: To understand and analyze the interconnections between the development of key functional areas of business organization and the management thought process.

Po 3: To recognize and adapt to the opportunities available and face the challenges in the national and global business.

Po 4: To possess analytical skills to carry out research in the field of management.

Po 5: To acquire team management skills to become a competent leader, who possesses complex and integrated real world skills.

Po 6: To be ethically conscious and socially responsible managers, capable of contributing to the development of the nation and quality of life.

Po 7: To develop a systematic understanding of changes in business environment.

Po 8: To understand professional integrity.

Po 9: An ability to use information and knowledge effectively.

Po 10: To analyze a problem and use the appropriate managerial skills for obtaining its solution.

Po 11: To understand a various legal acts in business.

Po 12: To build a successful career and immediate placement

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COURSE OBJECTIVES

On completion of this Subject/Course the student shall be able to:

S.No.	Objectives
1	To educate on the concepts, significance and role of Human Resource Management in an Organization.
2	To impart knowledge on the aspects of Talent Management, Manpower Planning, Recruitment and selection.
3	To educate on the processes of Training & Development and Performance Management & Appraisals.
4	To highlight the significance of effective Compensation, Rewards and Employee Welfare Practices in Organizations along with the relevant Acts.
5	To elucidate on the aspects of employee relations and stress management along with the relevant Acts.

COURSE OUTCOMES

The expected outcomes of the Course/Subject are:

S.No.	Outcomes
1.	Understand the concepts, roles and functions of HRM and appreciate the need of HR to act as a Strategic Business Partner of the Organization.
2.	Learn the methods of conducting Job Analysis, the process of writing Job Descriptions & Specifications and the processes of recruitment and selection.
3.	Gain an understanding of various concepts and practices of Employee Training & Development and Performance Management & Appraisals.
4.	Learn the principles and practices of Employee Compensation and Rewards, with the help of Job Evaluation & Broad-banding etc. and the salient features of the Workmen Compensation Act and Minimum Wages Act.
5.	Appreciate the need for effective Employee Relations and learn the salient features of the Industrial Disputes Act and Factories Act.

Signature of faculty

Note: Please refer to Bloom's Taxonomy, to know the illustrative verbs that can be used to state the outcomes.

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GUIDELINES TO STUDY THE COURSE / SUBJECT

Course Design and Delivery System (CDD):
- The Course syllabus is written into number of learning objectives and outcomes.
- Every student will be given an assessment plan, criteria for assessment, scheme of evaluation and grading method.
- The Learning Process will be carried out through assessments of Knowledge, Skills and Attitude by various methods and the students will be given guidance to refer to the text books, reference books, journals, etc.

The faculty be able to –
- Understand the principles of Learning
- Understand the psychology of students
- Develop instructional objectives for a given topic
- Prepare course, unit and lesson plans
- Understand different methods of teaching and learning
- Use appropriate teaching and learning aids
- Plan and deliver lectures effectively
- Provide feedback to students using various methods of Assessments and tools of Evaluation
- Act as a guide, advisor, counselor, facilitator, motivator and not just as a teacher alone

Signature of HOD   Signature of faculty

Date: Date:

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COURSE SCHEDULE

The Schedule for the whole Course / Subject is:

S. No.	Description	Duration (Date) From	Duration (Date) To	Total No. of Periods
1.	**Unit – I:** Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High-Performance Work System's, Equal Employment Opportunity, HR Score Card. Human Resource Information System (HRIS), e-HRM, HR Analytics: An Introduction.	11-03-2024	28-3-2024	12
2.	**Unit – II: Recruitment and Selection**: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.	2-4-02024	23-4-2024	13
3.	**Unit – III: Training and Development and Performance Management:** Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs. **Performance Management:** Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management	24-4-2024	10-5-2024	14
4.	**Unit – IV: Compensation and Employee Welfare:** Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance-based Pay Benefits: Insurance, Retirement Benefits, Employee	5-6-2024	21-6-2024	16

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	Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act. .			
5.	**Unit – V: Employee Relations:** Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act. 24	25-6-2024	12-7-2024	14

Total No. of Instructional periods available for the course: 67Hours

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SCHEDULE OF INSTRUCTIONS - COURSE PLAN

Unit No.	Lesson No.	Date	No. of Periods	Topics / Sub-Topics	Objectives & Outcomes Nos.	References (Textbook, Journal)
1.	1	6-Mar-24	1	Introduction to HRM, Line Managers	1 1	Gary Dessler, Human Resource Management
	2	7-Mar-24	1	HR Role and Responsibilities	1 1	Gary Dessler, Human Resource Management
	3	8-Mar-24	1	New Approaches to Organizing HR	1 1	Gary Dessler, Human Resource Management
	4	11-Mar-24	1	Globalization & Competition Trends	1 1	Gary Dessler, Human Resource Management
	5	12-Mar-24	1	Technological Trends, Trends in Nature of Work,	1 1	Gary Dessler, Human Resource Management
	6	13-Mar-24	1	Workforce and Demographic Trends,	1 1	Gary Dessler, Human Resource Management
	7	14-Mar-24	1	Economic Challenges,	1 1	Gary Dessler, Human Resource Management
	8	15-Mar-24	1	High-Performance Work System's	1 1	Gary Dessler, Human Resource Management
	9	18-Mar-24	1	Equal Employment Opportunity	1 1	Gary Dessler, Human Resource Management

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	10	19-Mar-24	1	HR Score Card.	1 1	Gary Dessler, Human Resource Management
	11	20-Mar-24	1	Human Resource Information System (HRIS),	1 1	Gary Dessler, Human Resource Management
	12	21-Mar-24	1	e-HRM, HR Analytics: An Introduction.	1 1	Gary Dessler, Human Resource Management
2.	1	22-Mar-24	1	Basics of Talent Management Process	2 2	Gary Dessler, Human Resource Management
	2	26-Mar-24	1	Job Analysis	2 2	Gary Dessler, Human Resource Management
	3	27-Mar-24	1	Methods for Collecting Job Analysis Information	2 2	Gary Dessler, Human Resource Management
	4	28-Mar-24	1	Job Descriptions and Specifications	2 2	Gary Dessler, Human Resource Management
	5	1-Apr-24	1	Job Satisfaction	2 2	Gary Dessler, Human Resource Management
	6	2-Apr-24	1	Job Enlargement, Job Enrichment and Job Rotation	2 2	Gary Dessler, Human Resource Management
	7	3-Apr-24	1	HR Planning	2 2	Gary Dessler, Human Resource Management
	8	4-Apr-24	1	Recruitment, e-Recruitment & Selection Process	2 2	Gary Dessler, Human Resource Management

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	9	8-Apr-24	1	Planning & Forecasting of human Resources	2 2	Gary Dessler, Human Resource Management
	10	10-Apr-24	1	Sources of Recruitment, Recruitment on Diverse Work Force	2 2	Gary Dessler, Human Resource Management
	11	15-Apr-24	1	Employee Testing and Selection,	2 2	Gary Dessler, Human Resource Management
	12	16-Apr-24	1	Basic Types of Interviews	2 2	Gary Dessler, Human Resource Management
	13	18-Apr-24	1	Errors in Interviews	2 2	Gary Dessler, Human Resource Management
3.	1	19-Apr-24	1	Importance of Training and Development	3 3	Gary Dessler, Human Resource Management
	2	22-Apr-24	1	Training Process, Analyzing Training Needs.	3 3	Gary Dessler, Human Resource Management
	3	23-Apr-24	1	Designing the Program	3 3	Gary Dessler, Human Resource Management
	4	24-Apr-24	1	Implementation of training programs	3 3	Gary Dessler, Human Resource Management
	5	25-Apr-24	1	Training Methods	3 3	Gary Dessler, Human Resource Management
	6	26-Apr-24	1	Management Development Process	3 3	Gary Dessler, Human Resource Management

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	7	29-Apr-24	1	Evaluation of Training and Development programs	3 3	Gary Dessler, Human Resource Management
	8	30-Apr-24	1	Performance Management: Concept of Performance	3 3	Gary Dessler, Human Resource Management
	9	6-May-24	1	Management and Appraisal	3	Gary Dessler, Human Resource Management
	10	7-May-24	1	The Performance Appraisal Process	3 3	Gary Dessler, Human Resource Management
	11	8-May-24	1	The Performance Appraisal Process	3 3	Gary Dessler, Human Resource Management
	12	9-May-24	1	Techniques for Performance Appraisal	3 3	Gary Dessler, Human Resource Management
	13	10-May-24	1	Techniques for Performance Appraisal	3 3	Gary Dessler, Human Resource Management
	14	3-Jun-24	1	Career Management	3 3	Gary Dessler, Human Resource Management
4	1	4-Jun-24	1	Basic Factors in Determining Pay Rates,	4 4	Gary Dessler, Human Resource Management
	2	5-Jun-24	1	Basic Factors in Determining Pay Rates,	4 4	Gary Dessler, Human Resource Management
	3	6-Jun-24	1	Job Evaluation Methods	4 4	Gary Dessler, Human Resource Management

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4	7-Jun-24	1	Job Evaluation Methods,	4 4	Gary Dessler, Human Resource Management
5	10-Jun-24	1	Compensation and Reward Structure	4 4	Gary Dessler, Human Resource Management
6	11-Jun-24	1	Compensation and Reward Structure,	4 4	Gary Dessler, Human Resource Management
7	12-Jun-24	1	Pricing Managerial and Professional Jobs	4 4	Gary Dessler, Human Resource Management
8	13-Jun-24	1	Performance-based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities.	4 4	Gary Dessler, Human Resource Management
9	14-Jun-24	1	Performance-based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities.	4 4	Gary Dessler, Human Resource Management
10	17-Jun-24	1	Salient Features of the Workmen Compensation Act	4 4	Gary Dessler, Human Resource Management
11	18-Jun-24	1	Salient Features of the Workmen Compensation Act	4 4	Gary Dessler, Human Resource Management
12	19-Jun-24	1	Salient Features of the Workmen Compensation Act	4 4	Gary Dessler, Human Resource Management
13	20-Jun-24	1	Salient Features of the Workmen Compensation Act	4 4	Gary Dessler, Human Resource Management
14	21-Jun-24	1	Minimum Wages Act.	4 4	Gary Dessler, Human Resource Management
15	24-Jun-24	1	Minimum Wages Act.	4 4	Gary Dessler, Human Resource Management
16	25-Jun-24	1	Minimum Wages Act.	4 4	Gary Dessler, Human Resource Management

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5	1	26-Jun-24	1	Labor Movement	5 5	Gary Dessler, Human Resource Management
	2	27-Jun-24	1	Collective Bargaining Process	5 5	Gary Dessler, Human Resource Management
	3	28-Jun-24	1	Collective Bargaining Process	5 5	Gary Dessler, Human Resource Management
	4	1-Jul-24	1	Grievances: Grievances Handling Procedure	5 5	Gary Dessler, Human Resource Management
	5	2-Jul-24	1	Employee Separation	5 5	Gary Dessler, Human Resource Management
	6	3-Jul-24	1	Employee Safety and Health	5 5	Gary Dessler, Human Resource Management
	7	4-Jul-24	1	Occupational Safety Law	5 5	Gary Dessler, Human Resource Management
	8	5-Jul-24	1	Work Place Health Hazards Problems, Remedies and Work-Life Integration	5 5	Gary Dessler, Human Resource Management
	9	8-Jul-24	1	Work Place Health Hazards Problems, Remedies and Work-Life Integration	5 5	Gary Dessler, Human Resource Management
	10	9-Jul-24	1	Stress Management	5 5	Gary Dessler, Human Resource Management
	11	10-Jul-24	1	Salient Features of Industrial Disputes Acts 1947	5 5	Gary Dessler, Human Resource Management
	12	11-Jul-24	1	Factories Act.	5 5	Gary Dessler, Human Resource Management
	13	12-Jul-24	1	Prevention of Sexual Harassment (PoSH)	5 5	Gary Dessler, Human Resource Management
	14	15-Jul-24	1	Migrant Labor Act. 24	5 5	Gary Dessler, Human Resource Management

Signature of HOD   Signature of faculty

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Date: Date:

Note:
1. Ensure that all topics specified in the course are mentioned.
2. Additional topics covered, if any, may also be specified in bold.
3. Mention the corresponding course objective and outcome numbers against each topic.

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LESSON PLAN (U-I)

Lesson No: Unit1/ 1-6   Duration of Lesson :   5 hrs

Lesson Title: Introduction to HRM

Instructional / Lesson Objectives:

- To make students understand HRM

- To familiarize students with the role and responsibilities of the HR manager.

- To understand students' Approaches to organizing HR.

- To provide knowledge on Trends in HRM.

Teaching AIDS: PPTs, Digital Board, Lecture method.

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – I & Tutorial-I sheets

Signature of faculty

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LESSON PLAN (U-I)

Lesson No: Unit 1/7-12   Duration of Lesson: 5 hrs.

Lesson Title: HRM-Different concepts.

Instructional / Lesson Objectives:

- To make students understand the High-Performance Work Systems.

- To familiarize students with Equal Employment Opportunity.

- To understand students the concept HR Score Card. Human Resource Information System (HRIS).

- To provide information on e-HRM, and HR Analytics.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

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1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification.

Assignment / Questions:
Refer to Assignment – I & Tutorial-I sheets

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LESSON PLAN (U-II)

Lesson No: Unit-2/ 1-6   Duration of Lesson: 5 hrs

Lesson Title: Talent Management, Job Analysis, Job Satisfaction

Instructional / Lesson Objectives:

- To make students understand Talent Management.

- To familiarize students with Job Analysis.

- To understand students' Job satisfaction.

- To provide knowledge on Job enlargement and Job enrichment.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – II & Tutorial-II sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-II)

Lesson No: Unit2/7-13   Duration of Lesson: 5.8 hrs

Lesson Title: HR Planning, Recruitment & Selection

Instructional / Lesson Objectives:

- To make students understand the HR Planning process

- To familiarize students with Recruitment methods.

- To understand students' selection techniques.

Teaching AIDS: PPTs, Digital Board, lecture method

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – II & Tutorial-II sheets

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LESSON PLAN (U-III)

Lesson No: Unit-3/ 1-7   Duration of Lesson: 5.8 hrs

Lesson Title: Training and Development

<u>Instructional / Lesson Objectives:</u>

- To make students understand What is Training

- To familiarize students with Training methods.

- To understand students the Training Evaluation.

- To provide knowledge on Development.

Teaching AIDS : PPTs, Digital Board

Time Management of Class   :

1. 5 minutes for taking attendance 2. 5 minutes for revision on the previous class. 3. 35 minutes for lecture delivery. 4. 5 minutes for doubts clarification

Assignment / Questions:
Refer Assignment – III & Tutorial-III sheets

Signature of faculty

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LESSON PLAN (U-III)

Lesson No: Unit3/8-14   Duration of Lesson: 5.8 hrs

Lesson Title: Performance Management

Instructional / Lesson Objectives:

- To make students understand Performance management.

- To familiarize students with Performance Appraisal Techniques.

- To understand students' Career management.

Teaching AIDS: PPTs, Digital Board, Lecture Method.

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – III & Tutorial-III sheets

Signature of faculty

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LESSON PLAN (U-IV)

Lesson No: Unit-4/ 1- 9   Duration of Lesson: 9 hrs

Lesson Title: Compensation Management

Instructional / Lesson Objectives:

- To make students understand Equity valuation

- To familiarize students how to calculate portfolio mean variance.

- To understand students about CAPM and SML

- To provide Knowledge on Share markets and Index.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – IV & Tutorial-IV sheets

Signature of faculty

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LESSON PLAN (U-IV)

Lesson No: Unit-4/10-16   Duration of Lesson: 5.8 hrs

Lesson Title: The Workmen Compensation & Minimum Wages Act

<u>Instructional / Lesson Objectives:</u>

- To make students understand the Workmen Compensation Act

- To familiarize students with The Minimum Wages Act.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – IV & Tutorial-IV sheets

Signature of faculty

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LESSON PLAN (U-V)

Lesson No: Unit-5/ 1- 10   Duration of Lesson: 8.3 hrs

Lesson Title: Collective Bargaining & Stress Management

Instructional / Lesson Objectives:

- To make students understand the Labor Movement

- To familiarize students with Collective Bargaining.

- To understand students about the Grievance Redressal procedure.

- To provide Knowledge on Stress Management.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – V & Tutorial-V sheets

Signature of faculty

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LESSON PLAN (U-V)

Lesson No: Unit-5/ 11-14   Duration of Lesson: 3.3 hrs

Lesson Title: The Industrial Dispute Act, The Factories Act

Instructional / Lesson Objectives:

- To make students understand The Industrial Dispute Act

- To familiarize students with The Factories Act

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class   :

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1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:
Refer to Assignment – V & Tutorial-V sheets

Signature of faculty

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ASSIGNMENT – 1

This Assignment corresponds to Unit No. 1

Question No.	Question	Objective No.	Outcome No.
1	Write the role and responsibilities of a leader.	1	1
2	Explain about Equal employment opportunity [EEO]	1	1

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Date: Date:

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ASSIGNMENT – 2

This Assignment corresponds to Unit No. 2

Question No.	Question	Objective No.	Outcome No.
1	Explain about Talent Management Process.	2	2
2	Explain about HR planning process?	2	2

Signature of HOD   Signature of faculty

Date: Date:

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ASSIGNMENT – 3

This Assignment corresponds to Unit No. 3

Question No.	Question	Objective No.	Outcome No.
1	Write about different Training methods.	3	3
2	Explain about different techniques of Performance appraisal.	3	3

Signature of HOD

Signature of faculty

Date:

Date:

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ASSIGNMENT – 4

This Assignment corresponds to Unit No. 4

Question No.	Question	Objective No.	Outcome No.
1	Discuss job evaluation methods.	4	4
2	What are the features of Workmen Compensation Act.	4	4

Signature of HOD   Signature of faculty

Date: Date:

Department of Masters of Business Administration

ASSIGNMENT – 5

This Assignment corresponds to Unit No. 5

Question No.	Question	Objective No.	Outcome No.
1	Write about collective bargaining.	5	5
2	What are the salient features of the Industrial Disputes act-1947.	5	5

Signature of HOD   Signature of faculty

Date: Date:

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TUTORIAL – 1

This tutorial corresponds to Unit No. 1 (Objective Nos.: 1, Outcome Nos.: 1)

1.   Define HRM?

2.   Write any two roles of HR.

3.   Define E-HRM.

4.   Write the importance of High-performance work teams.

Signature of HOD   Signature of faculty

Date: Date:

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TUTORIAL – 2

This tutorial corresponds to Unit No. 2 (Objective Nos.: 2, Outcome Nos.: 2)

1. Define Talent Management.

2. What is the Job Description?

3. Explain about Job Enlargement.

4. What is HR Planning?

Signature of HOD   Signature of faculty

Date: Date:

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TUTORIAL – 3

This tutorial corresponds to Unit No.3 (Objective Nos.: 3, Outcome Nos.: 3)

1. Define Training.

2. What are the advantages to the employer of providing Training?

3. Write the significance of Performance management.

4. What is Career Management

Signature of HOD   Signature of faculty

Date: Date:

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TUTORIAL – 4

This tutorial corresponds to Unit No. 4 (Objective Nos.: 4, Outcome Nos.: 4)

1. What are the basic components of Pay?

2. What are the retirement benefits provided to the employee by the company?

3. Write the processes of Job Evaluation.

4. Write the scope and coverage of the Workmen Compensation act?

Signature of HOD   Signature of faculty

Date: Date:

Department of Masters of Business Administration

TUTORIAL – 5

This tutorial corresponds to Unit No. 5 (Objective Nos.: 5, Outcome Nos.: 5)

1. Describe about Labor movement in India.

2. What is meant by Wild Cat Strike?

3. Define Stress Management.

4. Write the importance of the Migrant Labor Act.

Signature of HOD												Signature of faculty

Date:														Date:

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EVALUATION STRATEGY

Target (s)

    a. Percentage of Pass   : 95%

Assessment Method (s) (Maximum Marks for evaluation are defined in the Academic Regulations)

    a. Daily Attendance

    b. Assignments

    c. Online Quiz (or) Seminars

    d. Continuous Internal Assessment

    e. Semester / End Examination

List out any new topic(s) or any innovation you would like to introduce in teaching the subjects in this semester

Case Study of any one existing application

Signature of HOD   Signature of faculty

Date: Date:

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COURSE COMPLETION STATUS

Actual Date of Completion & Remarks if any

Units	Remarks	Objective No. Achieved	Outcome No. Achieved
Unit 1	completed on 28.3.2024	1	1
Unit 2	completed on 23.4.2024	2	2
Unit 3	completed on 10.5.2024	3	3
Unit 4	completed on 21.06.2024	4	4
Unit 5	completed on 12.07.2024	5	5

Signature of HOD

Signature of faculty

Date:

Date:

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Mappings

1. **Course Objectives-Course Outcomes Relationship Matrix**
   (Indicate the relationships by mark "X")

Course-Outcomes / Course-Objectives	1	2	3	4	5
1	H				
2		H			
3			H		
4				H	
5					H

2. **Course Outcomes-Program Outcomes (POs) & PSOs Relationship Matrix**
   (Indicate the relationships by mark "X")

P-Outcomes / C-Outcomes	a	b	c	d	e	f	g	h	i	j	k	l	PSO 1	PSO 2
1	H	H												H
2			H				H							H
3		H							M					H
4		H			M									H
5	H							M			L			H

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Rubric for Evaluation

Performance Criteria	Unsatisfactory	Developing	Satisfactory	Exemplary
	1	2	3	4
Research & Gather Information	Does not collect any information that relates to the topic	Collects very little information some relates to the topic	Collects some basic Information most relates to the topic	Collects a great deal of Information all relates to the topic
Fulfill team role's duty	Does not perform any duties of assigned team role.	Performs very little duties.	Performs nearly all duties.	Performs all duties of assigned team role.
Share Equally	Always relies on others to do the work.	Rarely does the assigned work - often needs reminding.	Usually does the assigned work - rarely needs reminding.	Always does the assigned work without having to be reminded
Listen to other team mates	Is always talking—never allows anyone else to speak.	Usually doing most of the talking-- rarely allows others to speak.	Listens, but sometimes talks too much.	Listens and speaks a fair amount.

Department of Masters of Business Administration

Continuous Internal Assessment (R-22)

Programme: MBA   **Year:** I   **Course:** Theory   **A.Y:** 202
Course: HRM   **Section:** A   **Faculty Name:** V. SARADA

S. No	Roll No	MID-I (30M)	MID-II (30M)	Avg. of MID I & II	Avg.of Assignment I&II
1	22C11E0018				
2	23C11E0001	30	29	30	5
3	23C11E0002	19	12	16	5
4	23C11E0003	29	27	28	5
5	23C11E0004	23	19	21	5
6	23C11E0005	26	26	26	5
7	23C11E0006	27	16	22	5
8	23C11E0007	22	11	17	5
9	23C11E0008	25	21	23	5
10	23C11E0009	28	22	25	5
11	23C11E0010	21	25	23	5
12	23C11E0011	26	25	26	5
13	23C11E0012	25	28	27	5
14	23C11E0013	24	19	22	5
15	23C11E0014	24	21	23	5
16	23C11E0015	28	26	27	5
17	23C11E0016	29	26	28	5
18	23C11E0017	22	21	22	5
19	23C11E0018	25	25	25	5
20	23C11E0019	29	29	29	5
21	23C11E0020	27	21	24	5
22	23C11E0021	25	23	24	5
23	23C11E0023	20	18	19	5
24	23C11E0024	24	23	24	5
25	23C11E0025	24	16	20	5
26	23C11E0026	29	26	28	5
27	23C11E0027	14	9	12	5
28	23C11E0028	18	13	16	5
29	23C11E0029	28	17	23	5
30	23C11E0030	20	17	19	5
31	22C11E0031	22	15	19	5
32	22C11E0032	19	15	17	5

| 33 | 22C11E0033 | 22 | 15 | 19 | 5 |
| 34 | 22C11E0034 | 29 | 27 | 28 | 5 |

No. of Absentees: <u>**01**</u>
Total Strength: **34**

Signature of HoD:

Viva-Voce/Poster Presentation (5M)	Total Marks (40)
5	40
5	26
5	38
5	31
5	36
5	32
5	27
5	33
5	35
5	33
5	36
5	37
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5	30
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5	33
5	29
5	29
5	27

5	29
5	38

Signature of Faculty

New Approaches to Organizing HR
There are many different approaches to human resource management. HRM may be discussed from the different approaches. These approaches define HRM from different perspectives.
7 approaches to Human Resource Management are;
1. Strategic Approach
2. Management Approach
3. Human Resource Approach
4. Commodity Approach
5. Proactive Approach
6. Reactive Approach
7. System Approach

Strategic Approach
People are the strategic asset of an organization. People have core competencies, the basis of competitive advantage.
Human resources are the combination of talent and skills; some are inborn and other skills they have acquired through learning and education. The strategic HRM approach focuses on people management programs and long-term solutions.
It stresses organizational development interventions, achieving employee organizational fit, and other aspects that ensure employees add value.

Management Approach
HRM is a part of general management. Management is nothing but managing people in the workplace. Managers at all levels are responsible for managing their employees or subordinates.

Human Resource Approach
People are human beings with a lot of potential and intellectual abilities. It is important to treat people with respect and dignity.

Commodity Approach
People are a commodity. They are viewed as a cog of a machine. People can be hired and fired through money. It is money that matters most. There is a saying, "money is sweeter than honey." This approach views people as economic men.

Proactive Approach
HR managers must anticipate the challenges or problems before they arise. Prevention is better than cure.
The proactive approach will save companies considerable time and money in the short and long run. P. F. Drucker (1997) rightly highlighted the importance of a proactive approach. He argues," In a perfect world, every startup would take the proactive approach and build their company from the beginning by identifying not only
the mission, vision, values, goals, objectives, etc.

But will determine where they want to go in the short and long-term and build a holistic, aligned organization beginning at the founder level where they can attract, hire, and retain the top talent to get them where they want to go.

Reactive Approach
It occurs when decision-makers respond to problems. If efforts are reactive only, problems may be compounded, opportunities may be missed, and organizations may suffer loss.Companies may lose time and money if they take a reactive approach.

System Approach
A system is a set of interrelated but separate elements or parts working together for a common goal.For example, HRM is a system that may have parts such as procurement, training, performance appraisal and reward, etc. One part affects and is affected by the other.

HR Trends in Globalization

Globalization is causing businesses to rethink their human resources strategies. Organizations can now recruit employees from all around the world and subsequently are able to sell products and services across geographic and cultural boundaries. The effects of globalization on HR have initiated a number of trends in the workplace.

International Recruitment and Hiring

1.Globalization allows businesses to recruit and hire employees from all around the world. This is particularly attract to smaller businesses who, while may not be able to have more than a few employees, can fill their available positions with the very best talent, even if that talent doesn't live locally. The HR trend of international recruitment and hiring is focused on bringing diversity to the organization and it recognizes that employees from abroad may be able to provide unique perspectives on customer service, marketing and sales, among other areas of the business.

2.Progressive Approaches to Benefits and Compensation

Similar to the trend of recruiting abroad from a diverse pool of applicants is a progressive approach to providing benefits and compensation to employees. Federal laws mandate minimum wage and basic employee benefits, however, globalization has brought new ideas to business owners and managers on how to reward their employees both as a standard policy and as a reward for hard work. Taking their cues from abroad, some U.S.-based businesses are now offering paternity leave, extended holiday time, work-from-home programs and flexible childcare options for their employees. These approaches to compensation allow employees to balance their work with their personal life and are aimed to increase happiness and productivity among the staff.

3.Introduction of Social Media

Social media and mobile technologies are a hot trend in HR globalization. Social and mobile tech enables HR to expand its services by more easily and rapidly communicating with employees. If the office will be closed for inclement weather, for instance, HR can send social media messages to let employees know as opposed to using a phone tree. Social and mobile tech also helps HR to increase the value of the company by providing the business with employees who are tech savvy and eager to embrace new ways of doing business.

4.Professional Development

Professional development training programs have also arisen as a trend in response to global compensation approaches. Professional development is about providing employees with opportunities for growth outside the day-to-day routine of the organization. For example, HR might send employees to training seminars to sharpen their IT skills for use in global social media campaigns, or customer service personnel might be sent to language courses to enhance their ability to communicate with customers who live abroad. Such professional development programs keep employees motivated and feeling rewarded, and the new skills these employees learn are put to direct use within the company.

Technology in Human Resource Management

With the advancements in technology, businesses expect more from HR professionals. Aside from managing HR processes, they now need to track activities and productivity to improve the processes. Applications like association management software greatly help HR professionals with their work.

The software centralizes all the work in a department, saving both time and money. This software lets you accomplish tasks on a single platform. When you organize work electronically, you can allocate tasks to employees without hassle. This makes management more efficient and cost-effective.

HR technology provides tools that managers need to make better decisions. Here are other ways that technology transforms the field of human resource management.

HR managers use technology to make their jobs easier and make better judgments. Theres an application for that these days. This is especially true when it comes to managing employees in a company.

Aside from employee management, automation tools help in reducing paper use and organizing data entry. Employees, for example, do not need to fill out paper forms that must then be entered by HR staff. All of this can be done through a centralized system like membership management software.

Here are some examples of how technology is used in human resource management.

1. Employee Management
Employee management deals with helping employees in achieving their full potential. Additionally, it also helps the company achieve its objectives. Its a comprehensive process that encompasses all aspects of human resources. This includes recruitment, payroll management, and talent management.

An automated employee management system improves all these processes. It allows companies to have a more standardized, systematic, and formal evaluation process.

More specifically, it provides:

- Greater employee-manager accessibility;

- Improved training programs; and
- Effective performance reviews.

For example, membership management software helps simplify administrative tasks. This includes handling dues payments and accounts receivable. Such tasks can be completed within minutes with the right tools. By using such software, a company can meet its goals without sacrificing employee satisfaction.

HR technologies that boost management and improve efficiency, such as taking the hassle out of payroll using a gross-up calculator, result in the overall success of the company. Regardless of their size or industry, organizations are striving to improve organizational performance.

Managers should make sure that all departments are improving their procedures and controls. They should also have their operations focused on enhancing the company's competitiveness. All of these can happen with tools like association management software.

2. Employee Engagement

Employee engagement applications are increasingly being used in performance management. These platforms and apps employ a range of strategies to keep employees engaged in their work.

Association management software includes features that increase employee engagement. Applications with posting and commenting features allow businesses to share information. On top of that, it also allows employees to express their thoughts about it.

Additionally, gamification strategies also help engage employees by making apps enjoyable.

3. Performance Management

Employers have also started to automate processes for monitoring employees job performance. Most performance management modules usually have interactive features. This allows for employee feedback in a process known as continuous performance management.

Such performance management can significantly improve employee retention and productivity.

Businesses can start with technology-assisted appraisals. These appraisals keep track of important information about employees. You can easily and quickly monitor their strengths and weaknesses. Additionally, it also stores employees' areas for improvement.

Individual performance management and skills data are used in workforce analytics. Based on the appraisal results, applications use this data to create tailored learning programs for employees. These assist employees in planning their career paths and developing their skill set effectively.

4. Training and Development

A lot of training nowadays is done digitally and tailored to individual needs. It enables HR teams to keep track of progress and evaluate the effectiveness of established objectives. HR

departments use online training sessions and webinars for employee development. They're also great for teams that are spread out across the country.

5. Recruitment
One of the most important functions of HR professionals is to hire people. Different technological solutions help them in maintaining a seamless recruitment procedure. Today, the majority of job positions are advertised online. Additionally, applications are processed through a single platform.

This makes reviewing application forms easier and faster. Recruiters use resume screening applications to remove submissions that aren't a good fit for the job.

6. Employee Scheduling and Tracking
Simple things like overlapping leave requests can wreak havoc on a company's efficiency. The right HR software ensures that professionals can monitor employee availability. It also helps manage schedules properly. This enables the company to operate at maximum productivity throughout the year.

7. Documentation
The HR department is tasked to ensure that employees have timely access to important information. This increases transparency within the company and fosters a culture of trust. Both of these are essential for employee productivity.

Additionally, HR technology makes use of a cloud-based system to store important employee data. This ensures that the data is available all throughout the day. Additionally, it makes sure that it is safeguarded even in the case of a physical disaster.

Since all of the data is stored on cloud-based servers, paperwork is kept to a minimum. With a few clicks, you can access documents, handbooks, and training manuals.

HR technology can be used to disseminate information in a timely and useful manner. Some examples include Talent Management Software and AI-powered chatbots.

8. Integrated Management System
HR is now needed to collaborate with other departments inside the organization. They've traditionally shared responsibilities with payroll. Today, they are required to share information and resources with other departments. These include the legal department, executives, and team leaders.

The best management systems make sharing easier. They ensure that all departments have the information they require to complete their tasks. This type of technological integration is important. It helps firms develop a corporate community, track employee behavior, and boost engagement and productivity.

High-performance work system in HRM

Featured snippet from the web
High Performance Work Systems (HPWS) – also known as high performance work practices, high involvement (HI) or high commitment (HC) practices. The right combination of people, technology, and organizational structure that makes full use of the organization's resources and opportunities in achieving its goals.

Seven Practices of High Performance Work Systems (HPWS)
The focus of this article is to explain the key elements of HPWS and to identify why creating partnerships with employees makes economic sense for employers in today's knowledge-, wisdom-, and information-based economy. Understanding the findings of recent research about this high trust and high empowerment management philosophy may enable business practitioners to avoid the mistakes that "conventional wisdom" can lead to and that have been increasingly acknowledged as the cause of much organizational dysfunction and decline

HPWS systems emphasize employee involvement and reflect a commitment to creating an organizational culture based upon commitment rather than control. At the same time, the cultures of high performance organizations emphasize the pursuit of excellence and expect employees to be well-qualified, highly competent, and constantly engaged in improving the organization.[2] Management experts have extensively researched HPWS and have identified common management practices that create competitive advantage and enhance organizational performance.[3] The following is a summary of seven human resource practices for producing higher profits through engaging employees as full owners and partners in an organization's success.[4]

1. Ensuring Employee Security

Despite the trend of many businesses to engage in downsizing and hiring part-time and contract employees to avoid creating obligations to employees, the evidence has shown that organizations who engage in these practices have rarely created new wealth or improved the long-term bottom line of their organizations.[5] HPWS systems advocate creating high-trust partnerships with employees that build commitment and promote extra-mile and extra-role behavior that are critical for success in the modern organization.

Lincoln Electric, a successful electric company, adopted a program years ago that guaranteed employment to workers after three years on the job. Employment security policies that demonstrate a commitment to employees and their welfare work best when combined with the careful selection and hiring of employees who fit the needs of organizations and who match their job requirements. A number of scholars have reported evidence that organizations that implement policies that ensure employee security build trust with the people who are hired and find that their employees perform better and are more committed to their organization's success.[6]

2. Selective Hiring

Carefully evaluating new hires requires that organizations are precise in identifying the critical skills and attributes of their employees in the first place.[7] Hiring to fit requirements of the job makes more sense than simply hiring candidates with the best academic pedigrees or who look the best on paper. Identifying attributes like character, respect for others, and a

service orientation that do not change through training actually improve employee retention and long-term fit.[8]

Enterprise Rent-A-Car, now the largest car rental company in the United States, has successfully used selective hiring to identify "people people" from "the half of the college class that makes the upper half possible."[9] Their focus on hiring former college athletes and fraternity or sorority members with excellent interpersonal skills has helped Enterprise to succeed in creating its superb customer service reputation which has helped the company to earn its top position in the car rental industry.[10] Focusing on hiring the right people has been cited by management scholar Jim Collins as a key difference in those companies that are "great" rather than simply "good."[11]

3. Decentralized Decision-Making

Organizations that establish HPWS cultures recognize the importance of clearly identifying goals and objectives. In implementing those goals, HPWS companies delegate decision-making throughout the organization and empower their employees to deliver outstanding service to customers and achieve optimal organization results.[12] Incorporating well-trained and supported self-managed teams that enjoy autonomy and broad discretion in making decisions demonstrates the high trust in employees that characterizes HPWS.

Creating teams can lead to greater initiative, but effective self-managed teams require extensive training, accountability in reporting the progress of assignments, and ongoing support to optimize their effectiveness. Effectively using company work teams that are well trained and supported by an organization's top management team creates accountability at the organizational level. This is where accountability among interdependent team members is most important and where vital customer-related work gets done.[13] Creating a culture of collaborative accountability reinforces organizational values and increases personal ownership at all levels.[14]

The Ritz-Carlton Hotel chain is famous for the quality of its customer service. Ritz-Carlton's management approach achieves service excellence by decentralizing decision-making to all of its employees. Those employees each have the discretion to spend up to $2,500 when they believe doing so best serves the customer and meets with the hotel's mission. A compelling body of evidence about organizations that excel in providing great service confirms that decentralizing decision-making and empowering employees can pay off with increased customer satisfaction and higher profits.[15]

4. High Results-Based Compensation

Developing a compensation system that rewards employees at all levels when the organization succeeds promotes commitment to shared goals and increases employee awareness of their roles in contributing to profitability. Compensating employees contingent upon organization performance is most effectively adopted as part of a high-performance culture that incorporates profit sharing throughout an organization.[16] The logic of contingent compensation is implicitly equitable and fair and confirms to employees that they will share in the fruits of their work. Group-based profit sharing or gainsharing also creates a social system of accountability to the organization and to other team members.[17]

Whole Foods, an American supermarket chain that specializes in natural and organic food products, is an exceptional example of an organization that has created such a social system as part of its commitment to excellence and high quality.[18] The company has been listed as one of *Fortune's* "100 Best Companies to Work For" every year since that list was created and has received numerous awards for honoring company values. Paying for performance also requires companies to develop far more effective measures of what constitutes excellence, while also communicating to employees how they create value for customers and for the company.

5. Training by Commitment

Virtually every HPWS organization emphasizes training by commitment as contrasted with training focused on control-oriented management systems. Training employees in how to resolve problems, to take responsibility for quality, and to take the initiative in suggesting changes in organization work methods demonstrates trust in the quality of employees hired and an acknowledgement of employee buy-in to a results-based compensation program. In contrast with many organizations that deem training to be a frill that can be eliminated, HPWS systems carefully determine the type of training that is most needed to achieve organizational goals and then invest heavily on helping employees to optimize their ability to succeed. Research evidence suggests that engaging employees in work-related team training increases their ownership and commitment and their ability to contribute to the achievement of critical organizational goals.[19]

The Men's Wearhouse clothing chain is noted for investing far more heavily in employee training than its competitors and creating an employee supportive culture[20] and has prospered by doing so—recently acquiring the Joseph A. Banks brand in 2014. In today's highly competitive global marketplace, great companies understand that they must create a "learning culture" corporate-wide so that all members of the company can contribute to adding value and improving service quality.[21]

6. Reduced Status Barriers

A basic assumption of an HPWS is that good ideas and organizational improvements can come from employees at all levels of the organization. Wage inequality and the use of symbols like language, dress, physical space, and benefits can send a message to employees that an organization views status hierarchically, rather than treating every employee as if he or she is both valued and valuable. Stephen R. Covey repeatedly noted that great organizations seek to build high trust cultures by nurturing and developing people, rather than by controlling them.[22] Treating employees like valued partners by reducing status barriers, by empowering employees, and by treating employees with dignity and respect builds trust and commitment.[23]

The two co-founders of Kingston Technology, the largest independent producer of DRAM memory modules for personal computers in the world, typify the reduction of status barriers in their highly successful and extremely profitable company by 1) working in open cubicles, and 2) not having private secretaries. Although the artifacts of an organizational culture may send a message about status barriers and how employees are valued, the most important way that leaders demonstrate their attitudes about employees is by creating a culture that values, trusts, and empowers employees.[24] Leaders of organizations communicate the importance

of how employees at all levels are valued by the policies, practices, and rewards that are provided throughout the organization.[25]

7. Sharing Key Information

The sharing of financial, strategic, and performance information conveys to employees that they are trusted partners who can utilize this important information to assist their organization to achieve its goals. Highly motivated and well-trained employees need information to be able to contribute to their organization's success. Sharing information and providing the training in how to use it to achieve goals makes implicit sense, yet many traditional organizations refuse to do either and pay the price in lost opportunities and reduced trust.

Equal Employment Opportunity (EEO)

Equal Employment Opportunity is the concept of equal opportunity in an organization to achieve or maintain fair employment. The core EEO definition (or equal opportunity for employment) is that all employees should be fairly treated when regarded in different decisions on employment, such as hiring, promotion, termination, compensation, etc. Within the context of the EEO definition, 'same opportunities' or 'equal opportunity' refers to the fact that employers may not use certain grounds for hiring or rejecting candidate or taking any other employment decision.

EEO or Equal Employment Opportunity is the principle that everyone has equal way to pursue a job that is based on merit regardless of characteristics such as race, sex or sexual orientation. Equal Opportunity for Employment (EEO) law makes it illegally possible for employers to discriminate under certain features. That means employees are entitled to free themselves from race, color, religion, national origin and gender discrimination.

Any potential employee, who protects his interests during all decisions on employment, shall have a right to equal opportunities or EEO. This includes:
Hiring and recruitment
Compensation and pay scale
Termination
Employment requests
Benefits, bonus and incentives
Conditions of employment
Demotions
Promotions/Transfers
Disciplinary measures
Attendance and leave management
Dressing and appearance

HR Score Card:
An HR scorecard visually represents the critical measures of the HR department's achievements, productivity levels, and other parameters - such as hiring costs, retention rate, time to fill, quality of hire, and so on - critical to the company's growth.
There are five steps to create an HR scorecard:
1. Create an HR strategy map
2. Identify HR deliverables
3. Creation of HR policies, processes, and practices
4. Aligning HR systems
5. Creating HR efficiencies

Human Resources Information System (HRIS)

A Human Resources Information System (HRIS) is the most used software in HR. In this article, we will give an overview of what an HRIS is, its main functionalities, and everything you need to know to have a basic understanding of the HRIS.

HRIS stands for Human Resources Information System. The HRIS is a system that is used to collect and store data on an organization's employees.

In most cases, an HRIS encompasses the basic functionalities needed for end-to-end Human Resources Management (HRM). It is a system for recruitment, performance management, learning & development, and more.

The HRIS can either run on the company's own technical infrastructure, or, more common nowadays, be cloud-based. This means that the HR software is running outside of the company's premises, making it much easier to update.

Other commonly used names are HRIS system and HRMS, or Human Resources Management system. These are all different words for the same thing. Collectively, these systems are also called Human Capital Management systems, or HCM.

HRIS functions

There are different kinds of HRIS systems and software. Because an HRIS encompasses all the functionalities for HR, all separate functionalities are part of the system. These functionalities include:

- Applicant Tracking System (ATS). This software handles all the company's recruiting needs. It tracks candidate information and resumes, enables recruiters to match job openings to suitable candidates from the company's application pool, and helps in guiding the hiring process.

- Payroll. Payroll automates the pay process of employees. Contractual data and information on new hires is often entered into this system – sometimes combined with time & attendance data – and at the end of the month, payments orders are created.

- Benefits administration. Another functionality of the HRIS is benefits management. Employee benefits are an important aspect of compensation and are also managed in this system. More advanced systems offer an employee self-service model for employee benefits. In this case, employees can select the benefits they are looking for themselves. One may want more paternity leave, the other one a more expensive company car. This self-service approach to benefits is also called a *cafeteria model*.

- Time & Attendance. This module gathers time and attendance data from employees. These are especially relevant for shift workers where employees clock in and out. Back in the day, employees often wrote down their working hours on a piece of paper. Then, the manager would manually enter the data into a time tracking system. Based on this data, payment orders were generated and paid to all employees. Nowadays, workers often check into work by fingerprint or a card that is synced with an HRIS. This gives an exact time for arrival and departure. Any issues with lateness are easily detected.

- Training. Learning and development is a key element when it comes to employee management. This module allows HR to track qualification, certification, and skills of the employees, as well as an outline of available courses for company employees. This module is often referred to as an LMS, or Learning Management System, when it's a stand-alone. An LMS usually includes available e-learning and other courses to be followed by employees.

- Performance management. Performance management is a key part of managing people. Performance ratings are generated once or multiple times a year by the direct manager or peers of the employee.

- Succession planning. Creating a talent pipeline and having replacements available for key roles in the organization is another key component of an HRIS.

- Employee self-service. Employee self-service has already been mentioned. Organizations are focusing increasingly on having employees and their direct supervisors manage their own data. Requests like holidays can be asked for by the employee him/herself. After approval, these are then immediately saved into the system (and registered to track for payroll and benefits purposes).

- Reporting & Analytics. A much rarer module in HRIS systems is reporting and analytics. Modern systems enable the creation of automated HR reports on various topics like employee turnover, absence, performance, and more. Analytics involves the analysis of these insights for better-informed decision making. We'll explain more about this in the section below.

e-HRM

Definition: E-HRM is the integration of all HR systems and activities using the web based technologies. Simply, when HR uses the Internet or related technologies to support their activities, procedures, processes, then it becomes an e-HRM.

Through e-HRM, the HR manager can get all the data compiled at one place and can make the analysis and decisions on the personnel effectively.

Types of e-HRM

Speaking about the types, there are three kinds of e-HRM:

- **Operational e-HRM**: It is concerned with the operational functions of HR such as payroll, employee personal data, etc.

- **Relational e-HRM**: It is concerned with the supporting business processes Viz. Training, recruitment, selection, etc.

- **Transformational e-HRM**: It is concerned with the HR strategies and its activities such as knowledge management, strategic orientation.

  Through e-HRM, the main activities that could be performed online are Recruitment, Selection, Training, Performance Management, Compensation. The detailed description of these activities is given below.

E-HRM Activities

1. **e-Recruitment:** Also known as online Recruiting, is being widely used by companies these days. Through e-Recruitment, companies usually hire the candidates using the internet as a medium.

   The common practice of facilitating the online recruitment is by uploading the recruitment information on the company's official website or hiring the online recruitment websites to serve the purpose. Monster.com, Naukri.com, Timesjob.com are some of the well renowned online recruitment websites.

2. **e-Selection:** The HR department using the online selection process must ensure that each step complies with the procedural requirements viz. Project steps, vendor selection, assessment steps, feedback to the candidates, etc. The purpose of E-selection is to utilize the maximum human capital at a reduced cost and in less time.

3. **E-Performance Management:** Many companies make use of web-based technology to evaluate the performance of an individual. This can be done either using the computer monitoring tool, wherein the complete working of an individual can be recorded, or through writing the reviews and generating the feedback on the employee's performance using the web portal.

4. **E-Learning**: It means using the internet or organization's intranet to facilitate the training and development programmes for the workforce. Getting the online modules of training, a large number of employees can be covered irrespective of their locations.

5. **E-Compensation:** An organization using the compensation management online enables it to gather, store, analyze, and distribute the compensation data or information to anyone at anytime. Also, the individual can access electronically distributed compensation software, analytic tools, from any place in the world.

HR analytics

HR analytics is the process of collecting and analyzing Human Resource (HR) data in order to improve an organization's workforce performance. The process can also be referred to as talent analytics, people analytics, or even workforce analytics.

This method of data analysis takes data that is routinely collected by HR and correlates it to HR and organizational objectives. Doing so provides measured evidence of how HR initiatives are contributing to the organization's goals and strategies.

For example, if a software engineering firm has high employee turnover, the company is not operating at a fully productive level.

It takes time and investment to bring employees up to a fully productive level.

HR analytics provides data-backed insight on what is working well and what is not so that organizations can make improvements and plan more effectively for the future.

As in the example above, knowing the cause of the firm's high turnover can provide valuable insight into how it might be reduced. By reducing the turnover, the company can increase its revenue and productivity.

HR Analytics be used in organizations

1. Turnover
When employees quit, there is often no real understanding of why.
There may be collected reports or data on individual situations, but no way of knowing whether there is an overarching reason or trend for the turnover.
With turnover being costly in terms of lost time and profit, organizations need this insight to prevent turnover from becoming an on-going problem.

HR Analytics can:
- Collect and analyze past data on turnover to identify trends and patterns indicating why employees quit.
- Collect data on employee behaviour, such as productivity and engagement, to better understand the status of current employees.

- Correlate both types of data to understand the factors that lead to turnover.
- Help create a predictive model to better track and flag employees who may fall into the identified pattern associated with employees that have quit.
- Develop strategies and make decisions that will improve the work environment and engagement levels.
- Identify patterns of employee engagement, employee satisfaction and performance.

2. Recruitment

Organizations are seeking candidates that not only have the right skills, but also the right attributes that match with the organization's work culture and performance needs.
Sifting through hundreds or thousands of resumes and basing a recruitment decision on basic information is limiting, more so when potential candidates can be overlooked. For example, one company may discover that creativity is a better indicator of success than related work experience.

HR Analytics can:
- Enable fast, automated collection of candidate data from multiple sources.
- Gain deep insight into candidates by considering extensive variables, like developmental opportunities and cultural fit.
- Identify candidates with attributes that are comparable to the top-performing employees in the organization.
- Avoid habitual bias and ensure equal opportunity for all candidates; with a data-driven approach to recruiting, the viewpoint and opinion of one person can no longer impact the consideration of applicants.
- Provide metrics on how long it takes to hire for specific roles within the organization, enabling departments to be more prepared and informed when the need to hire arises.
- Provide historical data pertaining to periods of over-hiring and under-hiring, enabling organizations to develop better long-term hiring plans.

Process of HR Analytics

HR Analytics is made up of several components that feed into each other.
1. To gain the problem-solving insights that HR Analytics promises, data must first be **collected**.
2. The data then needs to be monitored and **measured** against other data, such as historical information, norms or averages.
3. This helps identify trends or patterns. It is at this point that the results can be **analyzed** at the analytical stage.
4. The final step is to **apply** insight to organizational decisions.

Let's take a closer look at how the process works:

1. Collecting data

Big data refers to the large quantity of information that is collected and aggregated by HR for the purpose of analyzing and evaluating key HR practices, including recruitment, talent management, training, and performance.

Collecting and tracking high-quality data is the first vital component of HR analytics.

The data needs to be easily obtainable and capable of being integrated into a reporting system. The data can come from HR systems already in place, learning & development systems, or from new data-collecting methods like cloud-based systems, mobile devices and even wearable technology.

The system that collects the data also needs to be able to aggregate it, meaning that it should offer the ability to sort and organize the data for future analysis.

What kind of data is collected?

- employee profiles
- performance
- data on high-performers
- data on low-performers
- salary and promotion history
- demographic data
- on-boarding
- training
- engagement
- retention
- turnover
- absenteeism

2. Measurement

At the measurement stage, the data begins a process of continuous measurement and comparison, also known as HR metrics.

HR analytics compares collected data against historical norms and organizational standards. The process cannot rely on a single snapshot of data, but instead requires a continuous feed of data over time.

The data also needs a comparison baseline. For example, how does an organization know what is an acceptable absentee range if it is not first defined?

In HR analytics, key metrics that are monitored are:

Organizational performance

Data is collected and compared to better understand turnover, absenteeism, and recruitment outcomes.

Operations

Data is monitored to determine the effectiveness and efficiency of HR day-to-day procedures and initiatives.

Process optimization

This area combines data from both organizational performance and operations metrics in order to identify where improvements in process can be made.

Examples of HR analytics Metrics

- **Time to hire** – The number of days that it takes to post jobs and finalize the hiring of candidates. This metric is monitored over time and is compared to the desired organizational rate.
- **Recruitment cost to hire** – The total cost involved with recruiting and hiring candidates. This metric is monitored over time to track the typical costs involved with recruiting specific types of candidates.
- **Turnover** – The rate at which employees quit their jobs after a given year of employment within the organization. This metric is monitored over time and is compared to the organization's acceptable rate or goal.
- **Absenteeism** – The number of days and frequency that employees are away from their jobs. This metric is monitored over time and is compared to the organization's acceptable rate or goal.
- **Engagement rating** – The measurement of employee productivity and employee satisfaction to gauge the level of engagement employees have in their job. This can be measured through surveys, performance assessments or productivity measures.

3. Analysis

The analytical stage reviews the results from metric reporting to identify trends and patterns that may have an organizational impact.

There are different analytical methods used, depending on the outcome desired. These include: descriptive analytics, prescriptive analytics, and predictive analytics.

Descriptive Analytics is focused solely on understanding historical data and what can be improved.

Predictive Analytics uses statistical models to analyze historical data in order to forecast future risks or opportunities.

Prescriptive Analytics takes Predictive Analytics a step further and predicts consequences for forecasted outcomes.

Examples of Analytics:

Here are some examples of metrics at the analytics stage:

- **Time to hire** – The amount of time between a job posting and the actual hire is a metric that enables HR to gain insight into the efficiency of the hiring process; it prompts investigation into what is working and what is not working. Does it take too long to find the right candidate? What factors could be impacting the result?
- **Turnover** – Turnover metrics that indicate the rate at which employees leave the organization after hire can be analyzed to determine what specific departments within the organization are struggling with retention and the possible factors involved, such as work environment dissatisfaction or lack of training support.
- **Absenteeism** – The metric indicating how often and how long employees are away from their jobs as compared to the organization's established norm could be an indicator of employee engagement. As absenteeism can be costly to the productivity

of an organization, the metric enables HR to investigate the possible reasons for high absence rates.

4. Application
Once metrics are analyzed, the findings are used as actionable insight for organizational decision-making.

Here are some examples of how to apply the analysis gained from HR analytics to decision-making:

- **Time to hire** – If findings determine that the time to hire is taking too long and the job application itself is discovered to be the barrier, organizations can make an informed decision about how to improve the effectiveness and accessibility of the job application procedure.
- **Turnover** – Understanding why employees leave the organization means that decisions can be made to prevent or reduce turnover from happening in the first place. If lack of training support was identified as a contributing factor, then initiatives to improve on-going training can be put together.
- **Absenteeism** – Understanding the reasons for employee long-term absence enables organizations to develop strategies to improve the factors in the work environment impacting employee engagement.

UNIT-II (HRM)

Talent management is a constant process that involves attracting and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance.

The primary purpose of talent management is to create a motivated workforce who will stay with the company in the long run. The exact way to achieve this will differ from company to company.

Talent directly denotes employees in an organization. The talent management process revolves around the systematic procedure of identifying vacant job positions in an organization. The process involves several steps identifying the job openings, planning the hiring procedures, training of hired employees, building up the individual's aptitudes, and finally mastering them to coordinate the position. It makes sure that the employee is engaged in the long run to accomplish the business goals and objectives.

Steps of Talent Management Process

Planning

As said prior, the talent management process is all about planning. It revolves around:

a) Distinguishing the human capital requisites.

b) Building up the desired set of responsibilities and key job roles.

c) Proposing the structure for recruitment and enlistment in the business organization.

For an efficient talent management process, the HR personnel or the concerned management team should have good planning over the above-said segments. They should have a clear-cut idea around the current need in the organization, an idea of which position and type of employee can fill the existing gaps, through which medium the business organization can attract a large set of candidates, etc. Proper planning leads to an efficient and result-oriented talent management process.

Attracting

It is no matter how well you planned your recruitment strategies and how well you positioned your job openings. What constitutes or matters is how far you succeeded in attracting the

desired set of talents. There is stiff competition in the recruitment market as everyone is hunting for experts for their business organization. Therefore the business organization should take care of all the methodologies like a medium of advertisements, salary packages, work patterns, incentives, and benefits to attract prospects. As we have a digital community living at present, the organization should choose:

Employment Portals, for example, Naukri.com, Timesjob.com, and so forth.

Informal organizations, for example, LinkedIn and Twitter.

Referrals.

for better attracting of the employees. Following the traditional mediums like newspapers, television, the radio may not turn productive in today's scenario as everybody is glued to their gadgets surfing in and around their social profiles.

Selecting

Once you are equipped with a handful of profiles after a long search and investments, the next hurdle is to select the right talents. One of the main challenges in the talent management process is to select the right prospect for the business organization. In many cases, the candidate's desires and expectations may not go along with the organization's offerings. This eventually results in losing good and skilled talents. At times, though the company is ready to offer anything, they may not find the suitable. Often it's strenuous for the HR personnel to select the right prospect from the large chunks of profiles that exactly match to company's desires.

It includes the accompanying advances:

a) Planning composed tests and meetings.

b) Examining the most reasonable contender for the profile.

Developing

This is the most important stage in the talent management process. Nothing can be set right if this stage is not executed properly. In this stage, the worker mastered the association and the profile. He is given with proper onboarding program, and efficient training in the profile, moreover ensuring that he is engaged and is capable of delivering optimum results favouring the organization.

The following are the means engaged with the developing procedure:

a) Completing an onboarding program or an introduction program.

b) Improving the abilities, engagement, and capability of the employee to coordinate the profile.

c) Directing, managing, instructing, teaching, coaching representatives and job rotation.

Retaining

Retaining has equal weightage to the development of the talent management process. It isn't profitable to any business organization if their well-trained staff or employees leave the office all of a sudden. The situation can cause great trouble to the management in terms of resource loss and work move. Thus retention is considered as the basis for an authoritative presence and survival. The following are the used in retention under the talent management process.

a) Advancements and augmentations.

b) Giving chances to development by giving over unique undertakings.

c) Participative basic leadership.

d) Showing new employment aptitudes.

e) Recognizing the person's commitment and endeavours.

Transitioning:

The talent management process revolves around the general change of the workers to accomplish the hierarchical vision. It very well is done through:

a) Delivering retirement advantages to the workers.

b) Leading Exit interviews.

c) Progression Planning or Internal Promotions.

Talent Management Initiative

The supervisors and the talent management specialists need to step up the platform and make ready for self-awareness and a long-haul relationship with the association.

Talent Management Initiatives

Maintaining Individual Identity
Recognition and Reward
Providing Opportunities
Role Design
Job Rotation
Training and Development
Succession Planning
Flexibility
Relationship Management
Self-Motivation

Success of Organisation

Acknowledgement: Timely recognizing of the employees' commitment and their work on individual grounds.

Compensation and Reward: Increasing the pay and compensation of the employees as a reward token for their better work execution.

Giving Opportunities: Giving the charge of provoking activities to the workers alongside the specialist and duty of the equivalent makes them increasingly sure.

Job Design: The job of employees in the association must be intended to keep them involved and submitted, it must be sufficiently adaptable to teach and adjust to the worker's ability and information.

Occupation Rotation: The boredom of work routines leads to a lack of efficiency. Employees need eagerness if they play out and similar sort of work day by day reduces the ability to produce more. Thus rotation shifting helps the management in keeping their employees motivated and engaged.

Preparing and Development: No one needs to remain static. To survive in the competitive world, every employee must keep updating themselves on the latest changes in their field of work. Thus it is the responsibility of the business organization to ensure different learning and development platforms like e-learning programs, business-related instructional exercises, instructive courses, entry-level positions, and so forth to upgrade the capabilities, abilities, and information of the employees.

Progression Planning: Internal advancements distinguish and build up a person who can be the successor to senior positions in the association.

Adaptability: Providing an adaptable workplace to the employees makes them increasingly versatile to the association and draws out their inventiveness.

Relationship Management: Maintaining a positive work environment where representatives are allowed to express their thoughts, partake in the basic leadership process, urge representatives to accomplish objectives and are remunerated for better execution prompts worker maintenance.

Self-inspiration: Nothing can be viable if the employee isn't self-decided and spurred to work.

Advantages of Talent Management

Advantages of the talent management process in an organization.

How does the talent management process differ from the human resource management process?

Though both concepts deal with employee management and their welfare, they are a bit different in terms of their functionality. The major difference lies between the goals and objectives of talent management and human resource management.

Where human resource management proceeding takes care of the comprehensive and all-inclusive management of attracting, hiring, training and retaining employees, talent management works as a small niche under the Human Resource Management process, polishing the skills and capabilities of employees. The human resource has been around for many years and talent management is a newly introduced concept. It came into play mainly by attracting the talents in an organization rather than working for the overall well-being of the employee.

An effective Talent Management process envisions in reinventing talent in an employee to achieve more goals and objectives in their work. It envisions nurturing employees to produce more by recognizing their strengths and weaknesses. In the most simplified version, one can define talent management as the simplest procedure to bring out the best form of a worker. On the other hand, human resource management overlooks the overall and comprehensive management of employees right from their joining to retirement.

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Unit –IV

Training and Development and Performance Appraisal

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"Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

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Edwin –B.Flippo

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Importance of Training and Development:-

1. Optimum Utilization of Human Resources
2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce
3. Increase Productivity
4. To Improve Quality of Work
5. To Decrease Learning Period
6. Build Team Spirit
7. Healthy Work Environment
8. To Reduce Cost
9. To Improve Health and Safety
10. To Improve Organizational Climate
11. Personal Growth of Employees
12. Improve Employee Morale
13. Better Managerial Skills
14. Corporate Image
15. Skill Enhancement and
16. Reduce Employee Turnover.

1. Optimum Utilization of Human Resources:

Human resources need to be polished and trained to enhance their potential. Training and development of employees helps to make the best use of the employee's overall worth to the organization.

2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce:

The existing workforce is trained to increase their productivity, and motivated to contribute their best towards the organization. The employees will be more confident about themselves and enthusiastic about their job. They will adapt to technological changes and innovations more readily.

3. Increase Productivity:

Knowledge about usage of sophisticated machinery and new technology is imparted to employees which will enable them to use the equipment more efficiently and thereby increase productivity.

4. Build Team Spirit:

Training often takes place in groups where the trainees are encouraged to interact with each other and discuss organizational issues. This helps to create team spirit among the employees.

5. Healthy Work Environment:

Training and development programmes help to modify the thought and behavior process of the employees in such a way that is conducive to building a healthy work environment.

6. Personal Growth of Employees:

Development programmes provide opportunities to the employees to enhance their skills and knowledge and help them to achieve better career growth.

7. Promote Learning Culture:

The employees are encouraged to continuously learn new concepts and update their talents. This helps to promote a learning culture within the organization which would greatly help in its future sustenance and growth.

8. Improve Employee Morale:

When employees are trained to become better performers, they feel a sense of accomplishment. They realize that they are effectively contributing towards organizational goals and thus get a morale boost.

9. Better Managerial Skills:

Training and development programmes inspire the employees to think, plan, solve problems and take important decisions. This hones up their managerial skills.

10. Reduce Employee Turnover:
A well trained employee will take more interest in his job and will be a more efficient worker. He will get more job satisfaction. People who love their jobs are more loyal towards the organization.

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Training Process

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Definition: The **Training Process** comprises of a series of steps that needs to be followed systematically to have an efficient training programme. The Training is a systematic activity performed to modify the skills, attitudes and the behavior of an employee to perform a particular job.

1. **Needs assessment:** The first step in the training process is to assess the need for training the employees. The need for training could be identified through a diagnosis of present and future challenges and through a gap between the employee's actual performance and the standard performance.

   The needs assessment can be studied from two perspectives: Individual and group. The individual training is designed to enhance the individual's efficiency when not performing adequately. And whereas the group training is intended to inculcate the new changes in the employees due to a change in the organization's strategy.

       a) Organization Analysis
       b) Task Analysis
       c) Individual Analysis

2. **Deriving Instructional Objectives:** Once the needs are identified, the objectives for which the training is to be conducted are established. The objectives could be based on the gaps seen in the training programmes conducted earlier and the skill sets developed by the employees.

3. **Designing Training Programme:** The next step is to design the training programme in line with the set objectives. Every training programme encompasses certain issues such as: Who are the trainees? Who are the trainers? What methods are to be used for the training? What will be the level of training? etc.Also, the comprehensive action plan is designed that includes the training content, material, learning theories, instructional design, and the other training requisites.

       a) Trainees
       b) Trainers
       c) Methods
       d) Location

4. **Implementation of the Training Programme:** Once the designing of the training programme is completed, the next step is to put it into the action. The foremost decision that needs to be made is where the training will be conducted either in-house or outside the organization.

   Once it is decided, the time for the training is set along with the trainer who will be conducting the training session. Also, the trainees are monitored continuously throughout the training programme to see if it's effective and is able to retain the employee's interest.

5. **Evaluation of the Training Programme**: After the training is done, the employees are asked to give their feedback on the training session and whether they felt useful or not. Through feedback, an organization can determine the weak spots if any, and can rectify it in the next session. The evaluation of the training programme is a must because companies invest huge amounts in these sessions and must know it's effectiveness in terms of money. (Kirk Patricks Training Evaluation Model)

       a) Reaction
       b) Learning
       c) Behavior
       d) Result

Thus, every firm follows the series of steps to design an effective training programme that serves the purpose for which it was intended.

Training Needs

Most Employees have some weakness in their workplace skills. A training program allows you to strengthen those skills that each Employee needs to improve. A development program brings all employees to higher level so they all have similar skills and knowledge

1. Higher Productivity
2. Quality Improvement
3. Reduction of Learning Time
4. Industrial Safety
5. Reduction of Turnover and Absentism
6. Effective Management

Training and development methods

"Training and development methods refer to the way a job is being performed or the technique used to enhance the skills and knowledge of an employee."

Types of Training Methods?

Over a period of time the training methods have changed a lot. Based on the requirement of the company, now training methods can be selected from variety of options. A lot of companies implement different training methods for various team, departments and groups of employees. It is important in Training and Development Process to select the training methods as per the needs and desired outcome from the training program. Training methods are categorized as traditional and modern methods.

Traditional Training Methods

Traditional types of training methods are commonly used in ample amount of companies. They are simple to implement and requires less tools. Here are three primary types of traditional training methods:

Off the Job Training Methods - On the Job Training Methods   - Interactive Training Methods

1. Off the job Training

Classroom learning is a way of off-the-job training. Here groups of employees go through different presentations, activities, case study assessments to learn more about their job. The information about vision and mission of the company and the company policy is also conveyed to the employees during off-the-job training. This type of training provides rich learning opportunity to the employees, however due to cost issues many companies avoid arrangement of such training programs.

2. On-The-Job Training

During on-the-job training the employees are involved in the real work activities and learn through experience. It provides rapid learning experience and improves bonding among team members. However some employees find this method of training very stressful and fall to learn or fall to perform on the job.

3. Interactive Training

The interactive training ensures that employees are actively involved in the learning process. The training includes simulation, scenarios, games and quizzes. In order to practice a new skill the employee get a realistic work scenarios and thus employee can apply their knowledge before actually working on the real job. The method is quite time consuming and the employee's needs constant feedback from the trainer to move further in the training program.

Modern Training Methods

After globalization now technology is key to every process. Thus, the modern types training methods include online and computer based training. Another need of training is on the social front, as in the company now people from different backgrounds, cultures work together it is important to develop the social skills and team work among the employees.

Social Learning Methods   -   Online Training Methods   -   Outdoor Training Methods

1. Social Learning

Social learning methods are a process in which employees learn through observation, imitation and modeling their behavior. It is a effective training method for overall development of the employee, it enhance the problem solving skills and employees acquire empathy about their team members.

2. Online Training

If you want to training large number of employees in an effective manner, then online training is an answer for you. Online workplace training includes eLearning courses, videos, webinars which present information in front of employees and also test their acquired skills. Basic PC-based programs, Interactive multimedia training and web-based training programs are different types of online training.

3. Outdoor Training

Many large companies are now using outdoor training as a tool to improve teamwork skills among their employees. It is termed as a break from work and classroom learning. The training includes adventure like group of employees can live outdoors and engage in activities such as mountain climbing or whitewater rafting. The training is a social activity in which employees get to know each other.

On The Job Training Methods

For the training of non-managerial level of employees most of the organizations use on the job training methods. As compared to classroom training the on the job training is quite easy to execute as employee will be available in the actual work environment. On the job training is used when organization wants the employee to be productive immediately after joining the job. The core of on the job training is development through job performance. It provides opportunity to new employee to build good relationship with their working team while learning in the early days.

Different types of On-the-job training methods are as given below:

1. Job rotation: Job rotation involves regular movement of employee from one job profile to another in order to gain experience and knowledge. This method is useful to improve employees skill set and provide them overview of overall organizational working pattern. It also improves the relationship between employees working in different departments of the organization.

2. Coaching: This method includes assignment of mentor or supervisor to each employee who will train the employee, resolve their work related issues and provide feedback on their performance.

3. Job instructions: It is a systematic training in which the instructor explains each step of doing job to the employee, let them perform and correct them in the case of mistake.

4. Committee assignments: A group of employees are given a work related issue which they should solve by healthy discussion with each other. It is also a way to improve team work among employees.

5. Internship training: Generally theoretical and practical training is provided to the students of various colleges before they actually start their actual career in corporate world. Most of the time after completions of internship the company offers the student to join them as a employee.

Advantages of On-the-Job Training

o It is a flexible way to train the employees.
o It is less expensive as compared to other training methods.
o It motivates and encourages the employee to learn and perform at work.
o Not much additional arrangement required to conduct the training of the employee.

Disadvantages of On-the-Job Training

o The on-the-job training is not properly structured and the training environment is not created.
o It is difficult for employees to learn when the managers providing on-the-job training lack in training skills.
o As training and work both is going on hand in hand the performance criteria is not clearly defined.

Off the Job Training Methods

The development activity implemented by the organization which is away from the work field is called as off-the-job training. There are several off-the-job training methods which can be used to train employees. In this type of training the employees can fully concentrate on learn as there will be no work pressure.

Different types of Off-the-job training methods are given below:

1. Case study method: To impart critical and analytic thinking among employees a business problem is assigned to the employees. The employees can analyze the entire case and provide various possible solutions on the given situation.

2. Incident method: A real situation is created in the term of incident and the group of employees is asked to make a decision on the given issue. The group discussion is a way to take a decision on the real-life situation.

3. Role play: In a simulated situation the employees are asked to assume that they are playing role of an individual present in a problem. According to the assigned role the different participants interacts and try to resolve the problem.

4. In-basket method: An imaginary company is created and all the information about the activities, products and employees is provided to the trainee. Now trainee has to delegate tasks and prepare schedules for this imaginary company. This task helps to develop situational judgments among employees.

5. Business games: Here group of employees are asked to discuss the activities and functions of an imaginary organization. It helps to improve decision making and team work among employees.

6. Grid training: It is a kind of phased training program which last for 6 years. It includes development, implementation and evaluation of various training aspects.

7. Lectures: For large number of employees attending the training, lecture method is very useful. An expert explains various job related concepts and principles to the employees through face to face lectures.

8. Simulation: An imaginary situation act as a simulator to the employee and they have to take immediate action on the situation. It helps in development of strategic way of thinking on different aspect of organization.

9. Management education: Companies collaborate with various bachelors and postgraduate institutes which provide high education to the employees.

10. Conferences: A conference acts as a place where people working in the same field meet up and shares their unique ideas with each other. It is a best way to know about the latest updates in the industry.

Advantages of Off-the-Job Training

o The normal operation of organization remains undisturbed
o Trainers who provide training are well qualified and experienced.
o The training program is properly drafted and well organized.

Disadvantages of Off-the-Job Training

o The training is artificial in nature and not directly in context to the work.
o It is quite expensive to implement
    o The work hours of the employees is lost which can lead to lost productivity of the organization.

Evaluation of Training Program

Training evaluation refers to the process of collecting the outcomes needed to determine if training is effective. The company constantly evaluates the effectiveness of training programs to find if the money they have invested has been spending properly or not.

There are three types of criteria for evaluating training: internal, external, and participant's reaction. Most experts argue that it is more effective to use multiple criteria to evaluate training. One view of a multiple-evaluation system was developed by Kirpatrick(1998).

Training programs can be evaluated by asking the following questions.

1. Has change occurred after training?
2. Is the change due to training?
3. Is the change positive or negative?
4. Will the change continue with every training program?

<u>**4 Steps of Evaluation Process of Training Program**</u>

These 4 questions give the 4 steps of evaluating training Program:-

1. Reaction
2. Learning
3. Behavior
4. Result

1. Reaction

Reaction refers to the attitude of employees about the training, whether the employee considers training to be a positive or negative one. If the reaction is positive, then people have accepted the program, and changes will be possible.

2. Learning

Another method of judging effectiveness is to identify levels of learning, i.e., how much the people have learned during the training. This can be found out by trainers mark sheet, the report submitted by the employee, and actual performance.

3. Behavior

The HR department needs to understand the behavior of the employees, to understand the effectiveness of training. The behavioral change can be seen in how the person interacts with juniors, peer groups, and seniors. They mark the behavior change and inform the HR department of the success of the training program.

4. Result

Results provided by the employee in monetary terms also determine the effectiveness of the training program, i.e., employee success in handling the project, the group performance before and after training, etc.

Why training programs should be evaluated?

The **main reason** for evaluating the training program is determining whether they are accomplishing specific training objectives that correct performance deficiencies.

A **second reason** for evaluation is to ensure that any changes in trainees' capabilities are due to the training program and not due to any other conditions.

Third reason: Training programs should be evaluated to determine their cost-effectiveness.

Evaluation is useful to explain program failure should occur. The credibility of training and development is greatly enhanced when it is proved that the organization has benefited tangibly from it. If specific performance factor can measure the trainees' performance after the training can be compared with the objectives for the training program. If the training objectives have been met, then the training has been successful.

For example, a training objective could be to train ten people to type a minimum of fifty words per minute with less than a 1 percent error rate.

In this case, evaluating the training program's success would involve testing the typing skills of all trainees both before and after the training. If the objective were found to have been met, the program would be evaluated as having been successful.

Performance Appraisal

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

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

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential in a person for growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. It serves as a basis for influencing working habits of the employees.
6. To review and retain the promotional and other training programmes.

Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.
2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
   a. Through performance appraisal, the employers can understand and accept skills of subordinates.
   b. The subordinates can also understand and create a trust and confidence in superiors.
   c. It also helps in maintaining cordial and congenial labour management relationship.
   d. It develops the spirit of work and boosts the morale of employees.

   All the above factors ensure effective communication.

6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future

Performance appraisal: Definition

Performance appraisal is defined as a process that systematically measures an employees personality and performance usually by managers or immediate supervisors against the predefined attributes like skillset, knowledge about the role, technical know-how, attitude, punctuality and so on.

Performance appraisal has many names across organizations, some call it performance evaluation, some prefer performance review, merit rating, annual reviews, etc.

This process is carried out to identify the inherent qualities of an employee and the abilities and level of competency of an employee for their future growth and development and that of the organization they are associated with. It aims at ascertaining the value of an employee and his/her offering to the organization.

Performance appraisal helps managers and supervisors place the right employee to do the right job, depending on the skill set they possess. Without an ounce of doubt, every organization needs a robust performance appraisal system.

There are various methods that are used by managers and supervisors to evaluate employees based on objective and subjective factors, however, it can get a bit tricky, but to effectively evaluate an employee both factors are essential.

Objectives of performance appraisal

Following are the objectives to conduct performance appraisal year after year:

- This is an essential first step towards promoting an employee, based on the subjective and objective factors- performance and competency.
- To identify the training and development needs of an employee.
- To provide confirmation to those employees who were recently hired and are on their probation period.
- To take a concrete decision what should be the percentage of hike in the salary of an employee based on the work done by them.
- To encourage a proper feedback system between the manager and employees.
- To help employees understand where they stand in the current year and what is the scope of improvement.

Performance appraisal process

Step 1: In most organizations, the performance appraisal process means evaluating an employee every 6 months or one year for the period an employee has continually worked with the organization. In modern times, the Human Resources department sends out an employee survey for them to fill out to collect data related to their engagement and satisfaction levels.

Step 2: The employee's immediate manager or supervisor will then evaluate the quality of the employee's performance based on the work done in the previous year and then meet face-to-face to discuss the facts and figures.

Step 3: The feedback received from the survey can be kept anonymous. This feedback can be analyzed real-time by using QuestionPro's Workforce platform, that measures, analyzes and activates data to get actionable insights.

For probationary employees, the probation period usually lasts between three to six months. Their evaluation is based on whether they have come at pace with the work and culture of the organization and if they are ready to take up more responsibilities.

Performance appraisal methods

There are 5 performance appraisal methods. Using one of these methods for performance appraisal can help organizations gain partial information. However, combining one or more methods will lead to extracting better information and accurate data. It is one thing to collect data and another to do something actionable with it.

1. **Self-evaluation:** This is an important way to get insights from the employees, evaluate themselves. You need to first get information about how an employee evaluates himself/herself, after conducting this evaluation the management has an opportunity to fairly appraise an employee based on their thoughts.
2. **360-degree appraisal system: 360-degree feedback,** an employee is evaluated by his/her supervisor/manager, peers, colleagues, subordinates and even management. Inputs from different sources are considered before talking to the employee face-to-face. In this process, each employee is rated according to the job done based on the job descriptions assigned to them.
3. **Graphics rating scale:** This is one of the most commonly used methods by managers and supervisors. Numeric or text values corresponding to values from excellent to poor can be used on this scale. Members of the same team who have similar job descriptions can be parallelly evaluated using this method. This scale should ideally be the same for each employee.
4. **Checklists:** The evaluator is given a checklist of several behaviors, traits, attributes or job description of the employee who needs to be evaluated. The checklist can contain sentences or simply attributes and the evaluator thus marks the employee based on what describes the job performance of the employee. If the evaluator believes that the employee has certain traits it is marked positive otherwise it is left blank.
5. **Essay method:** This is also known as "free form method". As the name suggests, it is a descriptive method which elaborates performance criteria. A major drawback of this method is to keep biases away.

Advantages of performance appraisal

1. A systematic performance appraisal method helps the managers/supervisors to correctly identify the performance of employees and also highlight the areas they need improvement in.
2. It helps the management place the right employee for the right kind of job. This is a win-win situation for both the employee and the organization.
3. Potential employees who have done some exceptional work are often offered a promotion on the basis of the result of performance evaluation.

4. This process is also effective in determining the effectiveness of the training programs conducted by the organization for the employees. It can show managers how much an employee has improved after the training. This will give actionable insights to the managers on how to improve the programs.
5. It creates a competitive environment amongst the employees in a good way. Employees try to improve their performance and get better scores than their colleagues.
6. Managers use this as a platform to get first-hand feedback from employees to talk about their grievances and how to handle them.
7. Keeping year on year record of appraisals gives managers a very good idea what is the pattern of the growth rate of employees and which ones have a declining rate and what actions need to be taken to improve it.

Disadvantages of performance appraisal

1. If the attributes being used in this method are not correctly defined the data collected won't be useful.
2. Sometimes biases can be an issue in this system.
3. Some objective factors can be vague and difficult to pin down. There are no known scientific methods to measure that.
4. Managers sometimes are not qualified enough to assess the abilities of the employees, thus be detrimental to the growth of an employee.

Traditional Methods	Modern Methods
1. Ranking method	1. Management by Objectives (MBO)
2. Paired comparison	2. Behaviourally anchored rating scales
3. Grading	3. Assessment centres
4. Forced distribution method	4. 360-degree appraisal
5. Forced choice method	5. Cost accounting method
6. Checklist method	
7. Critical incidents method	
8. Graphic scale method	
9. Essay method	
10. Field review method	
11. Confidential report	

Different companies use different methods to conduct their performance appraisal calculations. It depends on the job role and the type of company it is. A few of the common methods doing performance appraisals in HRM are:

1. Graphic Rating Scale Method

This method is based on the idea of rating employees based on individual characteristics. For example, some organizations may choose to evaluate employees based on quality and quantity of work, decisiveness & emotional stability.

Employees are rated on a fixed scale (say 1-10), based on the extent to which they meet each of the desired criteria. The average of all the scores constitutes the overall score of the employee.

Graphic scales are practical; they are cost-effective and can be developed quickly. They also help in measuring a particular objective effectively. However, the appraisal in such cases largely depends upon individual perspectives. This may lead to disputes or non-uniformity in evaluations. Furthermore, personal bias can also play a role in it. You must be careful to define each character as clearly as possible.

2. Ranking Method

The name of this method explains exactly what it is. The Human Resources team ranks each employee on a list based on factors decided by the human resource department. Hence, the best performers are on the top, and the worst performers rank at the bottom.

This simple method of ranking employees can be modified in several ways. One of these methods is the paired comparison ranking style wherein employees are compared in pairs of two against each other. The number of times one employee is preferred over someone else is recorded. The top employee is the one with the highest number of preferences.

The grading scale method can be combined with ranking. The employees with the best overall score on the grade scale (from 1-10) rank at the top of the list. The ranking method is preferred because it is simple, efficient, and requires little time and money. However, personal bias and favoritism may cause major disruptions in objective evaluation.

3. Checklist Method

Employees are evaluated by making use of a checklist in this method. The checklist can have a variety of different factors that the human resource department has chosen to be important. The employees are then judged based on those factors The employers must select between the yes/no options in those checkboxes.

Items in the checklist carry a numerical value based on their importance to job performance Therefore, the appraisal score is calculated by adding up the scores of all these individual factors.

For example, Behaviour Based appraisals are done by using the checklist method. This happens by having a pre-set personality and behavioral checkpoints. If an employee meets them then they are considered for an appraisal.

The checklist method makes it easy to evaluate employees as their supervisors have to simply choose between yes/no. It also helps the employees receive clear and direct feedback. However, it may not be easy to design an effective checklist and assign a weight based on the importance of factors.

4. Management by Objectives Method(MBO)

MBO is considered to be one of the most systematic methods in performance appraisals. The idea is to give each employee a set of objectives that have to be achieved by them. During the performance appraisal, the supervisors will evaluate the extent to which the objectives have been achieved.

This is a strong method of evaluation. The employees have been clearly instructed as to what is expected of them. It also helps the company to set benchmarks and standards for growth. However, a lot of time and effort goes into determining the objectives and evaluating them.

5. 360-degree Feedback Appraisal

This approach is basically a group performance review. The data regarding an employee's behavior is collected by his/her close subordinates. An employee's colleagues might be able to review his/her performance under a variety of situations and circumstances, which might have escaped the employer. This allows for holistic, full-circle, multi-tiered feedback regarding a person.

This method is useful as it eliminates subjectivity. It also promotes an atmosphere of open culture, self-development and better communication. However, every company must develop an effective system and procedure to utilize this method.

6. General Performance Appraisal in HRM

General performance appraisal is one of the most common types of performance appraisals. In general, a manager sets goals and targets for an employee and urges them to achieve it. This pushes the employee to achieve them and encourages them to grow.

The manager calls a meeting and sets certain goals for an employee. Once the employee achieves those goals, they review it and set newer goals. This method is an ongoing conversation between the employee and the manager throughout the year. The manager can also recommend development plans and key growth areas.

7. Technological Performance Appraisal

In this method of performance appraisal, the employee's technological capabilities are judged and the Technological skills are kept at the forefront of all the other skills that are not related to the employee's job.

Here the focus is on how easily the employee adapts to new technology, how aware the employee is of the technology around them, and how much technical knowledge they have.

8. Sales Performance Appraisal

A salesperson is closely linked to the financials of an organization. Therefore, this kind of appraisal has a direct impact on the sales of a company. Here, the employee is judged based on the revenue they bring into the company. Here the focus is on what the employee achieves in contrast to how they are or how they behave.

The manager should discuss goals and deadlines for sales. This way an employee can have a goal to achieve.

Performance Appraisal Objectives

Performance appraisal can be conducted for various reasons. Human resources is one of the most important resources that a company has. Therefore, every company should understand where their employees stand in terms of performance and productivity. Here are some more objectives of performance appraisals:

1. Provide Feedback:

Appraisals are an effective way to give feedback to employees Also, managers to communicate clearly regarding employee objectives and expectations. An employee can learn about what he/she can do to improve their future performance.

In addition, Some tips for employee feedback

1. Performance Outcome
2. Quarterly Reviews
3. Give feedback on a 1-2-1 basis

2. Downsize or Right-Size:

The COVID pandemic is one of the many harsh realities that might force an organization to downsize. In such a situation, appraisals are a way to make sure that the most productive and talented individuals can be retained in a company. It is also an effective way to know which employees are non-performers.

3. Promote The Right Person:

Appraisals give an organization objective and data-driven tools to make good promotion decisions Also, It helps the most talented individuals retain the position of the highest importance.

4. Set Goals & Measure Goals:

The annual appraisals are also an effective way to set future goals for the employees. This ensures maximum productivity and superior performance.

5. Improve Work Performance:

An employee can only improve if he knows how to Objectives of a good appraisal include highlighting the specific area of improvement for every employee.

Some tips improve performance:

1. Keep your eyes on the deadline

2. Also, Improve project evaluation skills

3. Set Goals as well as Personal Benchmarks

6. Determine Compensation Changes:

An appraisal system works as a determining factor in increasing compensation, pay raises, etc. Also, It ensures that people who work harder get paid better.

7. Encourage Coaching & Mentoring:

Managers are usually expected to coach their team members Also, appraisals help the managers to identify the areas where mentoring is required.

8. Employee Training and Development:

Individual skills are evaluated during an appraisal. Also, this helps employees to identify if they need to acquire more skills and competencies to contribute to the company. It also helps an organization to plan the up-skilling training for their employees.

9. Provide a Legal Defense For Personal Decisions:

A company can be held accountable for any decision that they take, even firing or promoting an employee. Therefore, conducting a performance appraisal will help the company prove a point if their decisions are ever challenged.

10. Encouraging Coaching & Mentoring:

Teaching and coaching are part of managing employees. It is part of being a good manager. Performance appraisals will help them understand where an employee is lacking therefore where they can train and help employees to do better.

11. Improving Overall Organization's Performance:

Last but not least, performance appraisals will help the company to learn more about the employees and their requirements. It will help the employees to understand where they are lacking and where they are doing well. This will help them learn and grow quickly.

Process of Performance Appraisal

One of the most important things to remember about performance appraisals is that its effectiveness will be highly influenced by its purpose. For example, a programme, which is developed, to focus on employee development and training needs may not be suitable for making major decisions about salaries. Likewise, it is possible that the organization, management and employee may all have different goals for the performance appraisal process. Performance appraisal **involves 'identifying, evaluating and developing employees' work performance with the dual purpose of achieving the organization's goals and objectives whilst also ensuring the employee receives recognition, feedback and development'.**

The process of performance appraisal starts with employee planning and ends with an evaluation of employee progress. The process of performance appraisal consists broadly two steps. First, complete the performance appraisal form; secondly, participate in a performance appraisal interview and discussion. These two sages comprise the following levels in the appraising performance of the staff.

1. **Establish Performance Standards or Goals** – The appraisal process begins with the establishment of performance standards. The evaluators must determine what outputs, accomplishments and skills will be evaluated. These standards should have evolved out of job analysis and job description. These performance standards should be clear and objectives are to be understood and measured.
2. **Communicate Performance Expectations to Employees** – Once the performance standards are established, these need to be communicated to the respective employees so that they come to know what expected of them. Past experience indicates that not communicating standards to the employees compounds the appraisal problems. Here, it must be noted that mere transference of information from the evaluator to the staff is not communication. It become communication only when the transference of information has taken place and has been received and understood by the staff. The feedback from the staff on the standards communicated to them must be obtained. If required, the standards may be modified or revised in the light of feedback obtained from the employees.
3. **Measure Actual Performance** – This is the third step involved in the appraisal process. In this stage, the actual performance of the employees is measured on the basis of information available from various sources such as personal observation, statistical reports, oral reports, and written reports. The evaluator's feeling should not influence the performance measurements of the staff. Measurement must be objective based on facts and findings. This is because what we measure is more critical and important to the evaluation process than bow we measure.
4. **Compare Actual Performance with Standards** – In this stage, the actual performance is compared with the predetermined standards. Such a comparison may reveal the deviation between standard performance and actual performance and will enable the evaluator to proceed to the fifth step on the process i.e. Review and discussion of the appraisal with the concerned staff.
5. **Discuss and Review the Appraisal with the Staff** – The fifth step in the appraisal process is to communicate to and discuss with the employees the results of the appraisal. This is one of the most challenging tasks the evaluatorsface to present an accurate appraisal to the staff and then make them accept the appraisal in a constructive manner. A discussion on appraisal enables employees to know their strengths and weaknesses. This has, in turn, impact on their future performance. The impact may be positive or negative depending upon how the appraisal is presented and discussed with the employees.
6. **Initiate Corrective Action** – The final step in the appraisal process is the initiation of corrective action when it is necessary. The areas needing improvement are identified and then, the measures to correct or improve the performance are identified and initiated.

Process of Performance Appraisal In HRM

Establish Performance Standards

Communicate Performance Standards

Measure Employee Performance

Compare Performance With Set Standards

Discuss Appraisals With Employees

Implement Appraisal & Review

Employee Relations: Employee relations is defined as the relationship between the employer or representative manager and the employees who aims towards building and maintaining commitment, morale an d trust for forming a procedure and secure work environment.

Objectives:

The following are the objectives of employee relations.

1. To motivate and build good employee employer relations.
2. To reduce conflicts at various levels such as at workplace, at individual, intergroup ream.
3. To minimize the attrition (అట్రిషన్) of good performs
4. To increase the morale of the workers and develop a sense of organizational pride
5. To assure discipline at the workplace and develop a constructive and congenital work environment.
6. To offer motivational incentives and benefits for improving the economic status of the workers.
7. To develop democratic systems this seeks employee partnership by employee- empowerment and employee- engagement programmers.
8. To assist the worker in solving their problems by coaching, counseling and mentoring programmers.
9. To motivate the workers for participating in sessions of quality improvements, technical and process innovations and brainstorming for organizational excellence.
10. To enhance the quality of work life, reduce the stress at workplace and provide a healthy work-life balance for improving the employee productivity.

Technology Role in Employee Relations:

Some of the facilities offered by technology are as follows.

1. Technology of knowledge management facilitates the employee to be aware of events occurring in the firm.
2. Technology of work flow systems ensures proper coordination and continuous flow of work.
3. Firms utilize payroll system to make accurate and on time payment of salaries to employees.
4. Technology provides the opportunity of online self training for employees in order to make them up-to-date and enhance the ability of the employees.
5. The tools such as a email, company portals and electronic calendars help employees in knowing the status of the company and to contribute their idea effectively through advanced technology.
   Note: Employee relationship management will enhance productivity by enhancing employee morale loyalty etc.

Labor Movement.

The labor movement, also known as the labor union movement or trade union movement, is a collective effort by workers to improve their working conditions, wages, and overall rights in the workplace. It is a vital aspect of the broader history of labor rights and workers' rights.

Key objectives of the labor movement include:

Collective Bargaining: Labor unions negotiate with employers on behalf of workers to secure better wages, benefits, and working conditions. By uniting as a collective, workers gain more bargaining power than they would individually.

Workers' Rights: Labor movements advocate for the protection of workers' rights, such as the right to fair wages, reasonable working hours, safe and healthy working conditions, and protection against discrimination and unfair treatment.

Improved Workplace Safety: Labor unions strive to ensure that employers provide a safe and secure work environment. They often push for better safety standards and regulations.

Social and Economic Justice: The labor movement often advocates for broader social and economic justice issues, aiming to reduce income inequality, support marginalized workers, and address systemic issues affecting workers and society as a whole.

Political Engagement: Labor unions may be involved in political activities and lobbying to influence legislation and policies that impact workers' rights and interests.

Solidarity and Mutual Aid: Labor unions foster a sense of solidarity among workers, encouraging mutual support and assistance during labor disputes, strikes, or other challenging situations.

Historically, the labor movement played a crucial role in the industrialization process during the 18th and 19th centuries. Workers faced harsh working conditions, long hours, and low pay. Through collective action and strikes, labor unions succeeded in achieving many workplace reforms and improvements.

The labor movement has evolved over time, adapting to changes in the economy, labor markets, and social contexts. While labor unions have faced challenges in recent decades, they continue to be influential in many countries and sectors, advocating for workers' rights and protections. However, the strength and influence of labor movements can vary significantly depending on local laws, societal attitudes toward unions, and the overall economic climate.

TRADE UNION

"A trade union is a combination of persons whether temporary or permanent, primarily for the purpose of regulating the relations between workers and employers or between workers for imposing restrictive conditions on the conduct of any trade or business and includes the federations of two or more trade unions.

As per Sec. 2 (6) Trade Unions Act, 1926-"A Trade Union is an organisation of workers, acting collectively, who seek to protect and promote their mutual interests through collective bargaining".

Objectives of Trade Unions

1. **Ensure Security of Workers:** This involves continued employment of workers, prevent retrenchment, and lay off or lock-outs. Restrict application of "fire" or dismissal or discharge and VRS.

2. **Obtain Better Economic Returns:** This involves wages hike at periodic intervals, bonus at higher rate, other admissible allowances, subsidized canteen and transport facilities.

3. **Secure Power to Influence Management**: This involves workers" participation in management, decision making, role of union in policy decisions affecting workers, and staff members.

4. **Secure Power to Influence Government:** This involves influence on government to pass labour legislation which improves working conditions, safety, welfare, security and retirement benefits of workers and their dependents, seek redressal of grievances as and when needed.

Functions of a Trade Union:

Trade Union Functions: Top 6 Main Functions Performed by Trade Unions these are as follows,

i. Increasing Co-operation and Well-being among Workers:

The modern indus-try is complex and demands specialization in jobs. This results in extreme division of labor, which leads to the growth of individualism and development of imper-sonal and formal relationships. There is no common unifying bond among the workers.

It is in this context that the trade unions come into the picture and they promote friendliness and unity among the workers. Besides this, the trade unions also discuss the problems, which are common to all the workers. It is a platform where workers come together and know each other. The trade unions also provide some kind of entertainment and relaxation to the workers.

ii. Securing Facilities for Workers:

Most of the industrialists are not very keen on providing the facilities and proper working conditions to the workers. They are more interested in getting their work done to the maximum extent. In such conditions, trade unions fight on behalf of the workers and see that the facilities have been provided by the management.

iii. Establishing Contacts between the Workers and the Employers:

In present days, there are many industries, which have grown into giants. A single unit in a particular industry may employ hundreds of employees. Many times a worker or employee may not have a chance to see their managers. In this situation, the workers are not able to express their grievances before their employers, and even the management does not know the difficulties faced by the workers.

The trade unions play an important role in bringing to the notice of the employers the difficulties and grievances of the employees. They try to arrange face-to-face meetings and thus try to establish contacts between the employees and the employers.

iv. Trade Unions working for the Progress of the Employees:

The trade unions try to improve the economic conditions of the workers by representing their cases to the employers and try to get adequate bonus to the workers.

v. Safeguarding the Interests of the Workers:

Most of the industries try to exploit the workers to the maximum. They do not provide any benefits such as increasing their wages, granting sick leaves, giving compensation in case of accidents, etc. The workers are not made permanent even after many years of service and in some cases they are removed from service summarily. The trade unions provide security to the employees in such situations.

vi. Provision of Labor Welfare:

The economic conditions of the industrial workers in India are very poor. The standard of living is very low. A majority of industrial workers in India are illiterate or semi-literate. It is the responsibility of the trade unions to get them proper housing facilities and promote the socio-economic welfare of the laborers. The trade unions also try to arrange educational facilities for the children of the workers.

Top Problems faced by Trade Unions in India –

1. Limited Membership:

Many workers do not enroll themselves as members of any trade union. Membership is mostly confined to urban areas and there also it does not cover all the workers of the organization. Even in the organized sector, membership is not satisfactory to the desirable extent. Trade unionism, it is rightly said, has only touched a fringe of the working class in India.

2. Domination of Political Parties:

Political parties today dominate the trade unions in India. To achieve their narrow and selfish political motives, the real character of trade unions cannot be adhered to. Political rivalry strikes the true spirit of trade unionism and, unfortunately, the workers suffer.

3. Small Size of Trade Unions:

The size of trade unions in India is not satisfactory, it is rather small and thus it does not possess, in many organizations, the strength necessary to bargain with the employers. With limited membership and small size, they do not have the required man-power and financial strength to continue their struggle against the oppression of the employer.

4. Lack of Unity:

The trade unions not only have limited membership and small size but also there is multiplicity of unions working in a particular industrial undertaking. This leads to division among workers; unity — which is the core of trade unionism — suffers seriously.

5. Attitude of Employers:

Taking advantage of the political rivalries, small size and lack of unity of the trade unions existing is an organization; the employers take apathetic and unbecoming attitude towards workers. They regard establishment of trade unions as "an act of treachery, disloyalty and ingratitude." Taking advantage of the ignorance, poverty, illiteracy and ^weakness of the workers, the employers try to disrupt the unity among them.

6. outside Leadership:

Leadership of trade unions rests not with the workers but with the outside leaders for whom it is very difficult to feel the pangs of sufferings of the workers. Most of these leaders are professional persons like lawyers and social and political leaders who do not really feel for the workers, nor do they actually understand their problems.

It does not need any elucidation to say that anyone who did never suffer from any of the difficulties, to which a worker is put, will not appreciate the difficulty of the worker to the desirable extent. This is a serious weakness of Indian Trade Unionism.

7. Faulty Method of Labour Recruitment:

The method of labour recruitment that is usually followed in India weakens trade unions. Majority of the workers are recruited through intermediaries and they remain at the mercy of these intermediaries. The intermediaries themselves bargain with the employers to the detriment of the interest of the workers.

The workers mostly come from villages and, being unable to adjust themselves with the new environment of the urban areas, many of them leave. So, this type of recruitment stands in the way of the growth of strong and continuous labour organizations.

8. Lack of Interest on the Part of the Workers:

Workers themselves do not take active interest in the activities of trade unions. This phenomenon is attributable to the migratory character of the workers, their illiteracy, poverty etc.

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The implication of strengthening trade unions in their interests are not intelligible to many of them; they are simply interested in earning daily wages to send them to their village-families and live contended with the meager surplus they keep with them.

Their standard of living is too low. They do not think about 'higher level' living. All these peculiar characteristics of Indian workers are obstacles to the growth of healthy unions.

9. Inadequacy of Finances:

Another weakness of the trade unions in India is the inadequacy of finances. Funds are limited because of low membership fee, many are defaulters; so, when needs arise, unions cannot fight for want of funds. A continuous fight against management to bargain something needs funds since the workers may have to go on strike during which period they will have to be maintained out of the funds of the trade unions.

10. Lack of a Common Goal:

Trade unions in India today suffer from the lack of a common goal. Since the workers are controlled by the labour wings of different political parties, oneness of mind among the workers cannot be expected. Workers are themselves divided; the rivalry among the trade unions is more severe than their hatred and opposition against the employer.

11. Absence of Craft Unions:

This is a unique feature of the trade unions in India. There is no craft-wise trade union. All workers of different crafts belong to the same trade union and this naturally stands in the way of their coming close to one another. There always remains a distance between workers specialized in different crafts. Thus, the trade unions with such members become weak.

Suggestions for the Healthy Growth of Trade Unions (How to Overcome Problems)

In a developing country like ours, strong and stable trade unions are in the interest of both the workers and the employers. A healthy trade union helps the workers in increasing their collective bargaining power and in achieving the various objectives of unions. It is necessary for maintaining good relations between the employer and the employee.

The employers will gain immensely if there are strong trade unions. They can communicate with all workers through the union and can refrain the workers from putting up exorbitant demands. Through the healthy trade union, employers can inculcate a sense of discipline in the workers and also prevent unjustified strikes. Moreover, a healthy trade union is essential for a proper functioning of industrial democracy.

The following suggestions are given for the healthy growth of trade unions in our country:

1. One Union in One Industry:

In order to remove inter-union rivalries, to promote unity in the trade unions, and to take up collective bargaining effectively, it is necessary to observe the principle of "one union in one industry". Without such, it is difficult for the workers to concede their legitimate demands.

2. Training and Education of Union Workers:

It is necessary to train and educate the union worker in the various areas relating to the management of trade union. They should also have knowledge regarding the working and technicalities of the industry in which they are working. Further, such trained workers should be appointed as full-time paid officers of the company.

3. Enlarging the Coverage:

At present, only a small percentage of workers are associated with the trade unions in the country. In order to strengthen trade unionism, it is necessary that its coverage is enlarged as much as possible by bringing a large mass of un-organized workers within its fold.

4. Strengthening the Unions:

As the trade unions in India are not very .stable and strong, their growth is very much hindered. Hence, steps must be taken to strengthen them by measures like, (a) encouraging the small unions to merge with the stronger units, and (b) improving the finances of trade union by collecting the subscriptions regularly from the members.

5. Expanding and Diversifying the Activities:

Generally, the trade unions in India concern themselves only with the demands for more wages and certain other benefits to the members. In order to make the workers get more interest in the trade unions, it is necessary for the trade unions to expand and diversify their activities. They have to provide educational, social, cultural and welfare facilities to their members.

6. Free from the control of Political Parties:

So far, trade unions in our country are dominated by the different political parties and this is not helping for their healthy growth. Hence, they must make efforts to establish themselves as independent organizations and also should replace the outside leadership by their own leadership.

7. Change in the Employers' Attitude:

The employers have to change their attitude towards trade unions. They should realize that strong trade unions can be helpful in avoiding many disputes, inculcating a sense of discipline among the workers and in creating good atmosphere in the factory. Hence, the employers instead of trying to weaken the trade unions must encourage their growth on sound lines and give due recognition to the representative trade unions.

8. Change in Government's Attitude:

Government also has to change its attitude towards trade unions. They should follow such policies that may facilitate the healthy growth of trade unions. They should encourage collective bargaining and also the development of voluntary arbitration for resolving industrial disputes.

9. Proper Implementation of Code of Conduct:

A code of conduct was evolved in 1 958 by the representatives of the four central organizations of the country for the purpose of minimizing the inter-union rivalries and also to facilitate the healthy growth of trade unions. But they have not implemented the code properly. As the purpose of the code is to help the unions to grow on stable and sound lines, the efforts should be made by the unions to implement the code properly.

COLLECTIVE BARGAINING

Meaning and Definition of Collective Bargaining:

The term 'collective bargaining' has different meanings for different people. The whole concept revolves round the meaning of the term 'collective bargaining'. The word 'collective' means group and 'bargaining' means negotiation and therefore, it may be considered as a negotiation of a dispute between the labour union and the management.

In the words of R.F. Hoxie "Collective bargaining is a mode of fixing the terms of employment by means of bargaining between an organized body of employees and an employer or an association of employers usually acting through organized agents. The essence of collective bargaining is a bargain between interested parties and not a decree from outside parties."

Need/Importance:

Importance:

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

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

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

2. It promotes industrial democracy:

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

3. It benefits the both-employer and employees:

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

4. It is adjustable to the changing conditions:

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

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

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

Characteristics of Collective Bargaining:

The Main characteristics of collective bargaining are:

a) **Group action:** It is a group action as opposed to individual action and is initiated through the representatives of the workers and delegates of the management at the bargaining table.

(b) **Flexible and mobile**: It is flexible and mobile and not fixed or static. It has flexibility and ample scope for compromise for a mutual give and take before the final agreement.

(c) **Two-party process:** It is a two-party process. It can succeed only when the labour and management want to succeed. There must be a mutual eagerness to develop the collective bargaining procedure, with a view to achieve harmony and progress. It can flourish only in an atmosphere which is free from animosity and reprisal.

(d) **Continuous Process:** It is a continuous process, which provides a mechanism for continuing and organized relationships between the management and the trade unions. The heart of collective bargaining is the process for continuing joint considerations and the adjustments of plants and problems.

(e) **Dynamic**: The term itself is dynamic because the concept is growing, expanding, and changing.

(f) **It is industrial democracy at work**: Industrial democracy is the government of Labour with the consent of the governed- the workers. The principle of arbitrary unilateralism has given way to that of self government in industry.

(g)Not a competitive process: It is not a competitive process but a complementary process that is each party needs something that the other party has, namely, labour can make a greater productive effort and management has the capacity to pay.

(h)An Art: It is an art, an advanced form of human relations. To get a proof of this one only needs to witness the bluffing, the oratory, the dramatics, and the coyness mixed in an inexplicable fashion, which often characterizes a bargaining session.

Levels of Collective Bargaining:

Collective bargaining takes place at the following levels:

(I) At Plant Level: This is the basic or micro level unit, where negations are conducted between the management of the plant and unions of the plant. Generally the unions are centered on the plant, with little or no involvement in other bodies.

(ii) At the Industry Level:

Here all unions of an industry enter into an agreement with the employers in general. In India, collective bargaining of this type is very popular in textile industry where agreements are reached between labour unions and the various management bodies.

(iii) At the National Level:

At the national level the bargaining is mutual and agreements usually taking the form of 'bipartite agreements' entered into between labour union and managements in the presence of the government representatives. The agreement entered into between Indian Tea Association, Indian Tea Planters Association and Hind Mazdoor Sabh.

Process of Collective Bargaining:
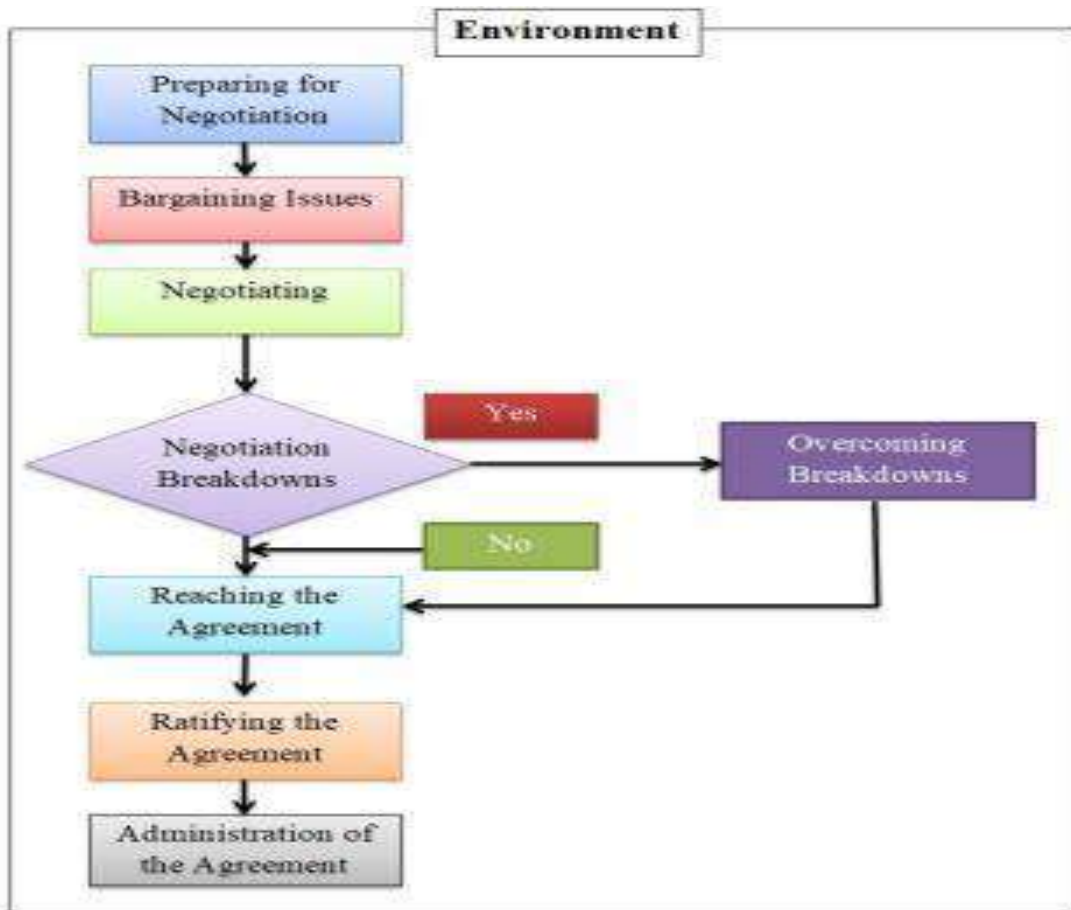
I. **Preparation for negotiations:** Careful advance preparations by employers and employees are necessary because of the complexity of the issue and the board range of topics to be discussed during negotiations.

Effective bargaining means presenting an orderly and factual case to each side. Today this require much more skill and sophistication then it did in earlier days, where shouting and expression of strong emotions in smoke filled rooms were frequently the keys to getting one's proposals accepted.

➢ **From the Management side the negotiators are required to:**

1. Prepare specific proposals for changes in the contract language.
2. Determine general size of the economic package the company proposes to offer.
3. Prepare statistical displays and supportive data for use in negotiations, and

4. Prepare bargaining book for company negations, compilation of information on issues that will be discussed, giving an analysis of the effect of each case.

➢ **From the employees side:**

1. The financial position of the company and its ability to pay.
2. The attitude of the management towards various issues, as reflected in past negotiations or inferred from negotiations in similar companies.
3. The attitudes and desires of the employees.

II. **Identifying Barraging Issues:** The major issues discussed in collective barraging fall under the following four categories:

1. **Wage- Related Issues:** These include such topics as how basic wage rates are determined, cost of living adjustments, wage differentials, overtime rates, wage adjustments and the like.

2. **Supplementary Economic Benefits**: These include such issues as pension plans, paid vacations, paid holidays, health insurance plans, retrenchment pay, and unemployment pension and like.

3. **Institutional Issues:** These consist of the rights and duties of employers, employees, unions, employees stock ownership schemes, and QWL programmes.

4. **Administrative Issues:** These includes such issues as seniority, employee discipline and discharge procedures, employee health and safety, technological changes, work rules, job security, training and like.

III. **Negotiating:** Preparations are having been made and issues being identified. The next logical step in the collective- bargaining process is negotiation. The negotiating phase begins with each side presenting its initial demands. The negotiation goes on for days until the final agreement is reached. But before the agreement is reached, it is a battle of wits, playing on words, and threats of strikes and lockouts. It is a big relief to everybody when the agreement is finally signed by the management representatives and the union. The success of negotiation depends on skills and abilities of the negotiators.

IV. **Settlement and Contract Agreement:** After an initial agreement has been made, the two sides usually return to their respective constituencies to determine whether what they have informally agreed upon is acceptable.

V. **A crucial stage is ratification.** In this stage the union negotiating team explains and puts the agreement to the union members for a vote. If voted the agreement is formalized into a contract. It is important that the contract must be clear and precise.

VI. **Administration of the Agreement**: Signining the agreement is not the end of collective bargaining; rather it is the beginning of the process. The agreement must be implemented according to the letter and spirit of the provisions may not always be easy. Moreover, it may be difficult to draft a flawless agreement,

notwithstanding the exacting efforts of the most experienced negotiators and lawyers specialized in IR. Flaws are allowed to continue till the agreement period. Faulty implementations or Violation of the any provision leads to dispute. The management is primarily responsible for implementing the agreement, which must be communicated to all affected levels.

The HR manager plays crucial role in the day to day administration of the contract. He or she advises on matters of discipline and works to resolve grievances arising out of the agreement. In addition, he or she works; with the line management establish good working relationship with all employees affected by the terms and conditions of the agreement.

GRIEVANCES:

Introductions and Definition of Grievance:

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

1. Dissatisfaction is anything that disturbs an employee, whether or not the unrest is expressed in words.

2. Complaint is a spoken or written dissatisfaction brought to the attention of the supervisor or the shop steward.

3. Grievance is a complaint that has been formally presented to a management representative or to a union official.

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

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

Features of Grievance:

1. A grievance refers to any form of discontent or dissatisfaction with any aspect of the organization.

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

3. The discontent can arise out of real or imaginary reasons. When employees feel that injustice has been done to them, they have a grievance. The reason for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.

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

5. Broadly speaking, thus, a grievance is traceable to be perceived as non-fulfillment of one's expectations from the organization.

Causes of Grievances:

Grievances may occur due to a number of reasons:

1. Economic:

Employees may demand for individual wage adjustments. They may feel that they are paid less when compared to others. For example, late bonus, payments, adjustments to overtime pay, perceived inequalities in treatment, claims for equal pay, and appeals against performance- related pay awards.

2. Work environment:

It may be undesirable or unsatisfactory conditions of work. For example, light, space, heat, or poor physical conditions of workplace, defective tools and equipment, poor quality of material, unfair rules, and lack of recognition.

3. Supervision:

It may be objections to the general methods of supervision related to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations and regional feelings.

4. Organizational change:

Any change in the organizational policies can result in grievances. For example, the implementation of revised company policies or new working practices.

5. Employee relations:

Employees are unable to adjust with their colleagues, suffer from feelings of neglect and victimization and become an object of ridicule and humiliation, or other inter- employee disputes.

6. Miscellaneous:

These may be issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leaves, medical facilities, etc.

Effects of Grievance:

Grievances, if not identified and redressed, may adversely affect workers, managers, and the organization.

The effects are the following:

1. on the production:

a. Low quality of production

b. Low productivity

c. Increase in the wastage of material, spoilage/leakage of machinery

d. Increase in the cost of production per unit

2. on the employees:

a. Increase in the rate of absenteeism and turnover

b. Reduction in the level of commitment, sincerity and punctuality

c. Increase in the incidence of accidents

d. Reduction in the level of employee morale.

3. on the managers:

a. Strained superior-subordinate relations.

b. Increase in the degree of supervision and control.

c. Increase in indiscipline cases

d. Increase in unrest and thereby machinery to maintain industrial peace

Need for a Formal Procedure to Handle Grievances:

A grievance handling system serves as an outlet for employee frustrations, discontents, and gripes like a pressure release value on a steam boiler. Employees do not have to keep their frustrations bottled up until eventually discontent causes explosion.

The existence of an effective grievance procedure reduces the need of arbitrary action by supervisors because supervisors know that the employees are able to protect such behavior and make protests to be heard by higher management. The very fact that employees have a right to be heard and are actually heard helps to improve morale. In view of all these, every organization should have a clear-cut procedure for grievance handling.

The four stages of the machinery are briefly discussed here:

1. Initial level at which grievance occurs:

The greatest opportunity to redress a grievance is to resolve it at the initial level at which it occurs. A worker's grievance should be resolved by their immediate boss, the first-line supervisor. The first stage of the procedure usually involves three persons—the aggrieved employee, his immediate boss and the union representative.

It is possible to involve the union in laying down the framework of the grievance procedure and thereafter restrain union involvement in the actual process, at least in the first two stages. Supervisory role needs to be strengthened, with appropriate training in problem-solving skills, grievance handling, and counseling.

2. Intermediate stage:

If the dispute is not redressed at the initial state at supervisor's level, it is usually referred to the head of the concerned department. It is important that the management assumes prime responsibility for the settlement of a grievance. At the intermediate level, grievance can be settled with or without union involvement.

3. Organization level:

If a grievance is not settled at the intermediate level also, it can be referred to the top management. Usually, a person of a level not less than the general manager designated for the purpose directly handles the issue. At this level, it is very difficult to reconcile the conflicting interests.

4. Third-party mediation:

If the grievance has not been settled bilaterally within the organization, it goes to a third party for mediation. Arbitration or adjudication or the matter may even be referred to a labour court. At this stage, the parties concerned lose control over the way the grievance is settled.

In case of mediation (conciliation or arbitration), the mediator has no authority to decide, but in case of the labour court or an adjudicator, the decision will be binding on the parties, subject to statutory provisions for appeal to higher courts.

At any stage of the grievance machinery, the dispute must be handled by some members of the management. In grievance redressal, responsibility lies largely with the management. And, as already discussed, grievances should be settled promptly at the first stage itself.

The following steps provide a measure of guidance to the manager dealing with grievances:

1. Acknowledge dissatisfaction:

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

2. Define the problem:

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

3. Get the facts:

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

4. Analyse and decide:

Decisions on each grievance will have a precedent effect. While no time should be lost in dealing with them, it is no excuse to be slipshod about it. Grievance settlements provide opportunities for managements to correct themselves, and thereby come closer to the employees. Horse-trading in grievance redressal due to union pressures may temporarily bring union leadership closer to the management, but it will surely alienate the workforce away from the management.

5. Follow up:

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

Objectives of Grievance Handling Procedure:

Objectives of the grievance handling procedure are as follows:

1. To enable the employee to air their grievance

2. To clarify the nature of the grievance

3. To investigate the reasons for dissatisfaction

4. To obtain, where possible, a speedy resolution to the problem

5. To take appropriate actions and ensure that promises are kept

6. To inform the employee of their right to take the grievance to the next stage of the procedure, in the event of an unsuccessful resolution

Benefits of Grievance Handling Procedure:

Benefits that accrue to both the employer and employees are as follows:

1. It encourages employees to raise concerns without fear of reprisal.

2. It provides a fair and speedy means of dealing with complaints.

3. It prevents minor disagreements developing into more serious disputes.

4. It serves as an outlet for employee frustrations and discontents.

5. It saves employer's time and money as solutions are found for workplace problems. It helps to build an organizational climate based on openness and trust.

Details of a grievance procedure/machinery may vary from organization to organization.

Employee   Separation:

Employee separation is an act where in the employee and the organization split up. Employee separation is a painful and dedicated mater in every organization.

Types:

Employee separation can be broadly categorized into two types are as follows

1. Voluntary separations and

2. Involuntary separations

1.**Voluntary Separations**: In case, if the employee leaves or get separated from the organization by his/ her without any force from the employer then such kind of separation is known as voluntary separation.

Voluntary separations are the following types.

i.   **Quits:** An employee will quit his /her job when his job dissatisfaction level tends to be high or when he/ she gets a far better job opportunity.

Employees would be dissatisfied. If they are displeased with the polices of the company, compensation paid, career opportunities, health issues, spouse relocation, supervision or may be due tom other similar type of reasons.

In reality most of the competent workforces get several career opportunities. But their loyalty and commitment bound them with the organization. However there are certain employees who don't want to stay with the organization and always keep on looking for their career opportunities.

Retirement:

Retirement is the major cause of separation of employees from the organisation. It can be defined as the termination of service of an employee on reaching the age of superannuation. For example, at present the

superannuation age for the teachers working in the Central Universities is 62 years and in case of some state government employees, it is 58 years. Some people characterize retirement as 'role less role'.

Retirement may be of two types:

(i) Compulsory Retirement:

This is the retirement when employees retire compulsorily from service on attaining the age of superannuation. Some organisations like Universities may have a policy to reappoint professionals and others who possess rare skills and expertise for a limited time even after attaining superannuation.

(ii) Voluntary Retirement:

When organisations give option to its employees to retire even before superannuation, it is called 'voluntary retirement'. This scheme is termed as, 'voluntary retirement scheme (VRS)'. Of late, in their efforts to downsize the employees, organisations by providing certain incentives, are trying to encourage their employees to opt for voluntary retirement. Employees in return of voluntary retirement are given lump sum payment. This type of retirement is also called 'Golden Hand Shake'.

Retirement from service is a significant milestone in the life of an employee. Post-retirement life requires a great deal of adjustment on the part of (retired) employee. Here, organisation has a major role in facilitating smooth transition from job state to jobless stage.

2. Involuntary Separation:

- **Resignation:**

Resignation is termination of service by an employee by serving a notice, called 'resignation' on the employer. Resignation may be voluntary or involuntary. A voluntary resignation is when an employee himself/herself decides to resign on the grounds of ill health, marriage, better job prospects in other organisations, etc.

Resignation is considered involuntary or compulsory when the employer directs the employee to resign on grounds of duty and indiscipline or face the disciplinary action. However, in case of involuntary resignation, a domestic enquiry should be conducted before asking the employee to resign. This is because otherwise the affected employee can go to the union or court of law and complain that he was asked to resign under duress.

While some resignations may be advisable and beneficial for the organisation to rectify the mistakes committed in hiring the employees, excessive turnover may be alarming as well. In such case, it is

appropriate for the organisation to trace out the reasons behind resignations by conducting 'exit interviews' with the employees who are leaving the organisation. Exit interviews may enable the organisation to curb the employee turnover before it reaches to the proportion of exodus.

Some organisations have provisions to give employment to the spouse/child or dependent of an employee who dies in service. The normal separation of employees from an organisation owing to resignation, retirement and death is known as 'attrition'.

Layoff:

Layoff implies denial of employment to the employees for reasons beyond the control of employer. Breakdown of machinery, seasonal fluctuations in demand, shortage of power, raw materials, etc. are the examples of reasons leading to layoff..

Retrenchment:

Retrenchment means permanent termination of an employee's services for economic reasons. Retrenchment occurs on account of surplus staff, poor demand for products, general economic slowdown, etc. It's worth noticing that termination of services on account of retirement, winding up of a business, illness or on disciplinary grounds does not constitute retrenchment.

Retrenchment is mainly seen in plantations, agricultural services, forestry and logging, food products, manufacture of machinery and cotton textile. The reasons pointed out behind retrenchment were mainly financial stringency and lack of demand for their products.

Dismissal:

Dismissal is termination of service of an employee as a punitive measure. This may occur either on account of unsatisfactory performance or misconduct. Persistent failure on the part of employee to perform up to the expectations or specified standard is considered as unsatisfactory performance. Willful violation of rules and regulation by the employee is treated as misconduct. Dismissal is a drastic step seriously impairing the earnings and image of the employee.

Therefore, dismissal as a measure should be resorted to with great care and caution. It must be justified and duly supported by the just and sufficient cause. Before an employee is dismissed, he must be served advance notice to explain his position. The reasons for dismissal must be clearly made known to the employee.

EMPLOYEE SAFETY AND HEALTH

Meaning of Health of Employee:

Health is a stage of complete physical, mental and social well-being and not merely the absence of any disease. A person is considered healthy if he is well adjusted to the environment in which he works.

According to the Joint I.L.O/W.H.O. Committee on Organisational Health, Industrial health is:

(i) the preservation and maintenance of physical, mental and social well-being of workers in all occupations

(ii) Prevention of ill health among workers caused by the working conditions

(iii) Protection of workers in their employment from risks resulting from factors averse to health

(iv) Placing and maintenance of the worker in an occupational environment adapted to his physical and psychological equipment.

The World Health Organisation (WHO) defined health as **"a state of complete physical, mental and social well-being and not merely an absence of disease or infirmity."**

According to the First Five Year Plan **"Health is positive state of well-being in which harmonies development of mental and physical capabilities of the individuals leads to the enjoyment of a rich and full life. It implies adjustment of the individual to his total environment—physical and social."**

In simple words, we can say that health is a condition under which an individual is able to mobilize all his resources- intellectual, emotional and physical for optimum living.

Health has found an important place in the constitution of all the countries and UN agencies. The Preamble of the WHO constitution states that the enjoyment of the highest attainable standard of health is a fundamental right of every human being and those governments are responsible for the health of their people and can fulfill that responsibility by taking appropriate health and social welfare measures.

Objectives of Industrial Health:

The basic objective of industrial health is the prevention of disease and injury rather than the cure of the disease.

Claude Veil has specified the following objectives of industrial health:

(i) The promotion and maintenance of the highest degree of the physical, mental and social well-being of workers.

(ii) The prevention of factors which make for ill health in their working conditions.

(iii) The protection of workers in their occupations from risks arising from factors which are adverse to the maintenance for the health.

(iv) The placing and maintenance of worker in an occupational environment which is adapted to his psychological and physical equipment

(v) The adaptation of work to man and each man on his job.

3. Significance of Industrial Health:

According to Labour Bureau, Government of India "On the one hand, efficiency in work is possible only when an employee is healthy; on the other the industry (in which he is employed) exposes him to certain hazards which he would not meet elsewhere and which may affect his health. It is with the intention of reducing these hazards and improving the worker's health that the discipline of industrial health came into being as a branch of public health in its own right."

The industrial health is significant because of the following reasons:

(i) To maintain and improve productivity and quality of work.

(ii) To minimize absenteeism and labour turnover.

(iii) To reduce industrial unrest, indiscipline and accidents.

(iv) To improve employee motivation and morale.

(v) To reduce spoilage and cost of operations.

(vi) To preserve the physical and mental health of employees.

4. Present State of Employee's Health in India:

In India, the Royal Commission on labour (1931), the Labour Investigation Committee (1946), the Health Survey and Development Committee (1943), the Labour Welfare Committee (1969) and the National Commission on labour (1969) all emphasised upon the **"creation and maintenance of as healthy an environment as possible, in the homes of the people as well as in all places where they congregate for work, amusement or recreation as essential."**

The Government of India, since independence has taken several steps to protect the health of the workers. The Government has enacted several labour legislations protecting the health of the industrial workers. Such legislations are the Factories Act, 1948, The Mines Act, 1952, the Indian Dock Labourers Act, 1934, the Motor Transport Workers Act, 1961, The Coal Mines (Conservation and Safety Act), 1952 etc.

Under these Acts, several provisions are made to protect the health of industrial workers from the occupational diseases. The measures in these Acts pertain to both the curative and preventive aspects of the industrial health. The employers are held responsible for carrying out the provisions of the concerned acts.

Safety and Security Management: Meaning, Causes and Other Details:

Meaning and Importance:

Safety refers to the accidents, stated differently. It also refers to the protection of workers from the dan-ger of accidents. Employee safety and security refers to the protection of workers from the dangers of industrial accidents.

An accident is an unplanned and uncontrolled event, which can be major or minor, partial or total. In any case a worker gets disabled, it can affect the productivity. So, an accident-free plant is expected from the employers.

Causes of Accidents:

There are three factors that contribute to accidents. These causes can be work-related causes, unsafe acts by the employees, or chance occurrences. The work-related factors can be defective equipment, inadequate safety devices, poor housekeeping and absence of maintenance of machines, which can result in accidents. Unsafe acts can be due to carelessness of the workers and use of unsafe procedures.

The other causes can be due to bad working conditions, very long hours of work, carelessness in handling materials and lack of training. All these accidents can increase the cost of production directly or indirectly. Therefore, the management should take enough care to reduce the accidents to the minimum.

Techniques for Improving Safety and Security of Employees:

1. Safety programmes:

This deals with prevention of accidents, minimization of losses, and damages to the property and life of the employees. There are five principles for a safety pro-gramme.

a. Industrial accidents can take place due various reasons such as lack of good leadership, lack of motivation from the management and insufficient safety mechanisms. The root cause has to be traced out.

b. Identify the potential hazards and provide effective safety facilities.

c. The top management should have safety policies, which should be continuously monitored.

d. The accountability of the personnel should be determined for the safety performances.

e. Thorough training and education regarding the safety measures and devices.

2. Safety organization:

An organization can set up a safety committee and a safety director for deciding various safety programmes to be conducted in an organization. A safety programme must be developed to educate and train the employees to avoid mechanical as well as personal hazards.

3. Safety engineering:

The important function of safety engineering is to eliminate all the possible risks due to processes, handling of machines or equipment's. Safety equipment such as glasses, gas masks, and gloves should be provided free for protection.

4. Safety education and training:

Safety education for all levels of management and for every employee is a must. The main objective of safety education is two-fold: first, to develop safety consciousness among the personnel and second, to ensure safe performance by developing the skills of the employees. Training gives immediate knowledge that can help the employees under-stand the hidden hazards, the knowledge to prevent accidents, safe handling of materials, and good housekeeping.

5. Safety contests:

Some organizations encourage safety competitions among their departments to emphasize the importance of safety.

6. Disciplinary action:

An organization can take action against any employee in case they are found guilty of any violations. The safety programme and safety policy is based on the well-being of employees, and it stresses the fact that human resources are the most valuable assets, and their safety is the greatest responsibility.

Need for Safety:

There are certain benefits enjoyed by the organization as well as the employees when the plants become accident free. International Labour Organization (ILO) observes 28 April as the World Safety and Health Day just to give significance for safety at work.

Benefits to the Organization:

1. There is substantial savings in costs.

2. This can reduce the wastages to the minimum.

3. Safety can also ensure optimum utilization of resources.

4. All the above reasons can contribute to improvements in productivity.

5. Financial losses that accompany accidents can be avoided.

6. The employees are less worried about their safety, which can improve their efficiency

7. The penalty for non-compliance of safety measures can be avoided.

Benefits to the Employee:

1. Increased earnings of a company improve the earnings of a worker.

2. This can boost up the morale of the employees.

3. The workers are less worried about their safety.

4. They are motivated to work better.

5. This can again improve their efficiency.

6. Employees in a safe plant can devote more time for improving the quality and quantity of their output.

7. They can spend less time in worrying about their well-being and safety

Employee safety Programme

Step 1 **Assessment of Dangers**
Step2: **Review of Existing safety Measures**
Step3: **Safety Devices Installation**
Step4: **Safety Training**
Step5: **Safety Compliances and verification**
Step6: **Periodic Review of Safety Standards.**

Work Place Health Hazards Problems

Workplace health hazards refer to potential dangers and risks that can negatively impact the health and well-being of employees in a particular work environment. These hazards can vary widely depending on the type of work and the industry. Here are some common reasons and factors that contribute to workplace health hazards:

Physical hazards: These are hazards that result from the physical characteristics of the workplace. Examples include:

a. Manual handling and lifting of heavy objects, leading to musculoskeletal disorders.

b. Exposure to extreme temperatures, leading to heat stress or cold-related illnesses.

c. Noise pollution, which can cause hearing impairment and other health issues.

d. Vibrations from machinery, causing disorders like hand-arm vibration syndrome.

Chemical hazards: These arise from exposure to hazardous substances used or produced in the workplace. Examples include:

a. Toxic chemicals or gases that can cause respiratory problems or skin irritations.

b. Carcinogens that may lead to long-term health issues like cancer.

c. Allergens that trigger allergies or respiratory conditions.

d. Flammable or explosive materials, posing fire and explosion risks.

Biological hazards: These are risks associated with exposure to biological agents, such as:

a. Infectious diseases spread by bacteria, viruses, or fungi.

b. Blood borne pathogens that can be transmitted through contact with blood or bodily fluids.

c. Vector-borne diseases transmitted by insects or animals in the workplace.

Ergonomic hazards: Poor ergonomic conditions can lead to physical strain and repetitive stress injuries, such as:

a. Improperly designed workstations and chairs causing back pain and posture issues.

b. Repetitive motions leading to conditions like carpal tunnel syndrome.

c. Inadequate lighting and improper positioning of computer screens causing eye strain.

Psychological hazards: Workplace stress and psychological factors can lead to mental health problems, such as:

a. High work demands, excessive workload, and unrealistic deadlines.

b. Workplace bullying, harassment, or discrimination.

c. Lack of support from supervisors or colleagues.

d. Poor work-life balance.

Electrical hazards: These are risks associated with electrical systems and equipment, including:

a. Electrical shocks and electrocution due to faulty wiring or equipment.

b. Fires caused by electrical malfunctions.

Fire hazards: Factors that increase the risk of fire, such as:

a. Combustible materials in the workplace.

b. Lack of fire safety measures and equipment.

c. Electrical issues, as mentioned earlier.

Radiation hazards: Exposure to ionizing or non-ionizing radiation sources, which can cause various **health issues.**

Workplace violence: The risk of physical harm or emotional trauma due to violence from colleagues, clients, or visitors.

It's essential for employers to identify, assess, and mitigate these workplace health hazards through appropriate safety protocols, training, personal protective equipment (PPE), and a strong safety culture. Regular inspections and risk assessments can help ensure a safe and healthy work environment for employees.

WORK-LIFE INTEGRATION

Work-life integration is a concept that aims to blur the traditional boundaries between work and personal life. It is a more flexible and holistic approach that recognizes the interconnectedness of work and personal responsibilities and seeks to create harmony between them. The goal is to achieve a better balance and reduce the conflict that can arise when trying to juggle the demands of work and personal life separately.

Here are some key aspects of work-life integration:

a. **Flexibility**: Work-life integration encourages flexible work arrangements, such as remote work, flexible hours, and job-sharing. This allows individuals to better accommodate personal commitments without compromising their work responsibilities.

b. **Technology and Connectivity**: Advancements in technology enable individuals to stay connected and work from various locations, making it easier to balance work and personal life.

c. Boundaries: While the concept aims to integrate work and life, it also emphasizes the importance of setting boundaries to prevent burnout and ensure that personal time remains protected.

d. **Focus on Outcomes:** Rather than fixating on the number of hours spent working, work-life integration focuses on the quality of work and achieving specific outcomes. This approach values productivity over mere presence in the workplace.

e. **Well-being and Self-Care:** Prioritizing well-being is a crucial component of work-life integration. This includes taking care of physical and mental health, finding time for hobbies, and spending quality time with loved ones.

f. **Employer Support:** Employers play a significant role in enabling work-life integration. Supportive policies, a positive work culture, and open communication channels all contribute to creating an environment where employees can integrate their work and personal lives successfully.

g. **Personal Empowerment:** Individuals are encouraged to take responsibility for managing their work and personal lives effectively. This may involve planning, prioritizing tasks, and learning to say no when necessary.

STRESS MANAGEMENT:

According to Robbins: Stress is defined as "A on in which an individual is confronted with and opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

There are four different sources of stress:

 (1) Extra Organisational Stressors,

(2) Organisational Stressors,

(3) Group Stressors, and

(4)   **Individual Stressors.**
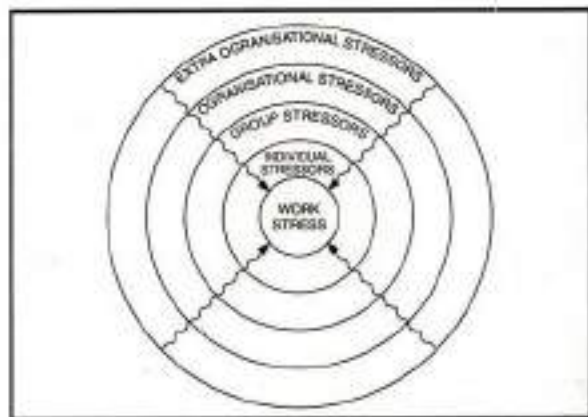
All these sources are explained in detailed as follows:

A. Extra Organisational Stressors:

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Job stress is not limited to things that happen inside the organisation, during the working hours. Extra organisational factors also contribute to job stress.

These stressors include the following factors:

1. Political Factors:

Political factors are likely to cause stress in countries which suffer from political uncertainties as in Iran, for example. The obvious reason is that the countries have stable political system where change is typically implemented in an orderly manner.

2. Economic Factors:

Changes in business cycles create economic uncertainties. When the economy contracts, people get worried about their own security. A very important example is the great depression of 1930s. During this period, suicide rates touched the sky. Minor recessions also cause stress in the work force as downward swings in the economy are often accomplished by permanent reductions in the work force, temporary layoff or reduction in pay.

3. Technological Factors:

Technological uncertainty is the third type of environmental factor that can cause stress. In today's era of technological development new innovations make an employee's skills and experience obsolete in a very short span of time. Computers, automation are other forms of technological innovations, which are threat to many people and cause them stress.

B. Organisational Stressors:

In organisations, there is no shortage of factors which can cause stress. Almost every aspect of work can be a stressor for someone. Although there are many factors in the work environment that have some influence on the extent of stress that people experience at the job, the following factors have been shown to be particularly strong in inducing stress:

1. Job Related Factors:

Job related factors or task demands are related to the job performed by an individual.

These factors include the following:

(i) If a job is too routine, dull and boring or happens to be too demanding in terms of frequent transfers or constant travelling, which limits the time he can spend with his family, the individual is likely to experience stress.

(ii) Some jobs also be hazardous or morally conflicting to the individual who interfaces with it, for example, working in a explosives manufacturing factory for the individual who is a staunch believer in and advocate

of peace. For lack of other job opportunities, he may be forced to work in this environment and this may be a constant source of severe stress and anguish to the person.

(iii) Some duties and responsibilities have inbuilt stress such as those of the fire fighter or the police squad which defuses bombs.

(iv) Jobs where temperatures, noise or other working conditions are dangerous or undesirable can increase anxiety. Similarly, working in an overcrowded room or invisible location where interruptions are constant, can also lead to stress.

 (v) The more interdependence between a person's tasks and the tasks of others, the more potential stress there is. Autonomy, on the other hand tends to reduced stress.

(vi) Security is another task demand that can cause stress. Someone in a relatively secure job is not likely to worry unduly about losing that position. On the other hand, if job security is threatened stress can increase dramatically.

(vii) Another task demand stressor is workload. Overload occurs when a person has more work to do than he can handle. The overload can be either quantitative (the individual has too many tasks to perform or too little time in which to perform them) or qualitative (the person believes that he lacks the ability to do the job). On the other hand, the opposite of overload is also undesirable. It can result in boredom and apathy just as overload can cause tension and anxiety. Thus, a moderate degree of work related stress is optimal because it leads to high level of energy and motivation.

2. Role Related Factors:
Role related factors relate to pressures placed on a person as a function of the particular role he or she plays in the organisation.

Individuals can experience the following role related stresses:
(i) Role Conflict:
Role conflict occurs when two or more persons have different and sometimes opposing expectations of a given individual. Thus, there are two or more sets of pressures on the individual so that it is not possible to satisfy all of them. Role conflict takes place when contradictory demands are placed upon an employee simultaneously. For example, an advertising manager may be asked to produce a creative ad campaign while on the other hand, time constraint is put upon him, both roles being in conflict with each other.

Another type of role conflict is the inter-role conflict where an individual plays more than one role simultaneously in his life and the demands of these roles conflict with each other. For example, a police officer is invited to his friend's wedding party where the guests use drugs which are against the law. Here he faces a role conflict.

(ii) Role Ambiguity:

Stresses from job ambiguity arise when an employee does not know what is expected of him or her or how to go about doing the job. For example, if an employee who joins an organisation is left to him to figure out what he is supposed to be doing and nobody tells him what the expectations of him or his role are, the newcomer will face a high level of role ambiguity.

Even an old employee can be given a responsibility without being given much information. For example, a production manager might tell a foreman that 500 units of steel rods are to be manufactured in next five days and leaves town immediately without specifying what kind of additional help will be provided, or what the purpose, cost, weight or design details are. The foreman is left with a lot of role ambiguity and does not know how he should go about doing the job.

(iii) Role Overload:

Role overload refers to the situation when an individual is expected to do too many things within a limited time as part of the daily routine. For example, if Mrs. X is expected to perform the duties of a supervisor, receptionist, public relations officer and an accountant, she is likely to experience a lot of stress from the several roles she has to play during the day. She may be able to manage the various roles for a short period of time, but if expected to continue in this fashion on a long term basis, she is likely to fall sick or quit.

3. Inter Personal and Group Related Factors:

Interpersonal demands are pressures created by other employees. Group related stressors include factors like conflicts, poor communication, unpleasant relationship and fear of being ostracized from the group as a valued member.

Working with superior, peers or subordinates with whom one does not get along can be a constant source of stress. Some people can deal with conflicts and misunderstandings in an open way and resolve issues as they arise. Many, however, find it difficult to do this and build internal stresses for themselves.

Moreover, lack of social support from colleagues and poor interpersonal relationships can cause considerable stress, especially among employees with a high social need. Sometimes, the individuals try to avoid these stresses by remaining absent as frequently as possible and even start looking for new jobs.

4. Organisational Structural Factors:

Organisational structure defines the level of differentiation, the degree of rules and regulations and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential stressors.

5. Organisational Leadership Factors:

These factors represent the managerial style of the organization's senior managers. Some managers create a culture characterized by tension, fear and anxiety. They establish unrealistic pressures to perform in the short run impose excessively tight controls and routinely fire employees who fail to turn up.

6. Organization's Life Cycle:

Organisations go through a cycle. They are established; they grow, become mature and eventually decline. An organization's life cycle creates different problems and pressures for the employees. The first and the last stage are stressful. The establishment involves a lot of excitement and uncertainty, while the decline typically requires cutback, layoffs and a different set of uncertainties. When the organisation is in the maturity stage, stress tends to be the least because uncertainties are lowest at this point of time.

C. Group Stressors:

Another source of stress in organisations is poor interpersonal relationships or conflicts. These conflicts can be among the members of the group or between the superiors and subordinates. Groups have a lot of influence on the employees' behaviour, performance and job satisfaction. On the other hand, the group can also be a potential source of stress.

Group stressors can be categorized into the following factors:
1. Group Cohesiveness:

The famous Hawthorne studies had proved that group cohesiveness is very important to the employees, particularly at the lower levels of the organisation. Lack of cohesiveness can be very stress producing, especially for those persons who cannot thrive in isolation.

The other side of the picture is that too much cohesiveness can also lead to stress. Sayings like "Too much familiarity breeds contempt" are very valid because prolonged contact with other people can also cause stress. This stress becomes more intensified when the people we are close to or with whom we come in contact with are in distress themselves. For example, people tend to become distressed when their friends, colleagues or pears are in distress. Due to this reason people belonging to certain specific professions, which deal with the problems of other people have the highest level of stress.

According to Albercht, doctors have the highest rate of alcoholism of any of the professions and that psychiatrists have the highest rate of suicide.

2. Lack of Social Support:

Satisfaction, though, a state of mind is primarily influenced by the positive external factors. These factors include friendliness, respect from other members and self respect, support, opportunity to interact, achievement, protection against threats and a feeling of security. In this type of social support is lacking for an individual, it can be very stressful.

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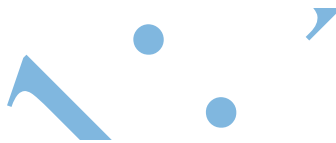
3. Conflicts:

People who are working in the organisations are prone to interpersonal and intergroup conflicts. Conflict has both functional and dysfunctional aspects. Whenever conflict has dysfunctional consequences, it will lead to stress in all the concerned parties.

4. Organisational Climate:

Much of the group or interpersonal relationships depend upon the organisational climate. An overall organisational climate may have a relaxed style of working or it may be tense and crisis oriented. All the employees of such organisation will be continuously tense, if the climate in general is unfriendly, hostile or totally task oriented.

D. Individual Stressors:

The typical individual works for about 8 to 10 hours a day. The problems and experiences which he has to face in the remaining 14 to 16 non-working hours can spill over to his work place. Our final category of stressors thus includes personal or individual stressors.

Following are the main factors which can cause stress to individuals:

1. Job Concerns:

One of the major job concerns is lack of job security which can lead to concern, anxiety or frustration to the individual. The prospect of losing a job especially when you have a family and social obligations is always very stressful. Career progress is another reason of anxiety. This is particularly true for middle aged people, because middle age is a period of soul searching and self doubt. If these people were not given promotions when due or they feel that the jobs which were given to them were beneath their qualifications, they may become very anxious. This anxiety will lead to stress.

2. Career Changes:

When an employee has to relocate geographically because of a transfer or promotion, it disrupts the routine of his daily life causing concern and stress.

The relocation can lead to the following problems:

(i) The fear of working in a new location.

(ii) Unpredictability about new work environment.

(iii) Anxiety about creating new relationships.

(iv) Uprooting of children from their schools and friends.

(v) If the employee has got a working spouse then the stress is greater.

Uncertainty about getting a new job at the new location creates some degree of stress.

Thus, when a person is geographically relocated, his stress will depend upon how many changes occur in his social relationships and family life. More the changes, more will be the stress.

3. Economic Problems:

Some people are very poor money managers or they have wants and desires that always seem to exceed their earning capacity. When individuals overextend their financial resources, or in simple words, if they spend more than they earn, it will always cause stress and distract the employees from their Work.

4. Changes in Life Structure:

The life structure of a person changes as he grows older. As a person grows older, his responsibilities to himself as well as others change and increase. The higher the responsibility, the greater the stress.

5. The Pace of Life:

As the responsibilities of a person increase, his capacity to execute them should also increase. A hectic pace of life when the person is always busy in business or otherwise can create more stress than a relaxed pace of life. Certain professions like teaching are less stressful than those of company executives, bankers or businessmen.

6. Life Change and Life Traumas:

Life change and life traumas are both stress producing. Life changes may be slow (like getting older) or sudden (like the death of a spouse). Sudden changes are highly stressful. Life traumas can be highly stressful. A life trauma is any upheaval in an individual's life that alters his or her attitudes, emotions or behaviors. Life change and life trauma look alike but there is difference between the two.

To illustrate, according to the life change view, the death of a spouse adds to a person's potential for health problems in the following year. At the same time, the person will also experience an emotional turmoil, which will constitute life trauma and life trauma will spill over to the work place.

Thomas Holmes and Richard Roke developed "Social Adjustment Rating Schedule" to assess the degree of stress created by certain events in life. In order to develop the scale of impact, they asked people to rate as to how long it would take them to adjust to certain stress producing events in life. After considering the responses of the people, they developed a ranking and weighing schedule for each of these stress producing events.

The following table shows the ranking of these events along with the weights:

Ranking	Life Event	Weight
1.	Death of spouse	100
2.	Divorce	73
3.	Jail term	63
4.	Death of a close family member	63
5.	Marriage	50
6.	Fired from work	47
7.	Pregnancy	40
8.	Sex difficulties	39
9.	Child leaving home	29
10.	Change in residence	20
11.	Christmas	12

7. Personality of a Person:

The extent of stress is also determined by the personality of a person. In respect of personality the distinction between 'TYPE A' and 'TYPE B' behaviour patterns become relevant. TYPE A personalities may create

stress in their work circumstances due to their achievement orientation, impatience and perfectionism. TYPE A people, thus, encounter were stress. TYPE B personality; on the other hand, is less stress prone.

8. Ability to Cope:

The ability of the person to cope with stress and the sources a person seeks to deal with stress are also very important. For example, people who have strong faith in God and his will find it easier to deal with stressful situations like the loss of a loved one. Similarly, family, relations and friends are a source of great comfort at such times of crisis. Thus, if we have to appraise the total amount of stress an individual is under, we have to sum up his or her extra organisational, organisational, group and personal stressors.

Stress Reduction Strategies:
Reducing stress is essential for maintaining overall well-being and improving mental and physical health. There are various strategies available to help manage and reduce stress. Here are some effective ones:

1. **Mindfulness and Meditation:** Practicing mindfulness and meditation can help you stay present and focused, reducing anxiety and stress. It involves paying attention to your thoughts and feelings without judgment.

2. **Exercise:** Physical activity releases endorphins, which are natural stress relievers. Regular exercise can help reduce tension and improve mood.

3. **Deep Breathing Exercises:** Taking slow, deep breaths can trigger the body's relaxation response and reduce stress.

4. **Time Management:** Organize your time and set realistic goals. Prioritize tasks, delegate when possible, and avoid over committing yourself.

5. **Social Support:** Talk to friends, family, or support groups about your stressors. Sharing your feelings and experiences with others can provide comfort and help you gain perspective.

6. **Limit Caffeine and Alcohol:** Both caffeine and alcohol can exacerbate stress and anxiety. Moderating their intake can help you feel more balanced.

7. **Healthy Eating**: Adopt a balanced diet rich in fruits, vegetables, whole grains, and lean proteins. Proper nutrition can positively impact mood and stress levels.

8. **Get Enough Sleep:** Ensure you get adequate sleep each night, as sleep is crucial for managing stress and recharging your body and mind.

9. **Practice Gratitude:** Focus on the positive aspects of your life and express gratitude regularly. This can shift your perspective and reduce feelings of stress and negativity.

10. **Engage in Hobbies:** Participate in activities you enjoy, whether it's reading, painting, gardening, or any other hobby. Engaging in pleasurable activities can be a great way to de-stress.

11. **Progressive Muscle Relaxation:** Tense and relax various muscle groups in your body to release physical tension and promote relaxation.

12. **Limit Exposure to Stressors:** Identify sources of stress in your life and try to minimize your exposure to them when possible.

13. **Limit Screen Time:** Spending too much time on screens, especially social media, can contribute to stress. Consider taking breaks from digital devices.

14. **Laugh and Have Fun:** Laughter is an excellent stress reliever. Engage in activities that make you laugh and bring joy into your life.

15. **Counseling or Therapy:** Seeking professional help from a counselor or therapist can provide valuable tools and support in managing stress.

Industrial Dispute ACT 1947:

According to Sec. 2 of the Industrial Dispute Act, 1947, "Industrial dispute means any dispute or difference between employers and employers or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labour of any person" Industrial disputes are of symptoms of industrial unrest in the same way that boils are symptoms of a disordered body.

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

Strike:

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

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

(i) Economic Strike:

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

(ii) Sympathetic Strike:

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

(iii) General Strike:

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

(iv) Sit Down Strike:

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

(v) Slow Down Strike:

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

Lock-out:

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

The Industrial Disputes Act, 1947 has defined lock-out as closing of a place of employment or the suspension of work or the refusal by an employer to continue to employ any number of persons employed by him. Lock-outs are declared to curb the activities of militant workers. Generally, lock-out is declared 25 a trial of strength between the management and its employees.

Gherao:

It is a Hindi word which means to surround. The term 'Gherao' denotes a collective action initiated by a group of workers under which members of the management of an industrial establishment are prohibited from leaving the business or residential premises by the workers who block their exit through human barricade.

Picketing:

When workers are dissuaded from reporting for work by stationing certain men at the factory gates, such a step is known as picketing. If picketing does not involve any violence, it is perfectly legal. It is basically a method of drawing the attention of public towards the fact there is a dispute between the management and the workers.

Causes of Industrial Disputes:

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

(i) Economic causes, and

(ii) Non-economic causes.

Economic causes include:

(i) Wages,

(ii) Bonus,

(iii) Dearness allowance,

(iv) Conditions of work and employment,

(v) Working hours,

(vi) Leave and holidays with pay, and

(vii) Unjust dismissals or retrenchments.

Non-economic causes include:

(i) Recognition of trade unions,

(ii) Victimization of workers,

(iii) Ill-treatment by supervisory staff,

(iv) Sympathetic strikes,

(v) Political causes, etc.

The percentage distribution of disputes by causes from 1973 onwards has been shown in Exhibit 2 reveals the following causes of industrial disputes:

1. Wages and Allowances:

Since the cost of living has generally showed an increasing trend, the workers have been fighting for higher wages to meet the rising cost of living and to increase their standard of living. 34.1% of the industrial

disputes in 1973 were due to demand for higher wages and allowances. This percentage was 36.1% in 1974. During 1985, 22.5% of the disputes were due to wages and allowances. Wages and allowances accounted for 25.7% of disputes in 1986, 26.6% in 1992, 25.0% in 1996 and 20.2% in 2000.:

2. Personnel and Retrenchment:

Personnel and retrenchment causes have also been important. During 1973, 24.3% of the industrial disputes were because of dismissals, retrenchment, etc. as compared to 29.3% in 1961. In 1979, personnel and retrenchment topped the list of causes of industrial disputes with 29.9%. The number of disputes because of personnel and retrenchment was 32.0% in 1971, 23.1% in 1985 and 19.8% in 1996. In 2000, about 12.1% of the disputes occurred due to dismissals, layoffs, retrenchments, etc.

3. Bonus:

Bonus has been an important factor in the industrial disputes, 10.3% of the industrial disputes in 1973 were because of bonus as compared to 6.9% in 1961. 13.8% and 15.2% of the disputes were due to bonus during 1976 and 1977 respectively. It is worth noting that during 1982 only 4.7% of the disputes were due to bonus as compared to 7.3% in 1985. This percentage was 4.2 in 1992, 3.6 in 1996 and 8.5 in 2000.

4. Indiscipline and Violence:

The number of disputes because of indiscipline and violence among the workers has been significant. During 1987, 15.7% of the disputes were because of indiscipline and violence as compared to only 5.7% in 1973. During 1985, 16.1% of industrial disputes were caused by indiscipline and violence and during 1996, about 21.6% of the industrial disputes arose due to indiscipline and violence in industrial undertaking. This shows that indiscipline and violence have continued to be a serious problem in industry during the past two decades.

5. Leave and Hours of Work:

Leave and hours of work have not been so important causes of industrial disputes. During 1973, 1.5% of the causes were because of leave and hours of work. Their percentage share in the industrial disputes was 2.2% in 1977, 1.8% in 1985, 2.2% in 1996 and 0.9% in 2000.

6. Miscellaneous Causes:

Miscellaneous causes include modernization of plant and introduction of computers and automatic machinery recognition of union political factors, etc. These factors have caused a significant number of industrial disputes in the country, 24.1% of the industrial disputes in 1973 were due to miscellaneous causes.

They accounted for 19.5% of the industrial disputes in 1977, 29.2% in 1985, 27.8% in 1996 and 33.2% in 2000.

Miscellaneous causes of industrial disputes are as follows:

(a) Workers' resistance to rationalization, introduction of new machinery and change of place of factory.

 (b) Non-recognition of trade union.

(c) Rumors spread out by undesirable elements.

(d) Working conditions and working methods.

(e) Lack of proper communication.

(f) Behaviour of supervisors.

(g) Trade union rivalry etc.

Thus, industrial disputes do not arise only when workers are dissatisfied on economic grounds, they also arise over issues which are of non-economic nature. Instances may be quoted when strikes where successfully organized to protest against the management's decision to change the location of the plant from one state to another. Similarly, even causes like behaviour of supervisor and trade union rivalries may give rise to industrial disputes.

The whole concept of industrial relations revolves around the principle of friction dynamics which is the key to the establishment of harmonious relations between labour and management. We cannot think of any society completely oblivions of some sort of friction between labour and management.

Measures to Improve Industrial Relations:
The following measures should be taken to achieve good industrial relations:
   1. Progressive Management:
There should be progressive outlook of the management of each industrial enterprise. It should be conscious of its obligations and responsibilities to the owners of the business, the employees, the consumers and the nation. The management must recognise the rights of workers to organise unions to protect their economic and social interests.

The management should follow a proactive approach, i.e., it should anticipate problems and take timely steps to minimize these problems. Challenges must be anticipated before they arise otherwise reactive actions will compound them and cause more discontent among the workers.

2. Strong and Stable Union:

A strong and stable union in each industrial enterprise is essential for good industrial relations. The employers can easily ignore a weak union on the plea that it hardly represents the workers. The agreement with such a union will hardly be honoured by a large section of workforce. Therefore, there must be a strong and stable union in every enterprise to represent the majority of workers and negotiate with the management about the terms and conditions of service.

3. Atmosphere of Mutual Trust:

Both management and labour should help in the development of an atmosphere of mutual cooperation, confidence, and respect. Management should adopt a progressive outlook, and should recognise the right of workers.

Similarly, labour unions should persuade their members to work for the common objectives of the organisation. Both the management and the unions should have faith in collective bargaining and other peaceful methods of settling industrial disputes.

4. Mutual Accommodation:

The right of collective bargaining of the trade unions must be recognised by the employers. Collective bargaining is the cornerstone of industrial relations. In any organisation, there must be a great emphasis on mutual accommodation rather than conflict or uncompromising attitude. Conflicting attitude does not lead to amicable labour relations; it may foster union militancy as the union reacts by engaging in pressure tactics. The approach must be of mutual "give and take" rather the "take or leave".

5. Sincere Implementation of Agreements:

The management should sincerely implement the settlements reached with the trade unions. The agreement between the management and the unions should be enforced both in letter and spirit.

6. Workers' Participation in Management:

The participation of workers in the management of the industrial unit should be encouraged by making effective use of works committees, joint consultation and other methods. This will improve communication between managers and workers, increase productivity and lead to greater effectiveness.

7. Sound Personnel Policies:

Personnel policies should be formulated in consultation with the workers and their representatives if they are to be implemented effectively. The policies should be clearly stated so that there is no confusion in the mind of anybody. The implementation of the policies should be uniform throughout the organisation to ensure fair treatment to each worker.

8. Government's Role:

The Government should play an active role for promoting industrial peace. It should make law for the compulsory recognition of a representative union in each industrial unit. It should intervene to settle disputes if the management and the workers are unable to settle their disputes. This will restore industrial peace.

Factory Act of 1948

The Factory (Amendment) Act of 1948 played an effective and more important role in improving India. A five-year plan was developed during the Interim Congress Regime to improve certain labour conditions in India, and it also referred to the Factory Act of 1934, the Great Britain Factory Act, and the most recent ILO Convention in matters of safety, health and welfare, working hours, industrial hygiene, medical examination of young people, and submissions of factory building plans. The first effort at cooperation between the government, employers, and workers with respect to labour took place at the conference in 1942. As a result, after Conference 1942, a Plenary Tripartite Conference and a Standing Labour Committee were established to provide the government with labour-related advice. This led to the submission of legislative measures, including the drafted bill. The factories bill was proposed on January 30, 1948, and it was approved by the Constituent Assembly on August 28, 1948. It also received the Governor-General of India's approval on September 23, 1948, and it became effective on April 1, 1949.

The Factory Act of 1948 is longer and more exhaustive than the previous amendment, and it primarily focuses on health, safety, the welfare of factory workers, working hours, the minimum age to work, leave with pay, etc. The industry is a consistent and systematic activity that organizes commerce. A factory is a place where certain operations take place. The Factories Act of 1948 controls the daily operations that take place in an enterprise. This includes Jammu and Kashmir as well as the whole of India.

The Act was then amended in 1891, 1911, 1922, 1934, 1948, 1976, and 1987. The Factories Act's exclusive amendment was in 1948.

Salient features of Factories Act, 1948

The important features of the 1948 Act are as follows:

- The word "factory" has been expanded by the Factories (Amendment) Act of 1976 to include contract labour when determining whether a factory has a maximum of 10 or 20 employees.

- The Act increased the minimum age for children to work in workplaces from 12 to 14 and reduced their daily working hours from 5 to 4 and a half.

- The Act forbids women and children from working in factories from 7 p.m. to 6 a.m.

- The difference between a seasonal and non-seasonal factory has been abolished by the Act.

- The Act, which has provisions for factory registration and licencing.

- The state government is required to make sure that all factories are registered and also have valid licences that are renewed from time to time.

- The Act gives state governments the authority to enact rules and regulations that ask for management and employee association for the benefit of employees.

- The state government has the authority to apply the Act's requirements to any establishment, regardless of the number of employees inside and regardless of whether the establishment engages in manufacturing operations.

- In *Rabindra Agarwal v. State of Jharkhand (2010),* the Jharkhand High Court held that the Factories Act, special legislation would prevail over the Indian Penal Code

Objectives of Factories Act, 1948

The important objectives of the 1948 Act are as follows:

- The major goal of the Factories Act of 1948 is to establish adequate safety measures and to enhance the health and welfare of workers employed in a factory. The Act also protects workers from various industrial and occupational hazards.

  o **Heath:** According to the Act, all factories must be kept clean, and all essential safeguards must be taken to safeguard the health of workers. The factory must have a sufficient drainage system, adequate lighting, ventilation, temperature, etc. There must be clean water supplies. Separate restrooms and urinals must be built in convenient locations for males and females. These must be freely accessible to employees and kept clean.

  o **Safety:** The Act requires that machines be properly fenced; that no young adults work on any dangerous machines in enclosed places, and also that appropriate manholes be provided so that employees may escape in an emergency.

  o **Welfare:** The Act specifies that appropriate and suitable washing facilities for workers must be provided and maintained in every factory. There must be storage and drying facilities, as well as sitting areas, first-aid equipment, shelters, restrooms and lunch rooms.

- The Act also imposes some restrictions on the employment of women, small children, and teenagers, such as working hours, intervals, holidays, etc., as well as on annual leave with pay, etc.

- **Working hours:** The Act sets working hours for all workers, and no adult worker must be permitted to work in a workplace for more than 48 hours per week. Weekly holidays need to be granted.
- The Act also imposes specific restrictions on owners, occupiers, or the manufacturer's head in order to safeguard employees and ensure their health and safety precautions.
- The Act protects workers from exploitation and improves working conditions and the environment within factory premises.
- **Penalties:** The Act also specifies specific rules created with provisions under the Act, and written orders that are violated. It is an offence, and penalties will be imposed, imprisonment for up to a year; a fine of up to one lakh rupees; or both fine and imprisonment. Any employee who misuses equipment related to the welfare, safety, and health of other employees, or those connected to the performance of his duties, suffers a Rs.500 fine.

Application of the Factories Act,1948

The important applications of the 1948 Act are as follows:

- The Act also applies to the whole country of India, including Jammu and Kashmir, and covers all manufacturing processes and premises that fall under the definition of a factory as defined in Section 2(m) of the Act. It also applies to factories owned by the central or state governments, as defined in Section 116 of the Act.

- The Act is applied and limited to factories that use power and employ 10 or more people on any working day in the preceding 12 months.

- The Act is applied and limited to factories that do not use power and employ 20 or more people on any working day in the preceding 12 months.

- The Act is also covered under Section 85 of the Factories Act by the state governments or Union Territories.

Definitions under the Factories Act, 1948

The important definitions under the 1948 Act are as follows:

Adult and child: An adult is defined as someone who has attained the age of eighteen, as defined in Section 2(a) of the Act.

A child is someone who has not attained the age of fifteen, as defined in Section 2(c) of the Act.

Adolescent: Adolescent is defined in Section 2(b) of the Act. An adolescent is defined as someone who has attained the age of fifteen but has not yet attained the age of eighteen.

Calendar year: The calendar year is defined in Section 2(bb) of the Act. A calendar year is a period of twelve months commencing on January 1st of any year.

Competent person: A competent person is defined in Section 2(ca) of the Act. A competent person is someone or a group of individuals who have been approved by the Chief Inspector to conduct tests, examinations, and inspections that must be conducted in a plant. He/she is someone who has the necessary knowledge and experience to handle the complexity of the issue.

Hazardous process: Hazardous process is defined in Section 2(cb) of the Act. A hazardous process is defined as any process or activity related to the industry that requires special care of raw materials that are used in it, intermediate or finished products, by-products, wastes, or effluents that would cause material impairment to the health of those engaged in or connected with it or that result in polluting the environment.

Machinery: Machinery is defined in Section 2(j) of the Act. The term covers prime movers, transmission machinery, and any other equipment and appliances that produce, transform, transmit, or apply power.

Power: Power is defined in Section 2(g) of the Act. Power is defined as any type of mechanically transmitted energy that is not created by a human or animal agency.

Week: Week is defined in Section 2(f) of the Act. A week is defined as a seven-day period beginning at midnight on Saturday night or other nights that have been approved in writing for a specific area by the Chief Inspector of Factories.

Day: Day is defined in Section 2(e) of the Act. A day is defined as a 24-hour period beginning at midnight.

Young person: Young person is defined in Section 2(d) of the Act. A young person is defined as a child or an adolescent.

Factory: The definition of a factory is specified in Section 2(m) of the Factories Act 1948. A factory is any premises, where it has certain limits and boundaries-

- If a manufacturing process is regularly carried out in any portion of the premises with the use of power and with ten or more workers now engaged in such activity or were engaged in such work on any day during the previous twelve months; or
- If any element of a manufacturing process is performed inside the premises without the use of power and is regularly performed with twenty or more employees working or having worked there on any given day within the previous twelve months.

Manufacturing process: The manufacturing process definition is specified under Section 2(k). The term "manufacturing process" refers to any process for:

- Generating, altering, repairing, ornamenting, finishing, packing, oiling, washing, cleaning, demolishing, or otherwise treating or adapting any article or;
- A substance in preparation for use, sale, transportation, delivery, or disposal or;
- Producing, transforming, or transmitting energy or;
- Creating type for printing, letterpress printing, lithography, bookbinding, or any other similar process or;
- Constructing, reconstructing, repairing, refitting, finishing, or breaking up ships or vessels, etc. (as defined by the 1976 Amendment Act);
- Preserving or storing any item in cold storage.

Worker: The worker definition is specified under Section 2(l). A worker is someone who performs any job associated with a manufacturing process, whether they are employed directly or indirectly through an agency, a contractor, or any other means. This helps to maintain any equipment or facilities utilised in the

manufacturing process. The worker may be hired with or without the principal employer's knowledge and with or without compensation.

Important provisions in the Factories Act, 1948

Getting approval, licencing and registration of factories (Section 6)

- The state government shall make rules that require formal submission of plans of any category or description of factories, as well as the site on which the factory is located, for construction or extension must be submitted to the chief inspector or the state government.

- This Section requires the registration and licencing of factories, as well as the payment of fees for such registration and licencing, as well as the renewal of licences.

- No licence is issued or renewed unless the occupier gives notice to the chief inspector.

- If the state government refuses to grant permission to the site or construction of a factory, then within 30 days of the refusal, the applicant can appeal to the central government.

Labour and welfare

The word 'labour welfare' refers to the services offered to employees within as well as outside the factory, such as canteens, restrooms, recreation areas, housing, and any other amenities that support employee well-being. States that take welfare measures care about the overall well-being and productivity of their workforce. Early on in the industrialization process, social programmes for manufacturing workers did not receive enough priority. In the past, industrial labour conditions in India were terrible. Due to a growth in industrial activity in the latter part of the twenty-first century, several attempts were made to improve the working conditions of the workforce through the recommendations of the Royal Commission.

After gaining knowledge about the deficiencies and limitations of the previous Act, the Factories Act of 1948 was amended. The definition of 'factory' was expanded to encompass any industrial facility employing 10 or more people that uses power or any industrial establishment employing more than 20 people that uses no power, which was a significant development.

Other significant amendments included-

- Raising the minimum age of children who can work from 12 to 14 years old.

- Reducing the number of hours a child can work from five to four and a half.

- Preventing the kids from working between the hours of 7 p.m. and 6 a.m.

- The health, safety, and well-being of all types of employees are given particular attention.

Welfare measures

The three main components of welfare measures are occupational health care, appropriate working hours, and appropriate remuneration. It speaks of a person's complete health, including their physical, mental,

moral, and emotional states. The goal of welfare measures is to integrate the socio-psychological demands of the workforce, the particular technological requirements, the organisational structure and procedures, and the current socio-cultural environment. It fosters a culture of work dedication in enterprises and society at large, ensuring increased employee happiness and productivity.

Washing facilities (Section 42)

- All factories should supply and maintain enough appropriate washing facilities for the use of the employees.

- For male and female employees, separate, well-screened facilities must be provided; these facilities also need to be easily accessible and maintained clean.

- The standards for appropriate and suitable facilities for washing must be set by the state government.

Facilities for storing and drying clothing (Section 43)

- The state government has a specific authority. It specifies that the state government has the authority to give instructions to the manufacturers regarding where to store the worker's clothing.

- They can also provide them with instructions on how to dry the workers' clothes. It refers to the circumstance in which workers are not dressed for work.

Facilities for sitting (Section 44)

- All factories should provide and maintain seating arrangements in appropriate areas for all workers who are required to work in a standing position in order to take advantage of any chances for rest that may arise throughout the course of the job.

- According to the chief inspector, workers in any factory involved in a certain manufacturing process or working in a specific room are able to perform their work effectively while seated.

First aid appliance (Section 45)

- All factories must have first aid kits, appliances, or cupboards stocked with the required supplies during all working hours, and they must be easily accessible for all manufacturing employees to access. Accordingly, there must be more first aid boxes or cupboards than the usual ratio of one for every 150 industrial employees, which must be fewer than that.

- The first aid box or cupboard should only include the recommended supplies.

- Throughout the factory's operating hours, each first aid box or cupboard should be kept under the supervision of a specific person who is accountable for it on a separate basis and must be readily available at all times during the working hours of the factory.

Canteen (Section 46)

- A canteen must be provided and kept up by the occupier for the benefit of the workers in any specified factory where more than 250 people are usually employed, according to rules that the state government may set.

- Food must be served, and prices must be established for it.

Shelters, restrooms and lunch rooms (Section 47)

- Every factory with more than 150 employees must have appropriate and suitable restrooms or shelters and a lunchroom with drinking water where employees can eat food they have brought with them and that is kept for their use. If a lunchroom is available, employees should stop eating in the work area.

- The shelters or restrooms need to be well-lighted, ventilated, kept clean, cool, and in good condition.

- The state government sets the standards.

Creches (Section 48)

- Every factory with more than 30 female employees must have a suitable room for the use of children under the age of six of such women.

- Such rooms must be well furnished, well-lighted, and ventilated, and they must be kept clean and hygienic. They must also be under the care of women who have received training in child and infant care.

- In addition, facilities for washing and changing clothes can be made available for the care of the children of female workers.

- Any factory may be forced to provide free milk, refreshments, or both to such children.

- Small children can be fed by their mothers in any industry at necessary intervals.

Health

Sections 11-20 of Chapter III of the Act deal with the Health of the Factories Act, 1948.

Cleanliness (Section 11)

Every factory needs to be kept clean and clear of any effluvia from drains, latrines, or other annoyances. In particular:

- Dirt must be cleaned daily from floors, benches, staircases, and passages by sweeping or by another method, and it must be properly disposed of.

- The floor should be disinfectant-washed at least once a week.

- During the manufacturing process, the floor becomes moist; this must be drained via drainage.

Disposal of wastes and effluents (Section 12)

Every factory has to have a method in place for treating wastes and effluents produced by the manufacturing process they use.

Ventilation and temperature (Section 13)

- In order to ensure worker comfort and prevent health problems, sufficient ventilation must be created for the circulation of air in a factory, which should be maintained at a specific temperature.
- Walls and roofing should be made of a material that is intended for a particular temperature that shouldn't go over as much as possible.
- Certain precautions must be taken to protect the employees in facilities where the manufacturing process requires extremely high or low temperatures.

Dust and fume (Section 14)

- Every factory has to have efficient measures to remove or prevent any dust, fumes, or other impurities that might harm or offend the employees employed and cause inhalation and buildup in any workroom.
- No factory may operate an internal combustion engine unless the exhaust is directed outside, and no other internal combustion engine may be used. Additionally, precautions must be made to avoid the buildup of fumes that might endanger the health of any employees inside the room.

Overcrowding (Section 16)

- There should be no overcrowding in factories that might harm the health of the workers.
- All employees must have ample space in a room to work in the building.

Lighting (Section 17)

- Every area of a factory where employees are employed must have adequate natural, artificial, or both types of lighting installed and maintained.
- All glass windows and skylights that provide lighting for the workroom in factories must be kept clean on the inside and outside.
- The production of shadows should not cause eye strain during any manufacturing process, and all factories must have preventative measures that should not cause glare from the source of light or via reflection from a smooth or polished surface.

Drinking (Section 18)

- All factories must have the appropriate installations in place, and maintain convenient locations with an adequate supply of clean drinking water.

- The distance between any drinking water and any washing area, urinal, latrine, spittoon, open drain carrying sullage or effluent, or another source of contamination in the factory must be 6 metres unless the chief inspector approves a shorter distance in writing. The labelling must be legible and in a language that workers could understand.

- In all factories with more than 250 regular employees, there needs to be a suitable method for providing cold drinking water during hot weather.

Latrines and urinals (Section 19)

- All factories should have enough restrooms, and urinal accommodations of the required types must be offered in a location that is convenient and always accessible to workers.

- Male and female employees must have separate enclosed rooms.

- These locations must be thoroughly cleaned, kept in a hygienic state, and have sufficient lighting and ventilation.

- Sweepers must be used to maintain latrines, urinals, and washing facilities clean.

Spittoons (Section 20)

- All factories must have spittoons in easily accessible locations, and they must be kept clean and hygienic.

- The state government specifies the number of spittoons that must be given, their placement in any factory, as well as their maintenance in a clean and hygienic manner.

- Except for spittoons designed, for this reason, no one should spit within the premises of a factory. A notice must be posted if any violations occur, with a fine of five rupees.

Safety

Safety is covered in Chapter IV of the Act and is covered in Sections 21–41 of the Factories Act, 1948.

- **Employment of young persons on dangerous machines (Section 23):**
No young person is permitted to operate dangerous machines unless he has been adequately taught the hazards associated with the machine and the measures to be taken, and has received suitable training in working at the machine or adequate supervision by a person who has complete knowledge and experience of the equipment.

- **Prohibition of employment of women and children near cotton openers (Section 27):**
Women and children are not permitted to work in any area of a cotton pressing facility while a cotton opener is in operation. Women and children may be employed on the side of the partition where the feed-end is located if the inspector so specifies.

- **Hoists and lifts (Section 28):**
  - o Every hoist and lift must be of strong mechanical structure, enough strength, and sound material. They also need to be regularly maintained, completely checked by a qualified person at least once every six months, and a register kept for the mandatory exams.

  - o A cage that is properly designed and installed must enclose all hoist and lift ways to prevent people from being trapped between any of the equipment.

  - o No larger load should be carried; the maximum safe operating load must be marked on the hoist or lift.

  - o Every hoist or lift gate must have interlocking or another effective system installed to prevent the gate from opening except during landing.

- **Protection of eyes (Section 35):**

The state government may require effective screens or appropriate goggles to be provided for the protection of persons employed or in the vicinity of the process during any manufacturing process carried out in any factory that involves risk to the eyes due to exposure to excessive light or injury to the eyes from particles or fragments thrown off during the process.

- **Precautions against dangerous fumes, gases etc (Section 36):**

No person shall be required or permitted to enter any chamber, tank, vat, pit, pipe, flue, or other confined space in any factory where any gas, fume, vapour, or dust is present to such a degree as to involve risk to persons being overcome, unless such chamber, tank, vat, pit, pipe, flue, or other confined space is provided with an adequate manhole or other effective means of egress.

- **Explosive or inflammable dust, gas etc (Section 37):**
  - o Any factory involved in manufacturing processes that produce dust, gas, fume, or vapour of a nature that could explode on ignition must take all reasonably practicable precautions to prevent any explosion through

  - o The effective enclosure of the plant or machinery.

  - o The removal or prevention of the accumulation of such dust, gas, fume, or vapour, etc., or

  - o Otherwise by the exclusion or effective enclosure of all potential ignition sources.

- **Precautions in case of fire (Section 38):**

- o In order to protect and maintain safety to allow people to escape in the case of fire, all factories should have precautionary measures in place to avoid the breakout and spread of fire, both internally and externally. The required tools and facilities for extinguishing the fire must also be made accessible.

- o All factory employees who are familiar with fire escape routes and have received sufficient training on the procedure to be followed in such circumstances must have access to appropriate measures.

Penalties of the Factories Act, 1948

In Chapter X of the Act, the penalties of the Factories Act of 1948 are covered. There are 9 Sections, from Section 92 to Section 99, that deal with penalties in certain situations. Anyone who breaches the Act or the rules established by the Act or by law is subjected to the penalty.

General Penalty for offences

Section 92 of the Factories Act, 1948 defines the general penalties for offences:

- If there is any infringement of the Act's laws, the occupier and manager of the factory will be held responsible and equally liable for breaching the law. They will both face two years in imprisonment and a fine of up to Rs.2 lakhs.
- If they continue to commit the same offence, they will be fined Rs.10,000 every day for continued violations.

Liability of an owner of factory premises

Section 93 of the Factories Act, 1948 defines the liability of an owner of premises under special circumstances.

- When a factory is leased to several occupiers or lessees or leaseholders, the factory's owner is still held liable for supplying and maintaining certain services such as drainage, approach roads, water supply, power, lighting, sanitation, and so on.
- The chief inspector has the authority to issue an order to the owner of the premises in order to enforce the requirements.

The penalty is enhanced even after a previous conviction

Section 94 of the Factories Act, 1948 defines a penalty that is enhanced even after a previous conviction.

- First, a person who commits a general offence in a factory and does it again faces a penalty of up to three years in jail or a fine of at least Rs. 10,000, or both.
- Second, the managers must count the offences committed during the previous two years of the most recent offence to determine the application of this Section.

The penalty for obstructing an inspector

Section 95 of the Factories Act, 1948 defines a penalty for obstructing an inspector.

- Any person who stops an inspector from using any powers given to him or under the Act, or if an individual fails to appear when requested by an inspector, may be made responsible and subject to a punishment of up to six months imprisonment, a fine of up to ten thousand rupees, or both.
- This Section is also applicable when anyone stops a worker from coming before or being inspected by an inspector in a factory.

Penalty for wrongfully disclosing results of analysis

Section 96 of the Factories Act, 1948 defines a penalty for wrongfully disclosing the results of analysis under Section 91 of the Factories Act, 1948.

- Any individual who publishes or discloses to another person the results of an analysis that is performed using samples is punishable by up to six months imprisonment. He will be liable for at least an Rs. 10,000 fine.

Penalty for the contravention of certain provisions

Section 96A of the Factories Act, 1948 defines the penalty for the contravention of certain provisions, such as Sections 41B, 41C, and 41H.

- Anyone who disobeys or violates any of the rules or the provisions of Sections 41B, 41C, or 41H will be sentenced to 7 years in prison and a fine of Rs. 2,00,000. If the offender continues to commit the same offence, he will also be fined Rs. 5,000 every day after the conviction of the same offence.
- If the failure or violation persists more than a year after the conviction, the offender will face a 10-year jail sentence.

Worker's offences

Section 97 of the Factories Act, 1948 defines worker's offences.

- If any worker in the factory breaches the Act's rules or provisions, causing liabilities for other workers, he or she will be fined at least Rs. 500.

- When a worker is found guilty of a punishable offence, the owner or manager of the factory is not held responsible for the violation unless it can be proven that he failed to take reasonable precautions to prevent it.

False certificate of fitness

Section 98 of the Factories Act, 1948 defines a false certificate of fitness.

- A fitness certificate details a person's level of fitness for a certain job or work. This certificate is important in factories. A person who obtains a false certificate of fitness faces a minimum fine of Rs. 10,000 or a 2-month sentence in jail. He may occasionally face fines and jail terms as punishment.

Double Employment of Child

Section 99 of the Factories Act, 1948 defines the double employment of children.

- If a child works in a factory on a day when they have already worked in another factory, their parents, guardians, or anyone else who benefits from the wages of the child faces a fine of Rs. 1000 unless the court finds that the child worked without the parents or guardian's consent.

Offence	Penalties
Any worker in a factory who contravenes the provisions of the Act or Rules.	Section 92 penalises him/her for 2 years of imprisonment or a fine of Rs.1,00,000 or both.
A continuation of contravention.	Section 92 penalises him/her with a fine of Rs.1000 per day.
On contravention of Chapter IV pertaining to safety or dangerous operations.	Not less than Rs.25,000 in case of death.Not less than Rs.5,000 in case of serious injuries.
Subsequent contravention of some provisions.	Section 94 deals with imprisonment up to 3 years or a fine of not less than Rs.10,000 which may extend to Rs.2,00,000.
Obstructing inspectors	Section 95 deals with imprisonment up to 6 months or a fine up to Rs.10,000 or both.
Wrongful disclosing results pertaining to the results of the analysis.	Section 96 deals with imprisonment of 6 months or a fine of up to Rs.10,000 or both.

For contravention of the provisions of Sections 41B, 41C and 41H pertaining to compulsory disclosure of information by occupier, specific responsibility of occupier or right of workers to work imminent danger.	Section 96A deals with penalties of-Imprisonment up to 7 years with a fine up to Rs.2,00,000 and on continuation fine of Rs.4000 per day. Imprisonment for 10 years when contravention continues for one year.

Duties of various authorities under the Factories Act

Duties of occupier

Notice given by occupier (Section 7)

- According to Section 7 of the Act, the occupier is required to send notice to the chief inspector of everything that is stated in this Section.

- According to Section 7(1), the occupier must give the chief inspector a written notice at least fifteen days before occupying or using any factory premises.

- The notice should include the following information:

    o the name and location of the factory;

    o the occupier's name and address;

    o the owner's name and address of the property or building (including its establishments) mentioned in Section 93; and

    o the address to which communications pertaining to the factory may be sent;

    o the nature of the manufacturing process-

        ▪ carried out in the factory over the last 12 months in the case of factories that exist on the date of the Act's commencement;

        ▪ carried out in the factory during the next 12 months in the case of all factories;

    o the name of the factory manager for the purposes of this Act;

    o the number of workers who are presently employed there and have already been employed in the factory from the date this Act was enacted;

    o the average number of workers per day employed over the previous 12 months;

- When a new manager is appointed, the occupier must give written notice to the inspector and a copy to the chief inspector within seven days of the day, such person takes over in charge.

- During any period when no one has been appointed as manager in the factory or when the appointed person is not managing the factory, or if no one is found, the occupier must be the factory's manager.

General duties of the occupier (Section 7A)

- Every occupier is responsible for the welfare, health, and safety of every worker while they are in the factory.

- He is responsible for ensuring that the factory's equipment is maintained in a way that is safe and poses no health hazards.

- When utilising, handling, storing, and transporting items and chemicals, the factory's arrangement needs to be examined to ensure safety and the absence of health dangers.

- In order to ensure the health and safety of all employees while they are at work, he must examine the information, teaching, training, and monitoring requirements.

- He is responsible for inspecting or supervising the maintenance of a working environment that is secure, free from health risks, and equipped with the necessary facilities and arrangements to ensure the welfare of the employees while they are at work.

- He is required to inspect the maintenance of all work areas in the factory in a manner that is secure and free from any danger to health, as well as the maintenance of methods of access and egress; such locations must be safe and free from such risks.

Duties of manufacturers

General duties of manufacturers (Section 7B)

- This Section states that anyone who deals with designing, manufacturing, importing, or supplying any article to use in any factory must make sure, to the extent that it is reasonably practicable, that the article is constructed so that it is safe and without risks to the health of all workers when used properly;

- He must also carry out and arrange for tests and examinations to ensure effective implementation;

- He must take action to guarantee that there is sufficient information regarding the product's usage in factories, the uses for which it was intended and tested, and the requirements that must be met to ensure that the article is used in a way that is safe and does not endanger the health of the employees;

- It must be provided that when an article is developed or made outside India, the importer must inspect the article to ensure that it conforms to the same standards as if it were manufactured in India, or if the standards set in the country outside for the production of such article are higher than the standards adopted in India, the article must conform to much higher requirements.

- Anyone who designs or produces a product for use in a factory is allowed to do, or arrange for the conduct of, any required research in order to determine to the extent that is reasonably possible, the removal or minimization of any hazards to the health or safety of the employees.

- An article that is mentioned in this provision includes plant and machinery.

THE PROTECTION OF WOMEN FROM SEXUAL HARASSMENT

The Protection of Women from Sexual Harassment at Workplace Act, 2013 (POSH Act 2013) is a landmark legislation in India that seeks to protect women from sexual harassment. This law has enabled Indian women to stand up for their rights and assert their autonomy in the workplace.

Through this Act, the government has sought to provide women with a safe and secure working environment and has put in place mechanisms to prevent and redress complaints of sexual harassment. In this blog, we will explore the critical provisions of the POSH Act 2013, its impact on women, the challenges in implementing it, and strategies for enforcing the POSH Act.

Overview of the POSH Act, 2013

The Protection of Women from Sexual Harassment Act, 2013, was passed by the Indian government to protect against sexual harassment and abuse of women in the workplace. This Act was created to ensure that workplaces remain *free from sexual harassment* and to provide a safe and secure environment for women.

The Government of India implemented the POSH Act in 2013 with the objective of tackling the problem of sexual harassment experienced by women in the workplace. This legislation strives to establish a secure and favorable work setting for women while offering safeguards against sexual harassment.

It also seeks to create awareness about the issue of sexual harassment and to provide the necessary legal remedies for victims. The POSH Act 2013 also provides for establishing Internal Complaints Committees (ICCs) in organisations to address complaints of sexual harassment and to create a safe working environment for women employees.

The POSH Act is an important step forward in ensuring that women in India can enjoy a safe and respectful working environment.

POSH Act 2013

Key Provisions of the POSH Act 2013

The POSH Act was enacted to protect against sexual harassment of women in workplaces. This Act makes it mandatory for employers to provide a safe and secure work environment to female employees. It also requires employers to set up Internal Complaints Committee (ICC) in their organisation to address complaints of sexual harassment.

Key provisions of the POSH Act 2013 include:

1. Every employer is required to display a notice in the organisation providing details of the protection given to female employees against sexual harassment.

2. Employers must constitute an Internal Complaints Committee in their organisation to address complaints of sexual harassment.

3. A woman must head the ICC; at least half of its members should be women.

4. Employers must take steps to prevent sexual harassment and ensure that the victims are not victimised or discriminated against.

5. Employers must provide necessary support and assistance to the complainant and make arrangements for her work in case she has to be transferred.

The POSH Act plays a vital role in creating a safe and harassment-free work environment for women. It protects women against sexual harassment in the workplace and ensures that their rights are safeguarded.

Impact of the POSH Act 2013

The POSH Act is an important piece of legislation that has positively impacted India's workplace. The POSH Act is the Prevention of Sexual Harassment at the Workplace Act. It was enacted to provide a safe and secure working environment for all employees regardless of

gender. The Act provides a legal framework to protect employees from any sexual harassment in the workplace. It also outlines the procedures to be followed when filing a complaint and the responsibilities of the employers. The POSH Act has been a major step forward in creating a more equitable and just workplace environment, free from discrimination or harassment.

Challenges in Implementing the POSH Act 2013

The POSH Act 2013 was introduced in India to protect women in the workplace from sexual harassment. Despite its noble aims, there have been some challenges in implementing the Act:

1. Awareness about the Act is still low in certain areas, making it difficult for victims to report cases.

2. Many organisations need proper grievance redressal mechanisms or have yet to make any effort to make employees aware of their rights under the Act.

3. Workplace culture can be a major factor in the prevalence of sexual harassment, which employers and organisations need to tackle head-on.

4. With the right education and awareness, the POSH Act 2013 can be effective in protecting women from sexual harassment and promoting a safe workplace.

Strategies for Enforcing the POSH Act 2013

The POSH Act was passed in India to ensure that workplaces remain safe and free from sexual harassment. Employers and managers must take proactive steps to ensure their workplaces are POSH-compliant.

Here are some strategies that employers can use to enforce the POSH Act of 2013:

1. Develop a comprehensive and clear policy on sexual harassment and post it prominently in the workplace.

2. Ensure that all employees know the policy and its implications. Educate all staff on the various aspects of sexual harassment and the necessary steps to be taken if a complaint is made.

3. Establish a formal complaint procedure and ensure all complaints are addressed promptly and fairly. Please ensure all employees know their rights and the procedure for making a complaint.

4. Take all complaints seriously and investigate them thoroughly. Make sure all employees are aware that harassment will not be tolerated.

5. Take disciplinary action against those found guilty of sexual harassment.

6. Provide counselling services to both the complainant and the accused.

Enforcing the POSH Act 2013 is essential to ensure that all workplaces are safe and free from sexual harassment. By following the above-mentioned strategies, employers can ensure that their companies remain *POSH compliant*.

MIGRANT WORKMEN ACT, 1979

This is a complete guide on what inter-state migrant workmen act 1979, migration act, its role, significance, key features, critical analysis, advantages and disadvantages of ismw act.

The Interstate Migrant Workmen Act, 1979 is legislation in India that regulates the employment and working conditions of migrant workmen. The act was passed to provide a framework for the regulation of the employment of migrant workmen in India and to protect their rights and interests. The Migrant Workmen Act 1979 is an important piece of legislation that protects the rights and interests of migrant workmen in India. It serves as a vital safeguard against exploitation and abuse by employers and helps **ensure that migrant workers are treated fairly and equitably in the workplace.**

Role of inter-state migrant workmen act 1979

The act stipulates that every migrant worker must be registered with the concerned district magistrate before he or she can be employed in any establishment. The act also requires that every employer must obtain a licence from the concerned authority before employing any migrant worker.

Advantages of inter-state migrant workmen act 1979

The Interstate Migrant Workmen Act 1979 has both advantages and disadvantages. On the one hand, the Act protects the rights and interests of migrant workmen and ensures that they are treated fairly and equitably in the workplace. This is a very important safeguard against exploitation and abuse by employers. On the other hand, the Act can be seen as discriminatory, as it only applies to migrant workers and does not cover local workers in the same way. Additionally, the Act is sometimes too rigid in its regulation of working conditions, which can make it difficult for employers to adapt work practices and processes appropriately to meet changing business needs.

Key features of ismw act

The Interstate Migrant Workmen Act, 1979 is a legislation in India that regulates the employment and working conditions of migrant workmen:

– The attack was passed to provide a framework for the regulation of the employment of migrant workmen in India and to protect their rights and interests.

– Every migrant worker must be registered with the concerned district magistrate before he or she can be employed in any establishment.

– The employer must obtain a licence from the concerned authority before employing any migrant worker.

– The act prescribes the minimum wage that must be paid to migrant workers and lays down the conditions under which they can be employed.

– It also provides for the establishment of tribunals to resolve any disputes or disagreements arising between migrant workers and their employers.

Critical analysis of Interstate Migrant Workmen Act 1979

The current unhappy situation of migrant workers as a result of the shutdown has exposed the shortcomings of their welfare system. Even though this legislation was passed by both houses of the state legislature in 2017, and despite its inclusion of language allowing it to be used against any non-compliant entity, there is still no indication that it has been implemented.

Another consequence of poor implementation is the lack of government preparedness to put such well-intentioned but unworkable legislation into effect, as mandated, requiring not simply the maintenance of interstate worker records but also all other conditions relating to remuneration allowances, housing and medical care to be met.

As a result, this legislation must be rationalised and made practical enough so that employers and contractors have incentives to come forward and register workers without being scared of harsh penalties or onerous social safety requirements.

Scope of Improvement in Inter-State Migrant Workmen Act, 1979

Migrant workers should be given the same benefits as other local people so that they may avoid spending more money on food grains and kerosene.

For general public information and verification, every state government should operate an internet portal that lists the registered principal employers, contractors, businesses, and interstate workmen. The details of interstate workers must be supplied promptly by the main employers and contractors. Non-compliance by the primary employers or contractors is treated as a violation of the ActAct, and they are liable for punishment.

All employers/contractors in a state shall be audited by the state government authorities on an annual basis to ensure that interstate workers are deployed lawfully and submit an annual compliance status or implementation report to the state legislature for review.

Within this framework, the following are some of how social protection architecture should be developed: Additionally, a mechanism for transferring services like PDS, health insurance, and education must be established to guarantee easy and equal access for migrants.

Job Satisfaction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Lofquist and Davis (1991), defined job satisfaction as "an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment".

Importance of Job Satisfaction

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

Importance of job satisfaction can be seen from two perspectives:

For Employees

Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

For Employers

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers needs to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

Job Satisfaction Factors

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

2. Work life balance

2. Work life balance

Every individual wants to have a good workplace which allow them time to spend with their family & friends. Job satisfaction for employees is often due a good work life balance which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

3. Respect & Recognition

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

4. Job security

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

5. Challenges

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.

There are several theories given which help in evaluating & measuring job satisfaction of employees at workplace. Some of them are:

- **Hierarchy of Needs** by Maslow

- **Hygiene Theory** by Herzberg

These help in understanding the parameters or factors which influence job satisfaction of employees at workplace.

Job Satisfaction Examples

There can be several examples of job satisfaction as it is related to the psychology of an individual. A particular job can be satisfying for one employee based on the salary, location, workplace, responsibilities, job level etc. and the same be lead to dissatisfaction to some another employee. Consider an employee who has joined an organization 1 year back and has been awarded for his good work with bonuses and incentives.

Also, the company has chosen him for an exclusive training program which would help in boosting his career. Also, the employee is entitled for a sabbatical leave as well to pursue his own dream. Hence, all these factors and HR policies would lead to job satisfaction.

Measuring Job Satisfaction

It is critical for any company to measure job satisfaction as the efficiency, productivity and loyalty of an employee depends on it. Companies can conduct surveys with questionnaires asking the employees about their feedback and understand if they are satisfied or dissatisfied with their job. Companies can ask the following questions to measure job satisfaction and can give multiple options like Satisfied, somewhat satisfied, neutral, somewhat dissatisfied, dissatisfied:

1. Are you happy with your salary/incentives?

2. Is your contribution to the company recognized with awards?

3. Do you find your workplace conditions good, hygienic, competitive?

4. Do you have a good work life balance?

5. Are you happy with company policies for your career growth & training and development?

Apart from the above questions, specific open-ended questions about job satisfaction can also help in understanding employee pain-points and how the company can improve to ensure a happy employee.

6 factors for your job satisfaction

- The atmosphere in the team and at the office. ...
- Work-life balance. ...
- Salary and working conditions. ...
- Varying work. ...
- Development opportunities. ...
- Flexible working and autonomy.

Human Resource Planning

E.W. Vetter viewed human resource planning as "a process by which an organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and right kind of people at the right places at the right time, doing things which result in both the organization and the individual receiving maximum long-run benefit."

According to Leon C. Megginson human resource planning is "an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual needs and goals of organizational members."

The organisation's objectives and strategies for the future determine future requirement of human resources. It only means that the number and mix of human resources are reaction to the overall organisational strategy. If the intent is to get closer to people possessing requisite qualifications, the organisation should act quickly.

Human Resource Planning or Manpower Planning (HRP) is the process of systematically reviewing HR requirements to ensure that the required number of employees with the required skills is available when they are needed. Getting the right number of qualified people into the right job is the crux of the problem here.

Need and Importance:

I. Assessing Future Personnel Needs:
Whether it is surplus labour or labour shortage, it gives a picture of defective planning or absence of planning in an organization. A number of organizations, especially public sector units (PSUs) in India are facing the problem of surplus labour.
It is the result of surplus labour that the companies later on offer schemes like Voluntary Retirement Scheme (VRS) to eliminate surplus staff. Thus, it is better to plan well about employees in advance. Through HRP, one can ensure the employment of proper number and type of personnel.

II. Foundation for Other HRM Functions:
HRP is the first step in all HRM functions. So, HRP provides the essential information needed for the other HRM functions like recruitment, selection, training and development, promotion, etc.

III. Coping with Change:

Changes in the business environment like competition, technology, government guidelines, global market, etc. bring changes in the nature of the job. This means changes in the demand of personnel, content of job, qualification and experience needed. HRP helps the organization in adjusting to new changes.

IV. Investment Perspective:

As a result of change in the mindset of management, investment in human resources is viewed as a better concept in the long run success of the enterprise. Human assets can increase in value as opposed to physical assets. Thus, HRP is considered important for the proper planning of future employees.

V. Expansion and Diversification Plans:

During the expansion and diversification drives, more employees at various levels are needed. Through proper HRP, an organization comes to know about the exact requirement of personnel in future plans.

VI. Employee Turnover:

Every organization suffers from the small turnover of labour, sometime or the other. This is high among young graduates in the private sector. This necessitates again doing manpower planning for further recruiting and hiring.

VII. Conformity with Government Guidelines:

In order to protect the weaker sections of the society, the Indian Government has prescribed some norms for organizations to follow. For example, reservations for SC/ST, BC, physically handicapped, ex-servicemen, etc. in the jobs. While planning for fresh candidates, HR manager takes into consideration all the Government guidelines.

VIII. International Expansion Strategies:

International expansion strategies of an organization depend upon HRP. Under International Human Resource Management (IHRM), HRP becomes more challenging. An organization may want to fill the foreign subsidiary's key positions from its home country employees or from host-country or from a third country. All this demands very effective HRP.

IX. Having Highly Talented Manpower Inventory:

Due to changing business environment, jobs have become more challenging and there is an increasing need for dynamic and ambitious employees to fill the positions. Efficient HRP is needed for attracting and retaining well qualified, highly skilled and talented employees.

Objectives:

(i) Proper assessment of human resources needs in future.

(ii) Anticipation of deficient or surplus manpower and taking the corrective action.

(iii) To create a highly talented workforce in the organization.

(iv) To protect the weaker sections of the society.

(v) To manage the challenges in the organization due to modernization, restructuring and re-engineering.

(vi) To facilitate the realization of the organization's objectives by providing right number and types of personnel.

(vii) To reduce the costs associated with personnel by proper planning.

(viii) To determine the future skill requirements of the organization.

(ix) To plan careers for individual employee.

(x) Providing a better view of HR dimensions to top management.

(xi) Determining the training and development needs of employees.

Human Resource Plan – Factors:

Several factors affect HRP. These factors can be classified into external factors and internal factors.

External Factors:

i. Government Policies – Policies of the government like labour policy, industrial relations policy, policy towards reserving certain jobs for different communities and sons-of the soil, etc. affect the HRP.

ii. Level of Economic Development – Level of economic development determines the level of HRD in the country and thereby the supply of human resources in the future in the country.

iii. Business Environment – External business environmental factors influence the volume and mix of production and thereby the future demand for human resources.

iv. Level of Technology – Level of technology determines the kind of human resources required.

v. International Factors – International factors like the demand for resources and supply of human resources in various countries.

vi. Outsourcing – Availability of outsourcing facilities with required skills and knowledge of people reduces the dependency on HRP and vice-versa.

Internal Factors:

i. Company policies and strategies – Company policies and strategies relating to expansion, diversification, alliances, etc. determines the human resource demand in terms of quality and quantity.

ii. Human resource policies – Human resources policies of the company regarding quality of human resource, compensation level, quality of work-life, etc., influences human resource plan.

iii. Job analysis – Fundamentally, human resource plan is based on job analysis. Job description and job specification determines the kind of employees required.

iv. Time horizons – Companies with stable competitive environment can plan for the long run whereas the firms with unstable competitive environment can plan for only short- term range.

v. Type and quality of information – Any planning process needs qualitative and accurate information. This is more so with human resource plan; strategic, organisational and specific information.

vi. Company's production operations policy – Company's policy regarding how much to produce and how much to buy from outside to prepare a final product influence the number and kind of people required.

vii. Trade unions – Influence of trade unions regarding number of working hours per week, recruitment sources, etc., affect the HRP.

Human Resource Planning Process

The **Human Resource Planning** is a process of forecasting the organization's demand for and supply of manpower needs in the near future.

Human Resource Planning Process

1. **Determining the Objectives of Human Resource Planning**: The foremost step in every process is the determination of the objectives for which the process is to be carried on. The objective for which the manpower planning is to be done should be defined precisely, so as to ensure that a right number of people for the right kind of job are selected.

The objectives can vary across the several departments in the organization such as the personnel demand may differ in marketing, finance, production, HR department, based on their roles or functions.
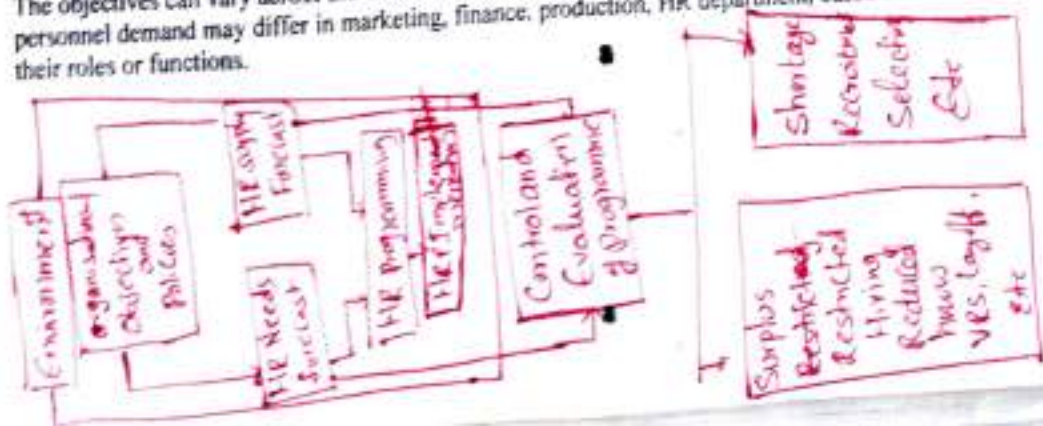
2. **Analyzing Current Manpower Inventory:** The next step is to analyze the current manpower supply in the organization through the stored information about the employees in terms of their experience, proficiency, skills, etc. required to perform a particular job.

   Also, the future vacancies can be estimated, so as to plan for the manpower from both the internal (within the current employees) and the external (hiring candidates from outside) sources. Thus, it is to be ensured that reservoir of talent is maintained to meet any vacancy arising in the near future.

3. **Forecasting Demand and Supply of Human Resources:** Once the inventory of talented manpower is maintained; the next step is to match the demand for the manpower arising in the future with the supply or available resources with the organization.

   Here, the required skills of personnel for a particular job are matched with the job description and specification.

4. **Analyzing the Manpower Gaps:** After forecasting the demand and supply, the manpower gaps can be easily evaluated. In case the demand is more than the supply of human resources, that means there is a deficit, and thus, new candidates are to be hired.

   Whereas, if the Demand is less than supply, there arises a surplus in the human resources, and hence, the employees have to be removed either in the form of termination, retirement, layoff, transfer, etc.

5. **Employment Plan/Action Plan:** Once the manpower gaps are evaluated, the action plan is to be formulated accordingly. In a case of a deficit, the firm may go either for recruitment, training, interdepartmental transfer plans whereas in the case of a surplus, the voluntary retirement schemes, redeployment, transfer, layoff, could be followed.

6. **Training and Development:** The training is not only for the new joinees but also for the existing employees who are required to update their skills from time to time.

   After the employment plan, the training programmes are conducted to equip the new employees as well as the old ones with the requisite skills to be performed on a particular job.

7. **Appraisal of Manpower Planning:** Finally, the effectiveness of the manpower planning process is to be evaluated. Here the human resource plan is compared with its actual implementation to ensure the availability of a number of employees for several jobs.

   At this stage, the firm has to decide the success of the plan and control the deficiencies, if any.

Thus, human resource planning is a continuous process that begins with the objectives of Human Resource planning and ends with the appraisal or feedback and control of the planning process.

Forecasting Techniques

Demand forecasting is the process of estimating the quantity and quality of people required to meet future needs of the organisation.

Demand forecasting must consider several factors.

External factors

1. Competition (foreign and Domestic)
2. Economic Climate
3. Laws and regulatory bodies,
4. Changes in technology and
5. Social factors

Internal factors

1. Budget Constraints
2. Production Levels,
3. New product and Services.
4. organisational structure and 5 Employee Seperation.

Forecasting Techniques:
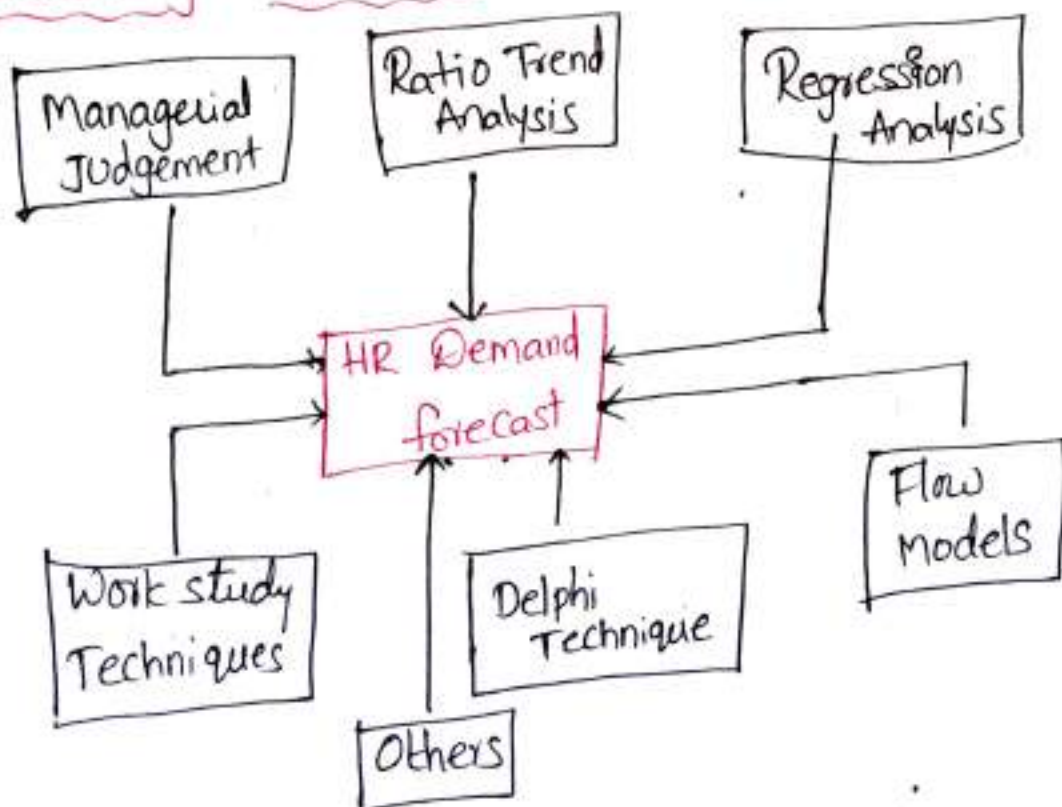
1. Managerial Judgement:

This Technique is very simple. In this, Managers sit together, discuss and arrive at a figure which would be the future demand for labour

→ The Technique may involve a 'bottom up' or a 'top-down' approach.

↑ Bottom up

↓ Top down
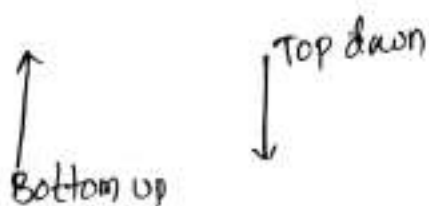
2. Ratio - trend Analysis:-

Ratio trend analysis involves studying Past ratios. and forecasting future ratio, making some allowances for changes in the organisation or its methods.

The number of workers and sales in an organisation and forecasting future ratio's, Making some allowances for changes in the organisation or its methods.

3. Regression Analysis.

This is similar to ratio-trend analysis in that forecast is based on the relationship between Sales volume and Employee size.

Employee size

Sales (Rs)

Regression line showing relationship between Sales and Employee size.

Study Techniques:-

Work-study techniques Can be used when it is possible to apply work measurement to Calculate the length of operations and the amount of Labour required.

The Starting Point in a manufacturing Company as a whole, ~~or volumes~~ of output is the Production budget. Prepared interms of volumes of saleable products for the Company as a whole, or volumes of output for individual departments.

Work-study techniques for direct workers ~~are~~ Can be Combined with ratio-trend analysis to forecast for Indirect workers, establishing the ratio, between the two Categories.

Delphi Technique:-

Named after the ancient Greek oracle at the City of Delphi, the Delphi technique is a method of forecasting Personnel needs. It Solicits estimates of Personnel needs from a group of Experts, usually Managers.

The HRP Experts act as Intermediaries, summarise, the various responses and report the finding back to the Experts. The Experts are Surveyed again after they receive this feed back. ~~Summaries~~ Summaries and surveys are repeated until the Experts opinions begin to agree. The Agreement reached is the-

Flow models:

flow models are very frequently associated with forecasting personnel needs. The simplest one is called th Markov model. In this technique the forecasters will.

1. Determine the time that should be covered.

2. Establish categories, also called states, to which employees can be assigned.

3. Count annual movements (also called flows) among states for several time periods.

These states are defined as

Absorbing (gains or losses to the company) (or)

Non-Absorbing (change in position levels or employment status)

Losses include death or disability, absences resignation, and retirements.

Gains include hiring, rehiring, transfer and movement by position level.

4. Estimate the probability of transitions from one-state to another based on past trends.

Demand is a function of replacing those who make a transition.

or **forecasting Techniques.**

New venture Analysis -

It will be Useful when new ventures Contemplate Employement planning.

This technique requires planners to Estimate HR needs in line with Companies that perform similar operations

Ex: a petrolium Company that plans to open a Coalmine- Can estimate its future Emplryement needs by determining employement levels of the other Coalmines

ii, **Mathematical models-**

These are Used in human need forecasting too

$$E_n = \frac{(Lagg_n + G)^{1/2}}{y}$$

E_n = Estimated level of personnel demand in 'n' planning periods

$Lagg$ = Overall or aggregate level of Current Business activity in Rupees.

G_n = is th Total grawth in business activity anticipated through period n in today's rupees.

x = Average Productivity Improvement anticipated from today through planning period.

y = Conversim figure relating today's overall activity to Personnel required.

HR supply forecast

Determines whether the HR department will be able to procure the required number of personnel. Specifically, supply forecast measures the number of people likely to be available from within- and outside an organisation.

Reasons for supply forecast.

i. helps quantify number of people and positions expected to be available in future to help the organisation realise its plans and meet its objectives

ii. helps clarify likely staff mixes that will exist in the future.

iii. asses existing staffing levels in different ports- of the organisation

iv. Prevents shortage of people where and when they are most needed, and

v. monitors expected future compliance with legal requirements of job reservations.

The supply analysis covers

1. Existing human resources
2. Internal sources of supply and
3. External sources of supply.

Recruitment

Recruitment is a process of identifying, screening, short listing and hiring potential resource for filling up the vacant positions in an organization. It is a core function of Human Resource Management.

Recruitment is the process of choosing the right person for the right position and at the right time. Recruitment also refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements.

The hiring of the candidates can be done **internally** i.e., within the organization, or from **external sources**. And the process should be performed within a time constraint and it should be cost effective.

Importance of Recruitment

Recruitment is one of the most fundamental activities of the HR team. If the recruitment process is efficient, then

- The organization gets happier and more productive employees
- Attrition rate reduces.
- It builds a good workplace environment with good employee relationships.
- It results in overall growth of the organization.

Here is a list that shows the purpose and importance of Recruitment in an organization –

- It determines the current and future job requirement.
- It increases the pool of job at the minimal cost.
- It helps in increasing the success rate of selecting the right candidates.
- It helps in reducing the probability of short term employments.
- It meets the organization's social and legal obligations with regards to the work force.
- It helps in identifying the job applicants and selecting the appropriate resources.
- It helps in increasing organizational effectives for a short and long term.
- It helps in evaluating the effectiveness of the various recruitment techniques.
- It attracts and encourages the applicants to apply for the vacancies in an organization.
- It determines the present futures requirements of the organization and plan according.
- It links the potential employees with the employers.
- It helps in increasing the success ratio of the selection process of prospective candidates.
- It helps in creating a talent pool of prospective candidates, which enables in selecting the right candidates for the right job as per the organizational needs.

Factors Affecting Recruitment

Recruitment is an important function of the Human Resource Management in an organization, and it is governed by a mixture of various factors. Proactive HR Professionals should understand these factors influencing the recruitment and take necessary actions for the betterment of the organization.

When the market condition changes, the organization also needs to monitor these changes and discover how it affects the resources and analyze these functions for making recruitment an effective process.

We have **Internal Factors** as well as **External Factors** that influence the recruitment process. In this chapter, we will be discussing these factors in detail.

Internal Factors

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are –

- Size of organization
- Recruiting policy
- Image of organization
- Image of job

Size of Organization

The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

Recruiting Policy

Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

Image of Organization

Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

Image of Job

Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

External Factors

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following –

- **Demographic factors** – Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.
- **Labor market** – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.
- **Unemployment rate** – If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to less number of resources.
- **Labor laws** – Labor laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.
- **Legal considerations** – Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- **Competitors** – When organizations in the same industry are competing for the best qualified resources, there is a need to analyze the competition and offer the resources packages that are best in terms of industry standards.

Recruitment Process

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization. It sources the candidates with the abilities and attitude, which are required for achieving the objectives of an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.

To increase the efficiency of hiring, it is recommended that the HR team of an organization follows the five best practices (as shown in the following image). These five practices ensure successful recruitment without any interruptions. In addition, these practices also ensure consistency and compliance in the recruitment process.

RECRUITMENT PROCESS

Recruitment Planning

Strategy Development

Searching

Screening

Evaluation & Control

Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates.

1) Recruitment Planning

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying Vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This process begins with receiving the requisition for recruitments from different department of the organization to the HR Department, which contains –

- Number of posts to be filled
- Number of positions
- Duties and responsibilities to be performed
- Qualification and experience required

When a vacancy is identified, it the responsibility of the sourcing manager to ascertain whether the position is required or not, permanent or temporary, full-time or part-time, etc. These parameters should be evaluated before commencing recruitment. Proper identifying, planning and evaluating leads to hiring of the right resource for the team and the organization.

Job Analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job. These factors help in identifying what a job demands and what an employee must possess in performing a job productively.

Job analysis helps in understanding what tasks are important and how to perform them. Its purpose is to establish and document the job **relatedness** of employment procedures such as selection, training, compensation, and performance appraisal.

The following steps are important in analyzing a job –

- Recording and collecting job information
- Accuracy in checking the job information
- Generating job description based on the information
- Determining the skills, knowledge and skills, which are required for the job

The immediate products of job analysis are **job descriptions and job specifications.**

Job Description

Job description is an important document, which is descriptive in nature and contains the final statement of the job analysis. This description is very important for a successful recruitment process.

Job description provides information about the scope of job roles, responsibilities and the positioning of the job in the organization. And this data gives the employer and the organization a clear idea of what an employee must do to meet the requirement of his job responsibilities.

Job description is generated for fulfilling the following processes –

- Classification and ranking of jobs
- Placing and orientation of new resources
- Promotions and transfers
- Describing the career path
- Future development of work standards

A job description provides information on the following elements –

- Job Title / Job Identification / Organization Position
- Job Location
- Summary of Job
- Job Duties
- Machines, Materials and Equipment
- Process of Supervision
- Working Conditions
- Health Hazards

Job Specification

Job specification focuses on the specifications of the candidate, whom the HR team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate the information of each job.

This information about each job in an organization is as follows –

- Physical specifications
- Mental specifications
- Physical features
- Emotional specifications
- Behavioral specifications

A job specification document provides information on the following elements –

- Qualification
- Experiences
- Training and development
- Skills requirements
- Work responsibilities
- Emotional characteristics
- Planning of career
-

Job Evaluation

Job evaluation is a comparative process of analyzing, assessing, and determining the relative value/worth of a job in relation to the other jobs in an organization.

The main objective of job evaluation is to analyze and determine which job commands how much pay. There are several methods such as **job grading, job classifications, job ranking**, etc., which are involved in job evaluation. Job evaluation forms the basis for salary and wage negotiations.

Recruitment Strategy

Recruitment strategy is the second step of the recruitment process, where a strategy is prepared for hiring the resources. After completing the preparation of job descriptions and job specifications, the next step is to decide which strategy to adopt for recruiting the potential candidates for the organization.

While preparing a recruitment strategy, the HR team considers the following points –

- Make or buy employees
- Types of recruitment
- Geographical area
- Recruitment sources

The development of a recruitment strategy is a long process, but having a right strategy is mandatory to attract the right candidates. The steps involved in developing a recruitment strategy include –

- Setting up a board team
- Analyzing HR strategy
- Collection of available data
- Analyzing the collected data
- Setting the recruitment strategy

Searching the Right Candidates

Searching is the process of recruitment where the resources are sourced depending upon the requirement of the job. After the recruitment strategy is done, the searching of candidates will be initialized. This process consists of two steps –

- **Source activation** – Once the line manager verifies and permits the existence of the vacancy, the search for candidates starts.
- **Selling** – Here, the organization selects the media through which the communication of vacancies reaches the prospective candidates.

Searching involves attracting the job seekers to the vacancies. The sources are broadly divided into two categories: **Internal Sources** and **External Sources**.

Internal Sources

Internal sources of recruitment refer to hiring employees within the organization through –

- Promotions
- Transfers
- Former Employees
- Internal Advertisements (Job Posting)
- Employee Referrals
- Previous Applicants

External Sources

External sources of recruitment refer to hiring employees outside the organization through –

- Direct Recruitment
- Employment Exchanges
- Employment Agencies
- Advertisements
- Professional Associations
- Campus Recruitment
- Word of Mouth

Screening / Short listing

Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process.

Screening is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing. The screening process of recruitment consists of three steps –

Reviewing of Resumes and Cover Letters

Reviewing is the first step of screening candidates. In this process, the resumes of the candidates are reviewed and checked for the candidates' education, work experience, and overall background matching the requirement of the job

While reviewing the resumes, an HR executive must keep the following points in mind, to ensure better screening of the potential candidates –

- Reason for change of job
- Longevity with each organization
- Long gaps in employment
- Job-hopping
- Lack of career progression

Conducting Telephonic or Video Interview

Conducting telephonic or video interviews is the second step of screening candidates. In this process, after the resumes are screened, the candidates are contacted through phone or video by the hiring manager. This screening process has two outcomes –

- It helps in verifying the candidates, whether they are active and available.
- It also helps in giving a quick insight about the candidate's attitude, ability to answer interview questions, and communication skills.

Identifying the top candidates

Identifying the top candidates is the final step of screening the resumes/candidates. In this process, the cream/top layer of resumes are shortlisted, which makes it easy for the hiring manager to take a decision. This process has the following three outcomes –

- Short listing 5 to 10 resumes for review by the hiring managers
- Providing insights and recommendations to the hiring manager
- Helps the hiring managers to take a decision in hiring the right candidate

Evaluation and Control

Evaluation and control is the last stage in the process of recruitment. In this process, the effectiveness and the validity of the process and methods are assessed. Recruitment is a costly process, hence it is important that the performance of the recruitment process is thoroughly evaluated.

The costs incurred in the recruitment process are to be evaluated and controlled effectively. These include the following –

- Salaries to the Recruiters
- Advertisements cost and other costs incurred in recruitment methods, i.e., agency fees.
- Administrative expenses and Recruitment overheads
- Overtime and Outstanding costs, while the vacancies remain unfilled
- Cost incurred in recruiting suitable candidates for the final selection process
- Time spent by the Management and the Professionals in preparing job description, job specifications, and conducting interviews.

Finally, the question that is to be asked is, whether the recruitment methods used are valid or not? And whether the recruitment process itself is effective or not? Statistical information on the costs incurred for the process of recruitment should be effective.

Sources of Recruitment

SELECTION PROCESS

```
                                    ┌─────────────────────┐
                                    │  Initial screening  │
  Fail to meet minimum              └─────────────────────┘
     qualification                         │  Passed
                                           ▼
                                    ┌─────────────────────┐
  Failed to complete job           │ Completed application│
  application or failed job         └─────────────────────┘
       specification                       │  Passed
                                           ▼
                                    ┌─────────────────────┐
       Failed Test                  │  Employment test    │
                                    └─────────────────────┘
                                           │  Passed
                                           ▼
                                    ┌──────────────────────────┐   Passed   ┌──────────────────┐
                                    │ Comprehensive interview  │──────────▶ │ Conditional job  │
                                    └──────────────────────────┘            │      offer       │
     Failed to impress                                                      └──────────────────┘
   interviewer and / meet
      job expectations
                                    ┌──────────────────────────┐
        Problem                     │  Background Examination  │◀── ─ ─ ─ ─
      encountered                   │      if required         │
                                    └──────────────────────────┘
                                           │  Passed
                                           ▼
  ┌──────────────────┐             ┌──────────────────────────────────┐
  │ Reject Applicant │             │ Medical/physical examination if  │
  └──────────────────┘             │ required (conditional job offer   │
                                    └──────────────────────────────────┘
     Unfit to do essential                 │  Able to perform
        elements of job                    │  essential elements
                                           │  of job
                                           ▼
                                    ┌──────────────────────┐
                                    │ Permanent job offer  │◀── ─ ─ ─ ─
                                    └──────────────────────┘
```
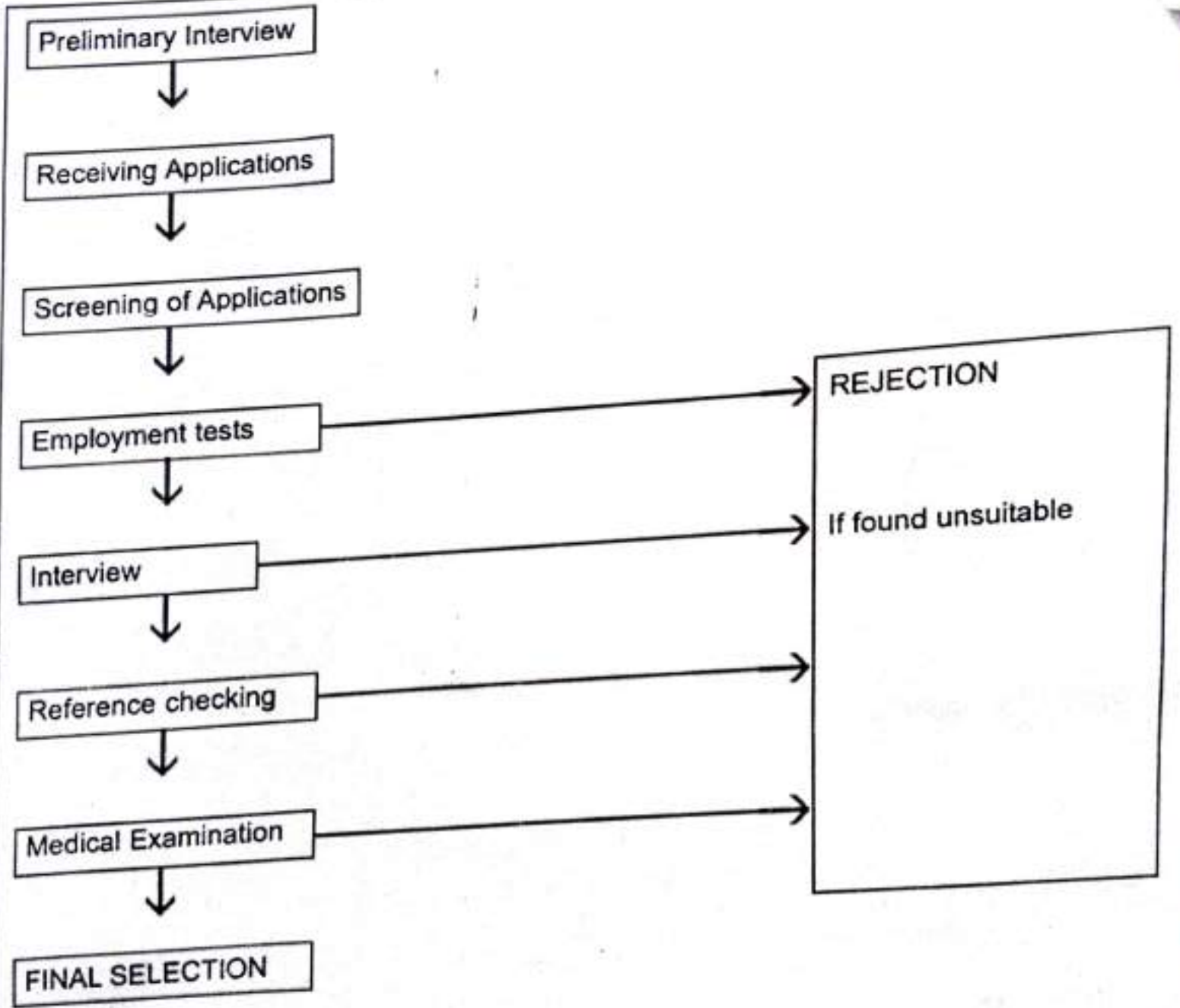
```
┌──────────────────────┐
│ Preliminary Interview │
└──────────────────────┘
           │
           ▼
┌──────────────────────┐
│ Receiving Applications │
└──────────────────────┘
           │
           ▼
┌──────────────────────┐
│ Screening of Applications │
└──────────────────────┘
           │
           ▼                                              ┌─────────────────────────┐
┌──────────────────────┐                                  │ REJECTION               │
│ Employment tests      │─────────────────────────────────▶│                         │
└──────────────────────┘                                  │                         │
           │                                              │ If found unsuitable     │
           ▼                                              │                         │
┌──────────────────────┐                                  │                         │
│ Interview             │─────────────────────────────────▶│                         │
└──────────────────────┘                                  │                         │
           │                                              │                         │
           ▼                                              │                         │
┌──────────────────────┐                                  │                         │
│ Reference checking    │─────────────────────────────────▶│                         │
└──────────────────────┘                                  │                         │
           │                                              │                         │
           ▼                                              │                         │
┌──────────────────────┐                                  │                         │
│ Medical Examination   │─────────────────────────────────▶│                         │
└──────────────────────┘                                  └─────────────────────────┘
           │
           ▼
┌──────────────────────┐
│ FINAL SELECTION       │
└──────────────────────┘
```

Selection

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In others words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions –

- Employee selection is a process of putting a right applicant on a right job.
- Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization.
- Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization.
- Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals.

A good selection process will ensure that the organization gets the right set of employees with the right attitude.

Difference between Recruitment and Selection

The major differences between Recruitment and Selection are as follows

Recruitment	Selection
Recruitment is defined as the process of identifying and making the potential candidates to apply for the jobs.	Selection is defined as the process of choosing the right candidates for the vacant positions.
Recruitment is called as a positive process with its approach of attracting as many candidates as possible for the vacant jobs	Selection is called as a negative process with its elimination or rejection of as many candidates as possible for identifying the right candidate for the position.

Both recruitment and selection work hand in hand and both play a vital role in the overall growth of an organization.

Selection Process

The selection process can be defined as the process of selection and shortlisting of the right candidates with the necessary qualifications and skill set to fill the vacancies in an organisation. The selection process varies from industry to industry, company to company and even amongst departments of the same company.

Every organisation creates a selection process because they have their own requirements. Although, the main steps remain the same. So, let's understand in brief how the selection process works.

- **Preliminary Interview**

  This is a very general and basic interview conducted so as to eliminate the candidates who are completely unfit to work in the organisation. This leaves the organisation with a pool of potentially fit employees to fill their vacancies.

- **Receiving Applications**

  Potential employees apply for a job by sending applications to the organisation. The application gives the interviewers information about the candidates like their bio-data, work experience, hobbies and interests.

- **Screening Applications**

  Once the applications are received, they are screened by a special screening committee who choose candidates from the applications to call for an interview. Applicants may be selected on special criteria like qualifications, work experience etc.

- **Employment Tests**

  Before an organization decides a suitable job for any individual, they have to gauge their talents and skills. This is done through various employment tests like intelligence tests, aptitude tests, proficiency tests, personality tests etc.

- **Employment Interview**

  The next step in the selection process is the employee interview. Employment interviews are done to identify a candidate's skill set and ability to work in an organisation in detail. Purpose of an employment interview is to find out the suitability of the candidate and to give him an idea

about the work profile and what is expected of the potential employee. An employment interview is critical for the selection of the right people for the right jobs.

- ## Checking References

The person who gives the reference of a potential employee is also a very important source of information. The referee can provide info about the person's capabilities, experience in the previous companies and leadership and managerial skills. The information provided by the referee is meant to keep confidential with the HR department.

- ## Medical Examination

The medical exam is also a very important step in the selection process. Medical exams help the employers know if any of the potential candidates are physically and mentally fit to perform their duties in their jobs. A good system of medical checkups ensures that the employee standards of health are higher and there are fewer cases of absenteeism, accidents and employee turnover.

- ## Final Selection and Appointment Letter

This is the final step in the selection process. After the candidate has successfully passed all written tests, interviews and medical examination, the employee is sent or emailed an appointment letter, confirming his selection to the job. The appointment letter contains all the details of the job like working hours, salary, leave allowance etc. Often, employees are hired on a conditional basis where they are hired permanently after the employees are satisfied with their performance.

Importance of the Selection Process

1. Proper selection and placement of employees lead to growth and development of the company. The company can similarly, only are as good as the capabilities of its employees.
2. The hiring of talented and skilled employees results in the swift achievement of company goals.
3. Industrial accidents will drastically reduce in numbers when the right technical staff is employed for the right jobs.
4. When people get jobs they are good at, it creates a sense of satisfaction with them and thus their work efficiency and quality improves.
5. People who are satisfied with their jobs often tend to have high morale and motivation to perform better.

Application form

An application form is an official document that employers want their job candidates to fill in while applying for a job. The employer would ask a series of questions that candidates must answer.

An application form lets the employer all the important information beforehand, thereby helping them screen candidates easily. It becomes easier to spot the under-qualified candidates or reserve passive candidates for future openings.

Companies release application forms for recruitment when they are looking for a high volume of candidates.

An application form contains the following:

Personal information of the candidate:

Name

Address

Phone number

Email address

Educational qualifications

School(s) attended along with graduation date

Certification

Skills

Extracurricular activities

Experience/Previous employment

Employers

Job titles and Responsibilities

Reason for leaving

Permission to contact the previous employer

References

Name

Job titles

Contact information

Types of Selection Methods

Selection testing is a screening process that hiring managers use to judge an applicant's fit for a certain job or company. A selection test is a standardized test that the hiring manager gives to all applicants. This may be a physical test, an in-person test during the interview or an online test completed along with the application or after an initial phone screening.

Job knowledge test

Job knowledge tests are used to measure a candidate's ability to succeed in a specific job. This test evaluates the candidate's knowledge of terminology, techniques and skills relating to the job they are applying for. Hiring managers use this test to ensure that they hire a candidate who is familiar with the role and able to complete the tasks it involves. These tests are typically used when hiring for jobs that require specific skills.

For example, a hiring manager looking to fill an information technology job may ask candidates to complete a job knowledge test to ensure that they are familiar with coding language and IT regulations. Other positions like accounting or data entry can benefit from job knowledge testing because they require very specific knowledge about proper procedures and programs.

Integrity test

Integrity tests are similar to personality tests, but they focus on evaluating a candidate's honesty and moral standing rather than multiple aspects of their personality. This test helps hiring managers ensure that they are hiring people who will comply with their company's ethical standards. Integrity tests can be useful for any job and any industry because ethics are important within any company.

Cognitive ability test

Cognitive ability tests are used to measure intelligence and may also be called IQ tests. They can focus on general intelligence or specific areas of intelligence that relate to a job, like mathematical skills or deductive reasoning skills. A hiring manager typically uses these tests for jobs that involve a high level of ability in one or more areas of cognitive ability.

Knowing how well a candidate can perform mathematical functions and solve equations is relevant if the job involves math. Some government positions like criminal investigator or corrections officer may evaluate candidates on their ability to think critically in difficult situations because that is a necessary skill for the job.

Emotional intelligence test

Emotional intelligence tests measure a candidate's ability to build relationships and work with others. This test may comprise some similar questions as a personality test, but it specifically focuses on the applicant's emotional intelligence. Understanding how someone interacts with others is important when hiring for leadership positions and positions that involve constant collaboration, like public relations or marketing jobs.

Skills test

A skills test evaluates a candidate's ability to perform specific tasks related to a job. Unlike a personality test, a skills test requires candidates to perform these skills to prove their ability rather than answer questions related to the skills. A hiring manager may administer typing tests for clerical and data entry job candidates to ensure that they can type quickly and accurately. Another example of a skills test is a writing assignment given to an applicant of a job involving writing.

Physical abilities test

Physical abilities tests measure a candidate's strength and endurance. These tests are necessary for jobs that involve a certain level of physical fitness and ability. Common jobs that utilize physical abilities tests include police and military positions. Hiring managers administer these tests to ensure that candidates can handle the level of physical activity required for the job without risk for injury.

Why is selection tests used?

Selection tests are a valuable resource for hiring managers because it allows them to learn more information about a candidate before moving to the next stages of the hiring process. Selection tests can save time, because the hiring manager does not have to schedule a meeting with each candidate. Instead, they can send each applicant an online selection test. They can even include the selection test in the digital application to save even more time.

Selection tests evaluate a candidate's skills, knowledge and personality in a more precise way than reviewing a resume. They can help hiring managers predict how a candidate will perform in a specific role or within a company. Selection tests can even demonstrate the candidate's ability to complete the job before being hired. This can improve the chances of hiring a candidate who performs the job well and stays with the company, which also saves the hiring manager from repeating the hiring process for a single position multiple times.

Reliability and validity of selection tests

Certain selection tests are more reliable than others. The reliability of tests depends on the consistency of how tests are administered. In order for a selection test to be reliable, it should be the same each time and judge all candidates objectively. Physical and skills tests, for example, tend to be the most reliable types of tests because they evaluate candidates based on their proven abilities. If a candidate completes an obstacle course or a typing test within the allotted time limit, they are strong candidates. There is little room for subjectivity with these tests.

Validity is another important consideration when implementing a selection test. There are three types of validity that the Equal Employment Opportunity Committee describes when discussing selection testing:

Content validity: This type of validity relates to how relevant the content of the test is to the job. The test should directly relate to the knowledge, skills and personality required for the job.

Construct validity: This type of validity describes how well a test measures traits that can make someone more successful in a role, including dependability, emotional intelligence and integrity.

Criterion-related validity: This type of validity describes a selection test's ability to predict how a candidate will perform in a specific role. This can be determined by measuring how applicants test scores relate to their job performance once hired, or it can be determined by having current employees take the test and comparing their results to their job performance.

Interviews

One of the assessment and evaluation techniques for a candidate is interview. It is a type of oral examination. Selection interview is the next process to conduct of tests. Even though written tests and psychological tests are conducted, still one-to-one communication between individuals always remains the crucial part in selection of a candidate. Behavioural traits, presence of mind and psychological bearing capacity can be tested through interview.

Role of Interview in the Selection Procedure:

Critical Analysis of the Personality of Candidates:

As the candidate is going to be in front of the interviewer or a panel, face-to-face communication is facilitated. The interviewer can observe the behaviour, style, approach, promptness and sharpness of the candidate.

Accurate Final Selection:

Interview facilitates to obtain additional information about the candidate through personal contact. After the detailed scrutiny of all the information about the candidate, the final selection can be made easily.

Providing Details about the Company to the Candidate:

As the company would like to know the detailed information about the candidate, the same way, the candidate is also eager to know about the work culture, the nature of the job, working schedules, etc., in the company. Interview provides the opportunity to the candidate to know more about the company.

Use of Experience and Knowledge of Expert Interviewers:

Whenever the interviews are conducted, there is generally a panel of interviewers consisting of more than three members. All of them are working for the company for a long time, and when the selection interview takes place, it is their knowledge and experience which is going to give the best results in terms of a suitable and appropriate candidate.

Types of Interview:

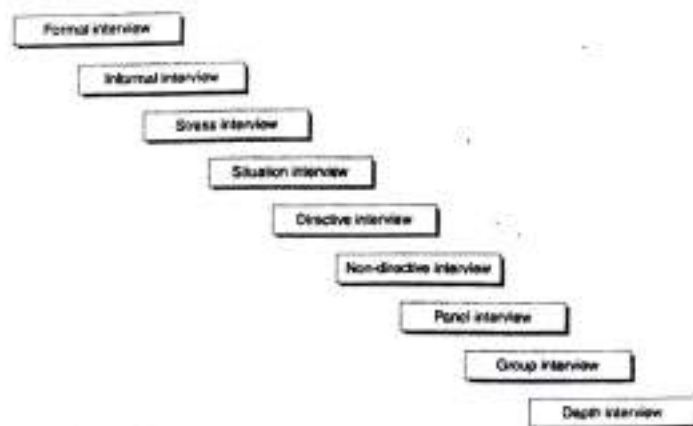Various types of interviews are shown in Figure 5.8.

Fig. 5.8 Types of interviews

Formal Interview:

It is held in formal atmosphere with pre-decided and planned procedures and questions.

Informal interview:

There is no specific procedure followed in this case. They are conducted at any place, and any types of questions can be asked to the candidate.

Stress Interview:

It is conducted to evaluate the behaviour of the candidate under stressful conditions. How does a candidate react to stress? Whether they remain quiet and calm or becomes stressed, can be judged by creating different stressful conditions around, and the case with which they gets out of it indicates their stress-handling capacity in future.

Situation Interview:

An imaginary situation is told to the candidates and they are asked to respond to it.

Directive Interview:

It is structured interview. A same set of questions is repeated for every candidate to make the comparison among the answers received from them.

Non-directive Interview:

It is non-structured interview. There is no specific format, and any questions can be asked to candidates. Candidates are free to express themselves under this type.

Panel Interview:

A selection committee appointed for interviewing candidates is called a panel. It generally consists of three or more members who collectively perform the task of selection. The final decision is taken with the consent of all panel members.

Group Interview:

Candidates are supposed to form groups, and one group together will be interviewed at one time. It is a sort of group discussion. The person's ability to lead, their presence of mind and communication can be evaluated under this technique.

Depth Interview:

All the minute details of important nature are asked to a candidate to have the extensive information about them.

Evaluation in Selection and Recruitment Process

As an HR professional, you should be able to identify and evaluate key elements in your recruitment process. A well-rounded HR professional knows that work doesn't end at implementing strategies and processes. Rather, you need to measure how effective your standard operating procedures are to be a successful recruiter.

Among companies, 67% believe it's important to utilize the recruitment process to secure high employee retention rates. You too can make it happen by keeping tabs of these six factors to consider when evaluating your recruitment process.

1. Time It Takes to Present Candidates

Timeliness in hiring works both ways for you and job candidates. On one hand, the longer it takes you to fill a position with the right candidate, the more it affects your company's bottom line. You may be losing hours of productivity and money with no one or the wrong person doing the job. Moreover, a lengthy recruitment process doesn't make a candidate think highly of your company and can be the easiest way to lose a good candidate to your competitor.

HR teams should not exceed 14 days from the time the position was first opened before being able to present at least three qualified candidates for assessment. Obviously, the shorter time it takes to present highly competent candidates, the more competitive your business could be down the line.

2. Availability of Feedback from Hiring Manager

Recruiters and hiring managers work hand in hand. The job of the recruiter is to build a pool of qualified candidates, so that you, as the hiring manager, can choose the most qualified applicant. You'll know you are working with a good recruitment firm in the Philippines if it's able to come up with a really solid lineup of candidates that makes it hard for you to make a hiring decision.

Then again, it's your responsibility to give feedback about the quality of submitted or shortlisted candidates without unnecessary delay. Ideally, it should take a day or two to identify which candidate stays or can be let go of based on the background and skill set you are looking for.

You can even get department managers involved in helping you rate your feedback timeframe especially if you are hiring for positions in their respective departments. It can give you valuable insights about your overall recruitment process, whether the problem lies in talent acquisition, communication protocols or channels, or the decision-making section.

3. Outdated Requisitions

Job requisitions are documents that you use to request a hire. They may contain details like target date of onboarding, budget, and qualifications, and more.

Requisitions that have been put on the waiting list for more than a month isn't necessarily a bad thing, as long as you keep them to a minimal 10-20%. Be sure there's a good reason that a particular requisition has been placed on hold, such as budget constraints or lack of urgency to fill the vacancy.

On the other hand, when your requisitions continue to pile up over a certain period of time, it may be time for you to look into potential issues. Whether you have overloaded staff members or problems in talent sourcing, you'll be able to identify them by monitoring the number of outdated requisitions on a weekly basis.

4. Present-to-Interview Ratio

There's a direct relationship between the quantity and quality of candidates that you tap for recruitment. You want to attract as many high-quality candidates as possible, since it's more likely that a good number of them will also make it to the interview stage.

However, if there's a wide disparity between the number of candidates you engage versus those who are picked for an interview, it could mean that the screening process may not be in tune with your expectations. In such case, you might need to either reiterate the requirements to the HR team, or you could review your selection criteria.

5. Interview-to-Offer Ratio

This refers to the average number of candidates you need to interview before you can hire a successful candidate. The ideal ratio is 3:1, meaning you might need to conduct three interviews before offering someone the job.

If your interview-to-offer ratio is higher, you might want to start looking for the source of the high number of interviewees—whether the problem is in the early stages of candidate selection, the methods used to assess the candidates, or even in the final stages of evaluating your applicants.

6. Offer Acceptance Rate

Now that you've narrowed down the qualified candidates, given out assessment tests, and interviewed the ones with the greatest potential to be employed in your company, you are left with only one candidate. Looking back at the recruitment process, you're sure that this person is who or what your organization needs, so you draft an attractive job offer.

How competitive should your offer be? If you're in a cut-throat competition industry like marketing or IT, your offer acceptance rate should at least fall on the 80% range. On the other hand, if you're recruiting for less specialized positions like administrative roles, you should be able to expect up to 95% acceptance rate.

Every month, check if you're on track with your target offer acceptance ratio. If not, take a step back and see if you could still tweak your job offers in order for candidates to seriously consider them. You can start with checking out the competition and eventually look at the bigger picture such as what the industry standard is.

Pay Attention to Your Recruitment Process

Recruitment standards vary from industry to industry, or they may be based on the job position you're looking to fill. Nevertheless, you can start tracking the most important elements to make sure you're covering as many key areas as possible.

Placement

Placement is the process of assigning specific jobs and work places to the selected candidates. ~~It involves putting square pegs in to square holes i.e.~~ matching the individual and the job. Correct placement is in no way less important than ~~accurate~~ selection.

Correct placement helps to improve efficiency and satisfaction of employees. While placing employees on the job the requirements of both the organization and the employee should be considered requirements of the organization include nature of job, number of vacancies in a particular branch or unit degree of difficulty in the job etc. Age, marital status, language patterns, qualifications and experience of a particular candidate should also be considered while placing the right man on the right job.

In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:

- Content of application.
- Qualifications.
- Performance at Interview.
- Outcome of any selection tests.
- Right to work.

The panel must seek to ensure that candidates appointed will actively promote the core values. Which are as follows?

- Assess the need for the job and ensure there is adequate funding for it.
- Review the job description to ensure that it meets the present and future requirements.
- Review the person specification to ensure it meets the requirements of the job description.
- Design the selection process.
- Draft the advertisement and select the advertising media.
- Short list using the person specification only.
- Interview and test short-listed candidates.
- Validate references, qualifications and security clearances.
- Make appointment.

Managers hold the responsibility for ensuring this framework is followed. HR is available for advice and will assist in general administration of the recruitment process.

Placement is a process of assigning a specific job. to each of the selected Candidates. it involves assigning a specific rank and responsibility to an individual.

Placement may be defined as ' 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 job demands (Job requirements) : he Cando with the Job demands

(16)

Significance of Placement

→ It improves employee morale

→ It helps reducing employee turnover

→ It helps in reducing absenteeism

→ It helps reducing accident rates.

→ It avoids misfit between the Candidate and the job

→ It helps the Candidate to work as per the predetermined objectives of the organization

→ Placement is the process of assigning a specific job to each one of the selected, Candidates. It involves assigning specific tasks and responsibility to an individual. It implies matching the requirements of a job with the qualification of a Candidate.

" Placement is the determination of the job to which an accepted Candidate to be assigned, and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands.

Process of Placement

Collect details about the employee

↓

Construct his or her profile

↓

Which Subgroup Profile does the Individual's
Profile best fit?

↓

Compare Subgroup Profile to job family Profiles

↓

Which job family Profile does Subgroup profile
best fit?

↓

Assign the individual to job family

↓

Assign the individual to specific job after further
Councelling and assesment.

UNIT – IV: COMPENSATION AND EMPLOYEE WELFARE

COMPENSATION: Compensation is one of many human resource (HR) tools that organizations use to manage their employees. For an organization to receive its money's worth and motivate and retain skilled employees, it needs to ensure that its compensation system is not an island by itself. Not only is it important for an organization to link compensation to its overall goals and strategies, it is important that its compensation system aligns with its HR strategy. Compensation function includes:

♦ **Job Evaluation:** Job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. According to Kimball and Kimball, "Job evaluation represents an effort to determine the relative value of every job in a plant and to determine what the fair basic wage for such a job should be."

♦ **Salary Administration:** A large measure of the Compensation team's expertise surrounds salary administration or the review of salaries across the organization (Actual compensation issues such as pay cheque enquiries, deductions, or changes to personal or employment information). The goal of the salary administration program is to provide an equitable and systematic means of compensating various categories of employees in relation to their assigned duties and responsibilities and, as much as possible, recognize differences in individual performance levels. Further, salary administration practices and compensation levels should be competitive with those in similar organizations for comparable job categories.

Compensation System:

Compensation is a tool used by management for safeguarding the existence of the company. Compensation can be of two types—direct and indirect.

Direct Compensation:

Basic pay, dearness allowance, cash allowance

2. Incentive pay, bonus, commission, profit sharing, stock option

Indirect Compensation:

1. Legal requirement

a. Provident fund

UNIT – IV: COMPENSATION AND EMPLOYEE WELFARE

b. Pension

b. Gravidity

c. Pension

d. Insurance

e. Medical leave

f. Accident benefits

g. Maturity leave

2. Optional sick leave

3. Casual leave

4. Travelling allowance

5. Telephone bills

6. Canteen allowance

7. Club membership

The main characteristics of the compensation system are as follows:

1. A hierarchy of pay levels

2. A hierarchy of jobs

3. A set of rules and procedures

4. Qualities required for movement from one level to other

An organization's compensation system usually consists of three separate components. Each element of the compensation package has a link with an individual need hierarchy. All allowance are linked to basic pay. In order to motivate the employees when they achieve objectives, rewards and incentives are incorporated along with basic pay. To retain the employees and to get long-term commitments, stock option plan, annual increments and promotion are provided.

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Objectives of Compensation:

1. The compensation should be paid to each employee on the basis of their abilities and training.

2. Compensation should be in the form of package.

3. It should motivate the employees towards increasing productivity.

4. It should be capable of taking care of employees for safety and security needs also.

5. It should be flexible and clear.

6. It should not be excessive.

7. Compensation should be decided by the management as per the norms fixed by the legislations in consultation with the union.

Various modes of compensation are as follows:-

a) **Wages and Salary-** Wages represent hourly rates of pay and salary refers to monthly rate of pay irrespective of the number of hours worked. They are subject to annual increments. They differ from employee to employee and depend upon the nature of jobs, seniority and merit.

b) **Incentives**- These are also known as payment by results. These are paid in addition to wages and salaries. Incentive depends upon productivity, sales, profit or cost reduction efforts. Incentive scheme are of two types: Individual incentive schemes. Group incentive schemes.

c) **Fringe Benefits**- These are given to employees in the form of benefits such as provident fund, gratuity, medical care, hospitalization, accident relief, health insurance, canteen, uniform etc.

d) **Non- Monetary Benefits**- They include challenging job responsibilities, recognition of merit, growth prospects, competent supervision, comfortable working condition, job sharing and flexi time.

What Factors Determine Employee Compensation?

Here are a few factors businesses take into consideration while deciding compensation for their employees:

1. Market factors

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Organisations research what other businesses in the same area or technology are paying their employees. They also check the similarity of the business and the pay employees with the same designation or similar work get. They can conduct surveys to know this information or check different websites where employees self-report their salaries.

2. Employee perception

Employee perception can influence the overall compensation structure a company chooses for its employees. Most employees want to work for an organisation that is transparent about how its employees are compensated and how those wages are determined. Creating a compensation system that employees feel is straightforward and fair is often in the company's best interest.

3. Cost of living:

Cost of living is another important factor in determining the compensation of the employee. If the company's office is in a metro city, then the cost of living an employee would incur might be higher than if they would be allocated to non-metro city. The non-cash benefits like travel expenses, house rent allowance varies according to the area where you are living.

4. Government legislation

Depending on where you live, your state might have specific wage and salary regulations that can affect how your company structures its organisational compensation. Some states regularly increase the minimum wage, which can shift every pay band, step or grade in your company's structure upward.

5. Job competition

The demand for a particular skill in the market also determines the compensation a company would align for a job role. For example, if you have expertise in a skill that is in high demand in the market, you would have the choice to take a job at different companies. In such a scenario, companies offer the best compensation to lure you to accept the job offer.

6. Industry

There are some industries that give the same compensation to their employees. This is particularly in the public sector, where the compensation is defined based on the grade rather than the work you are entitled to do. For example, in government banks, the compensation given to the employees depends on the grade at

which they were hired. Whereas, in the private sector, compensation is dependent on various factors like job competition, previous salary package, skills, certifications and years of experience.

7. Growth opportunities

Growth opportunities that an employee would get in the organisation also determine the compensation they might be offered. Companies can justify the lower pay range by factoring in the growth opportunities a person may get if they join the organisation, the long-term value that the company's brand would add to the career path of the individual.

Types Of Compensation

Here are different type of most common components of compensation:

Base pay (hourly or salary wages): it is the minimum amount an employee would receive with no deductions or additional benefits. It can be expressed as an hourly rate, monthly rate or annual rate.

Overtime allowance: it is the amount an organisation pays if its employee works outside standard business hours.

Bonus pay: it is the annual pay an employee gets above their regular earnings. It is basically a reward that an employee gets for their work and goal accomplishments. Bonus pay is basically offered to boost the productivity and morale of the employee.

Merit pay: merit pay is performance-based pay. An employee gets merit pay depending on their yearly performance and achievement of the goals set. The criteria for merit pay vary from company to company. In most companies, merit pay depends upon both the employee's and the organization's performance.

Benefits like paid leaves, leave travel allowance (LTA), medical insurance: these are the additional benefits that an employee gets as a part of their compensation. Such benefits are non-monetary benefits. Organisation gives the defined number of earned leaves, sick leaves or vacation leaves. Companies also provide health and medical insurances cover to their employees.

Travel allowance: some companies offer a daily travel allowance to their employees like reimburse petrol charges, another mode of travel or provide pick and drop service from their homes. The travel allowances also depend upon the job role you hold in a company.

Free meals: many organisations offer free or subsidized breakfast or lunch to their employees. This may not be in all organisations and depends on the company's policies.

Importance of Compensation

Below are the points highlighting the importance of giving the right compensation to the employees

- It helps an organisation to stay competitive in the market and run its business
- It attracts skilled talent
- It reduces the attrition rate
- It encourages employees to perform better and achieve specified standards
- It helps to increase employee engagement
- It helps to keep employee's morale high and keep them motivated
- It helps to increase the efficiency of the job evaluation process
- It ensures job satisfaction amongst employees
- It helps to stay in compliance with the Federal and State government agencies

Factors Influencing the Determination of Wage Rates:

The eight factors influencing the determination of wage rates are as follows: 1. Ability to Pay 2. Demand and Supply 3. Prevailing Market Rates 4. Cost of Living 5. Bargaining of Trade Unions 6. Productivity 7. Government Regulations 8. Cost of Training.

The wage payment is an important factor influencing labour and management relations. Workers are very much concerned with the rates of wages as their standard of living is connected with the amount of remuneration they get. Managements, generally, do not come forward to pay higher wages because cost of production will go up and profits will decrease to the extent.

Following factors influence the determination of wage rate:

1. Ability to Pay:

The ability of an industry to pay will influence wage rate to be paid, if the concern is running into losses, then it may not be able to pay higher wage rates. A profitable enterprise may pay more to attract good workers. During the period of prosperity, workers are paid higher wages because management wants to share the profits with labour.

2. Demand and Supply:

The labour market conditions or demand and supply forces to operate at the national and local levels and determine the wage rates. When the demand for a particular type of skilled labour is more and supply is less than the wages will be more. One the other hand, if supply is more demand on the other hand, is less then persons will be available at lower wage rates also.

According to Mescon," the supply and demand compensation criterion is very closely related to the prevailing pay comparable wage and on-going wage concepts since, in essence to all these remuneration standards are determined by immediate market forces and factors.

3. Prevailing Market Rates:

No enterprise can ignore prevailing wage rates. The wage rates paid in the industry or other concerns at the same place will form a base for fixing wage rates. If a unit or concern pays low rates then workers leave their jobs whenever they get a job somewhere else. It will not be possible to retain good workers for long periods.

4. Cost of Living:

In many industries wages are linked to enterprise cost of living which ensures a fair wages to workers. The wage rates are directly influenced by cost of living of a place. The workers will accept a wage which may ensure them a minimum standard of living.

Wages will also be adjusted according to price index number. The increase in price index will erode the purchasing power of workers and they will demand higher wages. When the prices are stable, then frequent wage increases may not be required

5. Bargaining of Trade Unions:

The wage rates are also influenced by the bargaining power of trade unions. Stronger the trade union, higher will be the wage rates. The strength of a trade union is judged by its membership, financial position and type of leadership.

6. Productivity:

Productivity is the contribution of the workers in order to increase output. It also measures the contribution of other factors of production like machines, materials, and management .Wage increase is sometimes

associated with increase in productivity. Workers may also be offered additional bonus, etc., if productivity increases beyond a certain level. It is common practice to issue productivity bonus in industrial units.

7. Government Regulations:

To improve the working conditions of workers, government may pass legislation for fixing minimum wages of workers. This may ensure them, a minimum level of living. In under developed countries bargaining power of labour is weak and employers try to exploit workers by paying them low wages. In India, Minimum Wages Act, 1948 was passed empower government to fix minimum wages of workers. Similarly, many other important legislation passed by government help to improve the wage structure.

8. Cost of Training:

In determining, the wages of the workers, in different occupations, allowances must be made for all the exercises incurred on training and time devoted for it.

JOB EVALUATION

Concept of job evaluation:

In simple words, job evaluation is the rating of jobs in an organisation. This is the process of establishing the value or worth of jobs in a job hierarchy. It attempts to compare the relative intrinsic value or worth of jobs within an organisation. Thus, job evaluation is a comparative process.

Below are given some important definitions of job evaluation:

According to the International Labour Office (ILO) "Job evaluation is an attempt to determine and compare the 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".

The British Institute of Management defines job evaluation as "the process of analysis and assessment of jobs to ascertain reliably their negative worth using the assessment as the basis for a balanced wage structure". In the words of Kimball and Kimball "Job evaluation is an effort to determine the relative value of every job in a plant to determine what the fair basic wage for such a job should be".

Wendell French defines 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. The relative worth

of a job means relative value produced. The variables which are assumed to be related to value produced are such factors as responsibility, skill, effort and working conditions".

Now, we may define job evaluation as a process used to establish the relative worth of jobs in a job hierarchy. This is important to note that job evaluation is ranking of job, not job holder. Job holders are rated through performance appraisal. Job evaluation assumes normal performance of the job by a worker. Thus, the process ignores individual abilities of the job holder.

Job evaluation provides basis for developing job hierarchy and fixing a pay structure. It must be remembered that job evaluation is about relationships and not absolutes. That is why job evaluation cannot be the sole determining factor for deciding pay structures.

External factors like labour market conditions, collective bargaining and individual differences do also affect the levels of wages it, organisations. Nonetheless, job evaluation can certainly provide an objective standard from which modifications can be made in fixing wage structure.

Objectives of job evaluation:

The main objective of job evaluation is to determine relative worth of different jobs in an organisation to serve as a basis for developing equitable salary structure. States an ILO Report the aim of the majority of systems of job evaluation is to establish, on agreed logical basis, the relative values of different jobs in a given plant or machinery i.e. it aims at determining the relative worth of a job. The principle upon which all job evaluation schemes are based is that of describing and assessing the value of all jobs in the firms in terms of a number of factors, the relative importance of which varies from job to job.

The objectives of job evaluation, to put in a more orderly manner are to:

1. Provide a standard procedure for determining the relative worth of each job in a plant.

2. Determine equitable wage differentials between different jobs in the organisation.

3. Eliminate wage inequalities.

4. Ensure that like wages are paid to all qualified employees for like work.

5. Form a basis for fixing incentives and different bonus plans.

6. Serve as a useful reference for setting individual grievances regarding wage rates.

7. Provide information for work organisation, employees' selection, placement, training and numerous other similar problems.

8. Provide a benchmark for making career planning for the employees in the organisation.

Process of Job Evaluation Program

The Job evaluation program is a process involving a few steps.

1. Gaining acceptance

2. Creating a job evaluation committee

3. Finding the jobs to be evaluated

4. Analyzing and preparing a job description

5. Selecting the method of evaluation

6. Classifying jobs

7. Installing the Program

8. Reviewing Periodically

1. Gaining acceptance:

Before undertaking job evaluation, top management must explain the aims and uses of the program to the employees and unions.

To elaborate on the program further, oral presentations could be made. Letters and booklets could be used to classify all relevant aspects of the job evaluation program.

2. Creating a job evaluation committee

A single person can't evaluate all the key jobs in an organization.

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 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 be taken to ensure that they represent the type of work performed in that department.

4. **Analyzing and preparing a job description**

This requires the preparation of a 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 and organizational demands in mind.

6. **Classifying jobs**

The relative worth of various jobs in an organization may be found out after arranging jobs in order of importance using criteria such as skill requirements, experience needed under which conditions the 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. A job's worth is determined when we add all the weights. The points may then be converted into monetary values.

7. **Installing the program:**

Once the evaluation process is over and a plan of action is ready, management amust explain it to employees an in the light of changes.

Methods of Job Evaluation

Job evaluation seeks to determine the relative worth of each job so that salary differentials can be established. In job evaluation, only jobs are rated, unlike performance appraisal, where only job holders are rated. **following four methods of job evaluation, i.e., (1) Ranking Method, (2) Grading Method, (3) Point Method, and (4) Factor Comparison Method.**

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1. Ranking Method:

It is a simple method of job evaluation. Under ranking method a committee is constituted. The committee composed of executives and representatives of employees. The committee evaluates the jobs and ranks them according to their relative importance. Attempts are not made to break the jobs by specific criteria. Jobs are rated as a whole.

Jobs are compared as difficult and simple and then they are ranked and arranged in the ascending order of sequence. Ranking of the jobs takes place in the way given below. Each rater is given the job description for each job separately. Rater studies the job description and makes analysis and then he notes down the point of differences between each job compare them and rank them in ascending order to their importance. The committee of raters sit together discusses the ranking of jobs.

Differences are resolved and final ranking of jobs is prepared. It may be decided by majority votes or taking averages of rankings. For comparing jobs rater take into consideration some of the factors as supervision of subordinates, cooperating with the staff of other departments, minimum educational qualifications, experience and training and likelihood of errors while doing job.

Merits of Ranking Method:

1. The method is quite simple and easy to understand. Employees can understand it easily.

2. It is the most suitable method for small size organisations.

3. It does not require much cost. Hence less expensive.

4. It is less time consuming. Few forms are to be filled up by the rater. So less work involved.

Demerits:

There are certain demerits of the system:

1. Ranking is done on subjective judgment.

2. There is every likelihood of bias judgment in ranking of jobs.

3. It is silent on how the one job is different from another.

4. It only gives rank but does not specify the degree of importance attached to each job.

2. Grading Method:

Grading method is also a non-quantitative method. It is also known as Job Classification method. This method is an improvement over ranking method. Under this method predetermined scale or grade is provided. These grades or classification determined in advance by an authorized body or a committee appointed for the purpose.

Grades or scale are determined on the basis of information supplied by job analysis. The committee after studying the job description carefully compares each job and weigh in the light of skill, competence, knowledge, and experience required. The committee then assigns class or grade to each job. The classification is used as a standard for fixing pay scales.

Jobs can be classified into several grades or classes such as skilled, unskilled, general clerk, accounts clerk, clerk cum typist, steno typist, office superintendent, laboratory assistant, foreman, workshop superintendent etc. or class I, II, III, IV etc. This system of job evaluation is quite simple.

Merits of Grading Method:

1. This method is quite simple and can be easily understood by the employees.

2. It is flexible method.

3. It can be applied to large number a variety of jobs

4. It is used in grading of government services. The government jobs are divided into different classes as class I, class II, class III and class IV.

5. The various jobs are grouped into classes or grades. This simplifies salary administration.

6. If there is a growth in number of jobs, they can be easily fit in the grades that already exist.

Demerits:

The method has several demerits:

1. The method is not free from personal bias. Personal bias of the committee members plays a major role in matching grade with job.

2. It is less flexible hence not suited for large organisations having multiplicity of jobs.

3. With the increase in jobs, their grading becomes difficult.

4. The method relies heavily on job title instead of detailed verification of job contents.

3. Point Method:

This is widely used method of job evaluation. Under this system a manual is prepared highlighting the various factors such as education, skill, competence, knowledge, training, responsibility, job conditions, complexity, hazards, coordination, physical and mental efforts, mechanical ability etc. The jobs are rated on the basis of these factors which work as yardstick for evaluation. In all the jobs some of these factors are inherent.

The comparative weighing of these factors against each other determines the degree of their importance. The suitable point value is then assigned to each factor. The job is then evaluated on the basis of sum total of these points contained in it. The point value is assigned to each degree.

Mechanism:

The mechanism of the system works in the following manner:

1. Determination of Jobs to be evaluated:

The first step in the process is that all the jobs right from top executives to the peons in the organisation that are to be evaluated should be determined. Each job requires some kind of skill, technical, managerial, conceptual, physical etc.

All these jobs are grouped or clustered according to functions, characteristics or the same kind of work. There can be separate evaluation for executive jobs, professional, technical and non technical.

2. Number of Factors:

The number of factors used to evaluate job is a difficult exercise as they vary according to the job, rater and organisation. The factors are many to perform a job. They include skill, competence, education, physical ability, mental ability, responsibility, job condition, hazards, mechanical ability, complexity of experience, training etc. For evaluating a job some of the factors are taken into accounts that are sufficient for better judgment.

Using too many factors become burdensome, using to fewer factors will be unfair. The rater must take into account a sufficient number of factors that are essential to make fair job evaluation which will fulfill the needs of the organisation.

3. Division of Factors into Degrees:

The factors are broken down into degrees and point value is assigned to each degree. Before breaking them into degrees they should be defined in clear and unambiguous manner. To maintain consistency the even number of degrees for each factor should be used.

4. Assigning Point Values to Degrees:

Assigning point values to degree is the job to be carried out by a committee appointed for the purpose. It weighs the factors in terms of percentage. The percentage of the factor, become the points to be distributed among the degrees of the factor according to their relative importance. The scale is now prepared and jobs can be evaluated.

5. Job Evaluation:

Jobs can now be evaluated after going through job analysis thoroughly and assigning the points and taking the sum total of them. This gives us relative worth of jobs. After job is evaluated wage structure is fixed.

Merits of Point Method:

The method has the following merits:

1. It provides numerical base for determining wage differentials. Analyses of job factors make it possible have a measure of value of job.

2. It is a systematic method of job evaluation. Workers of the organisation favour the system.

3. It is less manipulative and free from human bias.

4. It makes possible to place jobs in different categories.

5. The scales developed in the process can be used for long time.

6. Assigning points to the factors make it possible to assign money values to the points.

7. It is more suitable method where large number of jobs exists i.e. in large organisations.

Demerits:

1. It is very expensive method and hence it is not suitable for small organisations.

2. It is time consuming. To determine job factors and their comparative advantage consume lot of time.

3. Assigning point value to the factors is also difficult.

4. It is not simple to understand.

5. A lot of clerical work is involved in recording rating scales

In spite of its demerits the point method is widely used by the organisations because of its precision.

4. Factor Comparison Method:

This method is mostly used in evaluating professional and managerial positions. It is a combination of ranking and point methods. It rates the jobs by comparing them like that in ranking method and it makes analysis by subdividing jobs into compensable factors like than in point method.

The relative rank of the jobs evaluated assigning money value. Under this method each job is ranked for each compensable factor separately. Each job factor is broadly defined. The most common factor used in job evaluation includes skills, physical and mental requirements, working conditions and responsibilities.

The mechanism for evaluating jobs under this system involves following steps:

1. The job factors are selected and defined precisely.

2. Key jobs are selected. Key jobs include those which belong to the range of jobs under consideration. These jobs are the standard jobs against which all jobs are evaluated. The selection of key jobs is made to cover the entire range including low and high level and paid jobs. The care is also taken that range does not include disputed jobs or those jobs over which there is disagreement between employees and management.

3. Members of the committee rank the jobs on each factors. Factors are five, viz. skill, physical requirement, mental requirements, work conditions and responsibility.

4. Wages are fixed for various compensable factors of each key job.

5. All the jobs are compared with key jobs and evaluated factor by factor.

6. A wage structure is prepared, designed and implemented.

Merits of Method:

This system has following merits:

1. It is a systematic method of evaluating manual, clerical and supervisory positions.

2. It is more objective method of job evaluation because arbitrary weightage is not given.

3. It is a comparative process of rating the jobs against numerical benchmark.

4. It is easy to understand.

5. It facilitates determining the relative worth of different jobs.

6. This method facilitates association of new jobs introduce in the organisation with the grade or class.

7. The validity of this system is greater than any other system.

Demerits:

1. It is highly expensive system of job evacuation since experts are to be employed.

2. The employees find it difficult to understand.

3. The jobs are evaluated on the basis of comparative analysis of five factors only which are inappropriate.

4. Under this method the job evaluation is done by expert. The top management has to rely on them.

5. It is quite difficult to assign weightage to each factor.

Compensation to Employees: Concept, Significance and Components

Concept of Employee Compensation:

According to the viewpoint of the economist, labour only sells its services to the entrepreneur for productive purposes; does not sell itself.

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As such, any payment made to this factor of production (i.e. labour) is only in the nature of compensation for its services.

Moreover, the services provided by labour are invaluable, in the sense that without such services, the productive machinery is like a body without any soul. Therefore, labour could not be paid exactly for its services; any payment to it is only a mere compensation of the value provided by it to the production mechanism.

Payment or compensation to labour for its services is popularly known as personnel remuneration. This payment is variously called either wages or salaries. Though in reality, the concept of wages and salaries are not much different so far as their determination and significance are concerned; yet it would be an interesting academic exercise to differentiate the two.

Wages are usually associated with a payment made to workmen who are actually engaged in physical production of goods and services; and payment of wages being made on both bases-time rate and piece rate systems.

Salaries, on the other hand, represent a payment made to office employees, managerial personnel and technical personnel like engineers, cost accountants, etc.; and salaries usually being paid only on a time-basis i.e. according to time-rate system of payment.

Disregarding the above technical distinction between the concepts of wages and salaries; it would be useful to consider their determining factors and other allied issues, from a common standpoint.

Significance of Employee Compensation (Or Personnel Remuneration):

The issue of personnel remuneration, whether in the form of wages or salaries, is highly significant from the viewpoint of industrial relations, social peace and economic implications. In fact, it is the centre from which the circle of industrial relations is drawn; it being the crux of industrial conflicts.

Following are some of the points which highlight the significance of personnel remuneration:

(i) Wages/ salaries constitute the primary source of income to employees. Their adequacy or otherwise would very much determine their standard of living.

(ii) Adequate remuneration is a source of motivation to employees. It makes them committed and loyal to the organisation; and paves way for excellent industrial relations.

(iii) Through making adequate and timely payment of employee remuneration, an employer can attract and retain good personnel to and in the organisation. This helps to ensure a stability of labour force – bringing several valuable advantages in the its wake for the organisation.

(iv) Specially, in labour-intensive industries, wages constitute a substantial part of the cost of production. As such wage payments affects the cost and price-structures of an industrial enterprise. Prices of goods and services, in turn, have social implications; as these directly affect the purchasing power of money held by the society.

Suitability of piece-rate system:

Piece-rate system of wage payment is suitable under the following circumstances:

(i) Where production is of a routine nature; and quantity of work is more important than quality of work.

(ii) Where the work is of a personal nature; and efforts and rewards could be easily correlated.

(iii) Where the work is of a standardized nature; and standard work, standard time and standard methods of performance could be easily ascertained.

(iv) Where, in an organisation, there is no proper system of supervision over workers.

(v) Where workers have a tendency to shirk work.

(vi) Where record-keeping for labour cost is needed imperatively, for costing purposes.

(vii) Where there is a scope for more work on the part of workers within the facilities provided for production and time allowed for production purposes. (Piece rate system would drive them towards more production).

Components of Employee Compensation:

Components of employee compensation could be divided into two categories viz. basic compensation and supplementary compensation. Again supplementary compensation comprises allowances and perquisites or perks.

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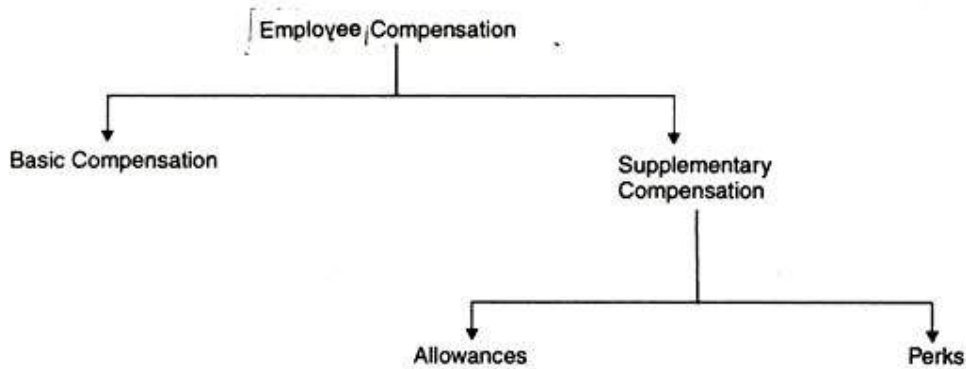
Let us describe the various components of employee compensation:

(a) Basic Compensation:

Basic compensation refers to the basic pay of an employee which is usually expressed in terms of a pay scale e.g. 5,000-200-10,000- 500 -20000 etc. This pay scale implies that an employee will get a basic pay of Rs. 5000 per month on joining the organization.

The employee will get an increment of Rs. 200 per year till he/ she reaches the basic pay of Rs. 10,000 and after wards will be entitled to an increment of Rs.500 per year till he / she reaches the pay of Rs. 20,000 per month and so on. Basic pay for a job is decided though a process of systematic job evaluation. In many cases, Government fixed pay scales apply which employers have to accept and implement.

(b) Supplementary Compensation:

Supplementary compensation refers to payment of allowances and provision of perks or perquisites. Allowances refers to amounts of money which are given to employees regularly for particular purposes; while perks refer to privileges enjoyed by a person because of his/her organizational status and paid/provided in addition to wages/ salaries.

Following is an account of popular types of allowances and perks:

Allowances:

(i) House Rent Allowances (HRA):

HRA is given by the employers to the employee to meet the expenses in connection with the rent of the accommodation, which the employee might have to take.

(ii) Dearness Allowances (DA):

DA is paid to employees to compensate them, at least partially, against the phenomenon of rising prices. DA is decided as per an agreed formula, taking into account the increase, in the cost of living.

(iii) City Compensatory Allowance (CCA):

CCA is paid to employees to compensate them partly for higher cost of living in cities, which differs from one type of city to another.

(iv) Conveyance Allowance:

Conveyance allowance is an allowance granted to employees to meet the expenditure incurred on conveyance in performance of duties of job; when free conveyance is not provided by the employer.

(v) Uniform Allowance:

It is an allowance which is granted to meet the expenditure incurred on the purchase or maintenance of uniform for wear during the performance of duties of job.

(vi) Children Education Allowance:

Amount paid at the rate of certain amount per child to meet the cost of education of children (subject to a maximum of two children or more as per rules of the organisation) is called children education allowance.,

(vii) Underground Allowance:

This allowance is granted to an employee who is working in uncongenial, unnatural climate in underground coal mines.

(viii) Miscellaneous Allowances:

Some other allowances payable to employees may be:

1. Medical allowance

2. Lunch / Tiffin allowance

3. Overtime allowance

4. Non-practicing allowance (in case of doctors)

5. Servant allowance etc.

Perquisites/Perks:

(i) Rent free accommodation or accommodation provided to employees at concessional rate. The accommodation may be furnished or unfurnished.

(ii) Gas, electricity bill of employees paid or reimbursed.

(iii) Interest free or concessional loans to employees.

(iv) Leave Travel Concession (LTC) to employees.

(v) Free meals, tea and snacks, provided to employees.

(vi) Payment or reimbursement by the employer of club membership of the employee and expenses incurred in a club by the employee.

(vii) Use of laptops and computers by employees, belonging to the employer.

(viii) Motor car/ other vehicles, provided by the employer to specified employees.

(ix) Provision by the employer of services of a sweeper, a gardener, a watchman or a personal attendant to specified employees.

(x) Re-imbursement of medical treatment expenses, incurred on employee or members of his / her family.

(xi) Contribution by the employer to recognised provident fund, kept for the benefit of employees.

Reward System – Meaning, Objectives and Requirements

Reward is an objective way to describe the positive value an individual ascribes to an object, behavioral act or an internal physical state. Primary rewards include those that are necessary for the survival of species, such as food and successful aggression. Secondary rewards can be derived from primary rewards. Money is

a common type of reward. Most of the times, organization rewards its staffs by pay increment or higher bonus. Money is the most direct and easiest way to reward the staff and create a sense of satisfaction.

Nowadays, companies are making many modifications on their rewards system to adopt internal and external changes. Reward system is used as a critical tool for driving business growth and boosting staff morale. It is important to align the right measures and reward systems with firm's structure and culture.

However, the reward system is not emphasized when the operational system is designed. Finical and HR systems are prioritized in the organization. The firm needs to be aware of the importance of the reward system and spend enough manpower and resources to design a decent reward system.

Five Main Objectives of Reward System

To design an efficient reward system, the organization needs to fully understand the definition and meaning of reward system. It also needs to setup a clear objectives for its reward system.

These are five key objectives that can be achieved by applying reward system.

1. Attraction and Retention:

Research shows that reward system can directly affects the job choice, career choice and turnover rate of the organization. Organization's that give the highest rewards tend to attract and retain more people. This indicates that the better reward system can give a higher satisfaction level to employee. The higher satisfaction level will lead to a longer length of service and reduce organizational turnover rate.

In retail industry, employees are the most important resources. The organization needs to retain high performance employees and remove inefficient employees. To maintain the top performers, current reward system need to be compared with other organization's. The firm need to ensure that its reward system is superior than its competitors.

However, it is very costly to maintain a higher reward system. This will increase the labor cost of the organization. In certain organization, the labor cost covers 50% of overall operational cost. In addition, if all employees are awarded in the same level, it can cause feelings of inequity because the better performers are likely to feel inequitably treated when they are rewarded at the same level as poor performers in the same organization.

2. Motivation of Performance:

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When certain conditions exist, reward systems have been demonstrated to motivate performance.

The reward system must be directly link to the effective performance. Staffs should be rewarded according to their needs. Once the staff is rewarded for their outstanding performance, they will further improve their work process. The effect of this reward system depends on the situation and the needs of people. There are three factors that can affect the motivation effect by using reward system.

1. **Performance-Outcome Expectancy:** Individuals expect that if they behave in a certain way, they will get certain outcomes due to their behaviors. For example, if a person sells ten units of product within one month, they will receive their based salary without any additional bonus. In the other hand, they can receive 15% of commission if they can sell 15 units per month. In this case, the staff will be motivated to achieve a higher sells level in order to receive 15% of commission.

2. **Attractiveness:** Based on the perception of the staff, the outcome of the reward system will lead to different attractiveness to employees. For example, some staffs want to be promoted as they have higher desire to gain more control power. Other staffs might prefer increment of their salary rather than promotion. The firm needs to understand the employee's need and select the most attractive way to retain and attract motivated staffs. In retail industry, the firm should select the most appropriate approach to reward its employees. For staffs who want to lead a team and manage people, the firm can promote them to be a leader of a sells team. For staffs who enjoy the interaction with customer, the organization can increase their commission and keep them at ground level.

3. **Effort-Performance Expectancy:** The expectancy represents the individual's perception of how hard it will be to achieve certain behavior. For example, if the employee has very negative thought, they feel that they can never achieve the sells target. The employees will be further discouraged if they really fail to achieve the target. However, if the firm creates a positive working environment, the staff will feel that the quota is achievable and they will be motivated to hit the target and receive the reward. Therefore, most of the retail firms want to encourage their staff to think positively and believe that the sells target is achievable. This could help the staff to performance better.

3. Create Positive Organizational Culture:

Reward system can help the firm to create a positive culture. Depend on the way that reward systems are developed, administered, and managed, the organizational culture will be affected according to these factors. For example, the reward system can influence the human resources oriented culture, entrepreneurial culture, innovative culture, competence based culture, fair culture and participative culture. It can also affect the

communication, motivation and satisfaction of the employees. For example, the employees will work hard to achieve their personal value if their efforts are recognized organization. However if the organization rewards all staffs equally without appreciation of the individual's effort, most of the staff will tend to slack.

The established culture should be able to meet following standards:

1. The individual believes that the better behavior will lead to better outcomes.

2. The individual feels that the reward is attractive enough for them to improve their work. Organization needs to understand the needs of the staff

3. The individual believes that it is possible to achieve certain level of target. The firm should encourage the staff to think positively and set an achievable target for them. For example, the monthly sells quota need to be reasonable.

4. Improve on Skills and Knowledge:

The reward system can encourages employees continuously improve their skill sets. The firm can pay employees based on their skill levels. Staffs will be motivated to attend extra courses and improve their skill sets in order to receive more benefit.

For example, the firm can reward staff with outstanding explanation and presentation skills. Staffs will take more initiatives to improve their presentation skill and attend related courses.

Both organization and staffs can be benefited from this. The firm can adjust the setup of the reward system based on the requirement of the organization. For example, effective communication skill and customer service skill are more important in retail industry. The firm can provide benefits to staffs who attend relevant courses and have outstanding customer service skills.

5. Reinforce and Define Organizational Structure:

The reward system can reinforce and define the organizational structure. The firm might not foresee the impact of reward system on firm's structure changes. However, the reward systems can have a strong impact of how integrated the organization is and how differentiated it is.

For example, if the company wants to create a united structure, it can reward all staff in the same manner. In this case, more teamwork will be encouraged and there are less competition within the organization. If the firm wants to differentiate the top performers from average performers, they can apply a reward system that

can create a more competitive environment. In this system, employees focus on their individual work instead of the benefit of the whole team. Insurance companies encourages on agent's individual efforts. The reward system provides intensive benefit for top sellers and insurance agents are not sharing their information even within their own team.

By studying this theory, the reward system can be used to motivate the staff; encourage continues learning process and build organizational culture/structure. The retail firm needs to select the most attractive approach that can best fit into the needs of staff.

It is not necessary for the retail firm to focus all five objectives. The firm should select one or two main objectives that have highest priority. For example, some retail firms focus on Motivation of Performance. Supervisors need to consistently encourage their staffs and create a positive working environment. Staffs are informed that the sells quota is achievable if they work hard enough.

Based on the structure of the firm, the reward system need to be carefully designed to meet the organizational target. The retail firm should never underestimate the impact of the reward system on the structure of the firm.

Requirements of an Ideal Reward System

After identifying the objective of the reward system, the organization also needs to understand the needs of its staffs. A good reward system can meet the needs of the staffs in order to maximize its effect. Reward system needs to address four basic needs of the employees.

1. **Compensation:** Monthly basic pay and salary.

2. **Benefits:** Sharing of organizational profit; bonus and other types of staff welfare

3. **Recognition:** Staffs want to be recognized for their effort and good work. The organization needs to create opportunities for staff to have more exposure and gain recognition.

4. **Appreciation:** The firm should show appreciation to staffs for their achievements. The firm can show its appreciation by promote premonition and giving out award to top performers.

Many businesses miss one or more of these elements (usually recognition and/or appreciation). Most firms only focus on financial compensate since it is the easiest way to reward the staffs, however there are many

employees emphasize on recognition and appreciation. If the firm miss these two elements, it might not be able to retain staff effectively.

In addition, an ideal reward system should be able to award both employee's performance and behavior. The performance is easier to measures since it is a direct comparison between the desired target and actual performance of employee. For example, the top sellers should be awarded for achieving and exceeding the selling target. This can be easily measured by looking at the profit generated by individual employee.

It is harder to use reward system to affect the employee's behavior's. The firm needs to define the behavior's that the employee should adopt and design the reward system based on this target. For example, manufacturing firms will award the employees based on their work efficiency. The aim of the reward system is to motivate staff to achieve higher productivity yield. In the other hand, most of the design companies focus more on the innovation and creativity of the staff. Instead of time spend in the office, the firm will reward employees who have more creative ideas.

According to this theory, an ideal rewards system needs to be able to address the needs of the staff and effectively affect staff's behavior's based on the needs of the organization.

Factors that Need to be Considered When Designing a Reward System

Only set up a clear objective and understand the requirements of an ideal reward system are not enough to design a decent reward system. The firm needs to consider the feasibility of the rewards system before proceed to the designing stage.

There are a few common queries that need to be answered before start to design the reward system.

- **Should reward system be a driver or reinforce of behavior?** The firm can motivate the staff by using reward system. However, this should not be the only driving force for employees to improve their performance.

- **Where does the firm wish to position itself in the labor market (at what percentile)?** By providing an attractive reward system, the firm can recruit and retain a better workforce. The firm should also position themselves based on their financial state and external market environment.

- **What portion of total rewards will be distributed in cash, equity and social benefit programs?** The reward system can be applied in many different forms. Other than cash, the social benefits such as insurance and staff welfare can also contribute to the overall reward system.

- **How much leverage should variable rewards have (how much pay should be at risk at different levels of the organization)?** The firm needs to consider the amount of capital that should be used to apply the reward system. Both over paying and under paying of the reward system will cause serious consequences. The amount of payment should be comparable to the market average salary level.

The firm needs to consider these operational issues seriously to ensure the efficiency of the reward system. The designer might has many wonderful ideas when designing the reward system. They need to consider the feasibility of these ideas in local market environment. For example, Wal-Mart's rewards system in U.S.A is not feasible in china due to the market and culture different.

Efficient Way of Designing the Reward System

After defining the objective, requirements and consideration of an ideal reward system, the firm can proceed to the design stage.

Reward systems need to be able to fit into the organization's operation system. It will directly affect the effectiveness of the organization and employee's working experience. Therefore, it is crucial to design a reward system based on the type of the industry and the setup of the organization.

In many large organization's, the reward system is not solely adopted from the book. Modification will be made based on the organization's core value, process features and system practices. The firm needs to align the reward system with these three key factors during the designing process.

Core Principle:

This is the key value of the organization. The firm needs to help the employees to build trust on the core principle. The core principle can be the belief in pay for performance; a belief in secrecy about pay and other fundamental long-term commitments such as long service award.

All rewards system need to be designed based on this core principle. The firm needs to maintain the consistency when applying the reward system. It is not convincing enough if the firm is keep changing its core principle and reward system. For example, if the firm wants to promote a fair and united working environment, the reward system needs to treat every employee equally. Even with certain level of objection from the ground level, the organization still needs to make its stand by consistently practicing in the same manner. If the firm wants to promote a competitive working environment, the reward system shall only

provide benefit for top performers. The system will create a gap between top performers and average performers.

Process Features:

The process feature will determine how the reward system can be implemented in organization. For example, the communication policies will determine the approach of the reward system. In retail industry, positive communication approach is widely used to motivate staffs. The reward system needs to emphasize the benefit of achieving the target instead of remind the staff on the consequences of fail to achieve the target. The rewards system needs to fit the process features of the firm.

System Practices:

System practice can determine the method of delivering reward to staffs. This includes pay delivery systems such as profit-sharing plans and other organizational welfare programs. Instead of paying a fixed salary, the firm can share its benefit by paying bonus quarterly. It can also provide a better facility and healthcare benefit to staff. The way of delivering reward system should determine by staff needs and system practices of the organization. Different organization's are having varies ways to deliver their reward systems. For example, insurance company provides free trip for its top performers every year to boost the staff morale. In addition, the insurance agent can receive 50% of the commission for each policy that they sold to client. This encourages agents to reach out for more clients. However, the same practice is not feasible at all in the retail industry. Due to the high operational cost, the firm cannot afford to pay 50% of commission to its employees.

The literature review shows that the firms need to put in many considerations in order to design a decent reward system that can be best fit into their organizational structures.

Firstly, the firm needs to fully understand the definition and objectives of the reward system. In retail industry, the reward system is mainly used to motivate staff and create a positive organizational culture.

In addition, management team needs to consider through the firm's economic state and needs of their employees in order to achieve the best outcome of the reward system. The needs of staff in retail industry might be different depends on their designations. The ground staff might focus on the based benefit and staff welfare. While staffs that work at management level need more recognition and appreciations.

Organization needs to consider its core value, process feature and system practices when the reward system is designed. Therefore, many new reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organization's are designed and managed.

The concept of performance-based pay is one with which most of us can identify. We grew up participating in spelling bees, playing competitive sports, and challenging our peers – there was always a winner. We carried this philosophy into other areas of our lives, pursuing school achievements and career goals. It's instilled in us that those who work hard receive recognition and reward.

Seems pretty black and white, right? However, performance-related pay isn't as cut and dry as giving a trophy to a competition winner; performance-based compensation has both pros and cons. And understanding them can help you decide whether or not your business should implement a merit-based pay system.

What is Performance-Based Pay?

Performance-based pay plans involve compensating employees for a specific outcome or work that goes above and beyond the typical call of duty. When designing a performance-based compensation system, common criteria include:

- Job category

- Length of service

- Job classification

- The goal of the incentive

- What the payout will consist of (e.g., bonus, stock, or cash)

There is a lot to consider when deciding whether to implement a performance-based pay structure. So, let's take a look at the advantages and disadvantages of performance-based

Advantages of Performance-Based Pay

There are many benefits of performance-based pay, recognizing those delivering the highest results to your company. Employees feel appreciated when their work is valued, but sometimes words of affirmation and

encouragement only go so far. Instead, offering monetary recognition can result in higher rewards for your high-performing employees and the organization as a whole.

Identify Areas for Improvement

By implementing a performance-based pay system, your company can quickly identify top-performing employees. You can also hone in on workers who may not be contributing as much to the company. Putting a quantifiable amount on an employee's contributions can help you determine the reasons for varying performance levels.

Low-performance factors can include an ineffective training process, lack of accountability, and miscommunication from superiors about job expectations. Companies that use performance-based pay can identify areas in which their businesses can improve. Offering pay increases based on performance allows you to focus on individuals that need more guidance and strategize on change.

Another way to identify areas of improvement is to incorporate performance appraisals into your merit-based compensation plan. Performance appraisals may be conducted yearly, semi-annually, or even quarterly. They provide a valuable opportunity to discuss individual performance with your employees and create a customized growth plan. As the individual achieves their performance goals, the program monetarily rewards the employee.

Increase Retention

Performance-based pay models help employers differentiate between top and low performing employees. When top performers are paid a higher compensation rate and recognized for their performance, they are more inclined to remain with their organization. Employees on a compensation plan based on performance are more driven to reach goals and earn the extra money.

A performance-based compensation plan encourages more valuable contributors to continue their best work because they are paid fairly for their efforts. These workers are also more likely to become your biggest brand ambassadors and attract other qualified employees to your organization.

Better Recruiting

When companies can identify those employees who perform better, they can improve their recruiting processes. Instead of vetting and hiring employees who might not contribute to the organization, they can use data on their top performers to hire candidates with similar attributes, goals, and personalities.

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This assessment process can save companies time and money by hiring top candidates from the start. Streamlining the recruiting process with more consistent hiring of people who are the right fit will also decrease turnover costs.

Disadvantages of Performance-based Pay

There are many benefits to performance-based compensation models once you identify potential areas for improvement. However, there are also potential disadvantages to consider when weighing performance-based pay pros and cons.

A Blurred Line

Unfortunately, it's incredibly challenging to accurately and proportionally pay employees using this system. There is often a blurred line between job role expectations and levels of compensation. If you do not outline compensation and performance metrics precisely, there could be confusion and miscommunication about company expectations to reach compensation goals.

This confusion can lead to disgruntled and discouraged employees who are not receiving the pay they expected. Additionally, a blanket policy that encompasses your organization's working departments is likely an inadequate one since work significantly differs company-wide.

Use tools that allow you to determine the appropriate compensation employees are entitled to based on experience, tenure, and education level. From there, you can decide what type of performance-based compensation structure might work for your employees.

Misalignment of Goals

For those employees who are top performers and receive additional compensation for their work, there is the possibility they could eventually reach a cap on their possible earnings. When employees are motivated solely by the incentive to receive a higher wage, this could become their only focus - forgetting about your organization's goals.

In this situation, company missions, goals, and culture might be negatively affected by those whose contributions truly impact results. That's why it's essential to develop a performance-based compensation

system that aligns with your organizations' goals. This alignment ensures that everyone is working towards the same objectives and rewarded for meeting benchmarks.

The Threat of Dissolving Profits

Sometimes, companies use performance-based compensation to motivate employees without fully understanding the potential issue.

Insurance and retirement benefits

Insurance and retirement benefits are financial tools that help individuals and families protect themselves against unforeseen events, ensure financial security during retirement, and manage risks. Let's take a closer look at each of them:

Insurance:

Insurance is a contract between an individual or entity (policyholder) and an insurance company. The policyholder pays a premium to the insurance company, and in return, the insurer provides financial protection against specific risks or losses. Some common types of insurance include:

Health Insurance: Provides coverage for medical expenses, hospitalization, and other healthcare costs.

Life Insurance: Offers financial protection to beneficiaries in the event of the policyholder's death.

Auto Insurance: Covers damages or injuries resulting from automobile accidents.

Homeowner's Insurance: Protects against losses to a home and its contents due to perils like fire, theft, or natural disasters.

Disability Insurance: Provides income replacement if the policyholder becomes unable to work due to a disability.

Liability Insurance: Covers legal liabilities arising from accidents or injuries for which the insured is responsible.

Having insurance can give individuals peace of mind and protect them from potentially devastating financial losses.

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Retirement Benefits:

Retirement benefits are designed to support individuals during their retirement years when they are no longer earning income from active employment. These benefits can come from various sources, such as:

Employer-Sponsored Retirement Plans: Many employers offer retirement plans like 401(k)s or pension plans. Employees contribute a portion of their salary to these plans, and the employer may match a portion of the contribution. The money is invested and grows over time, providing a source of income during retirement.

Individual Retirement Accounts (IRAs): These are personal retirement accounts that individuals can open on their own. Traditional IRAs offer tax-deferred growth, while Roth IRAs provide tax-free withdrawals during retirement.

Social Security: Social Security is a government program that provides retirement benefits based on a person's work history and contributions to the Social Security system.

Annuities: Annuities are financial products sold by insurance companies that provide regular payments to the annuitant, typically during retirement.

Retirement benefits are essential for building a secure financial future and maintaining a comfortable lifestyle after leaving the workforce.

EMPLOYEE WELFARE FACILITIES

Employee welfare facilities refer to the various amenities and services provided by an employer to support the well-being and quality of life of their employees. These facilities are aimed at creating a positive and conducive work environment, enhancing employee satisfaction, and ultimately increasing productivity and employee retention. The specific welfare facilities offered may vary depending on the organization's size, industry, and budget, but some common examples include:

Healthcare Benefits: Employers may offer health insurance plans, medical check-ups, dental care, and access to on-site or nearby medical facilities.

Paid Time Off (PTO): Providing vacation days, sick leave, and paid holidays allows employees to take time off to relax, rejuvenate, or take care of personal and family matters.

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Work-Life Balance Programs: Flexible work hours, telecommuting options, and parental leave are some ways to help employees balance their work and personal commitments.

Wellness Programs: Companies may organize wellness initiatives such as gym memberships, fitness classes, stress management workshops, or mental health counseling to support employees' physical and emotional well-being.

Cafeterias and Meal Services: On-site cafeterias or food services can provide employees with convenient and healthy meal options.

Recreational Facilities: Some companies offer recreational spaces like game rooms, lounge areas, or sports facilities to help employees relax and bond.

Financial Support: Employee assistance programs (EAPs) or financial planning assistance can provide support during personal crises or help with financial management.

Transportation Services: Subsidized or company-provided transportation can ease commuting stress for employees.

Training and Development: Opportunities for professional development, workshops, and training sessions are essential for employees' career growth and job satisfaction.

Childcare Services: Providing on-site childcare or partnering with nearby childcare centers can be beneficial for working parents.

Safety and Security: Ensuring a safe working environment through proper security measures and emergency protocols contributes to employee well-being.

Employee Recognition Programs: Recognizing and rewarding outstanding performance or long-term commitment can boost employee morale and motivation.

Elderly Care Support: In some cases, companies may offer support or resources for employees caring for elderly family members.

Implementing these welfare facilities not only shows that the employer values its employees but also helps attract and retain top talent, leading to a more productive and engaged workforce. It's essential for organizations to regularly assess the effectiveness of these facilities and gather feedback from employees to improve and tailor the offerings to their needs.

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Salient Features of Workmen Compensation Act

As of my last update in September 2021, the term "Workmen Compensation Act" is more commonly known as the "Employees' Compensation Act" or the "Employee's Compensation Act" in some countries. It's possible that there have been updates or changes after my last knowledge update, so please verify the information with the latest legal sources. However, I can provide you with an overview of the salient features of the Employee's Compensation Act as of my last update:

Employees' Compensation Act:

Objective: The primary objective of the Employees' Compensation Act is to provide financial protection to employees and their dependents in case of work-related injuries or occupational diseases. The Act ensures that compensation is paid to the employees or their beneficiaries without the need to prove the employer's negligence.

Applicability: The Act applies to all employees, including temporary, casual, and contract workers, who are engaged in hazardous employment, specified under the Act. It covers a wide range of industries and businesses.

Compensation for Work-Related Injuries: The Act mandates that the employer is liable to pay compensation to an employee who suffers an injury or death arising out of and in the course of employment. The compensation amount is based on the severity of the injury, disability, or death.

Occupational Diseases: The Act also covers occupational diseases, i.e., diseases that arise due to specific hazards or exposures in the workplace. If an employee contracts an occupational disease, they are entitled to compensation as specified under the Act.

No-Fault Liability: The Act follows a no-fault liability principle, meaning that the employer is liable to pay compensation regardless of whether the injury or disease resulted from the employer's fault or negligence.

Insurance: Employers are required to take out an insurance policy with an authorized insurer to cover their liability for compensation under the Act. This insurance ensures that employees receive their rightful compensation without burdening the employer with direct payment.

Claim Procedure: The Act sets out a procedure for making claims for compensation. The injured employee or their dependents must notify the employer about the accident or illness, and the employer must report it to

the appropriate authority. The process may involve medical examinations and investigation by the authorities.

Compensation Amount: The Act prescribes a schedule for compensation based on the nature of the injury, loss of earning capacity, and the employee's age. It provides guidelines for calculating the amount payable to the employee or their dependents.

Appeals: The Act allows employees or employers to appeal against decisions related to compensation claims. This ensures a fair and impartial adjudication process.'

The Minimum Wages Act

The Minimum Wages Act, also known as the Minimum Wages Act, 1948, is important labor legislation in India. It was enacted to safeguard the interests of workers engaged in certain employments by fixing minimum rates of wages. The Act is applicable to both the Central and State Governments, and it provides for the fixation and revision of minimum wages for various scheduled employments.

Salient features of the Minimum Wages Act, 1948, include:

Applicability: The Act applies to scheduled employments where the number of workers employed is more than the threshold specified by the appropriate government. The appropriate government can be either the Central Government or the State Government, depending on the scheduled employment and the industry.

Scheduled Employments: The Act categorizes employments into scheduled employments. These scheduled employments cover a wide range of industries and occupations, such as construction work, manufacturing, mining, and more.

Components of Minimum Wages: The minimum rates of wages are fixed and revised by the appropriate government for scheduled employments. The minimum wages may consist of a basic rate of wages and a special allowance at a rate to be adjusted, at such intervals and in such manner as the appropriate government may prescribe.

Factors Considered for Fixation: The Act outlines certain factors that the appropriate government must consider while fixing or revising the minimum rates of wages. These factors include the skill required, the arduousness of the work, the cost of living, and the capacity of employers to pay.

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Working Hours: The Act prescribes a standard working day, which should consist of eight hours of work and one or more rest intervals or breaks that should not be less than half an hour in total.

Payment Frequency: The wages should be paid to the employees regularly on a weekly, fortnightly, or monthly basis, as may be prescribed.

Overtime Wages: If an employee works beyond the normal working hours, they are entitled to overtime wages at a rate not less than twice the ordinary rate of wages.

Maintenance of Records: Employers are required to maintain and preserve records and registers containing particulars of employees, the work performed by them, the wages paid, the receipts given, and more.

Inspectors: The government may appoint Inspectors to ensure compliance with the provisions of the Act and take necessary actions in case of any violations.

Penalties: The Act provides for penalties in case of contravention of any of its provisions, including non-payment of minimum wages, underpayment, and failure to maintain records.

ANURAG Engineering College

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(Affiliated to JNTU-Hyderabad, Approved by AICTE-New Delhi)
Ananthagiri (V&M), Kodad, Suryapet (Dt.), Telangana, Pin: 508 206.

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MASTER OF BUSINESS ADMINISTRATION

MID_I__ASSIGNMENT

YEAR & SEMESTER:	I - YEAR II SEMESTER
HALL TICKET NO.:	23U16019
STUDENT NAME:	Kalvakolanu Sailaya
COURSE NAME:	Human Resource management
SUBMISSION DATE:	01/05/24

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STUDENT SIGNATURE

FACULTY SIGNATURE

The primary Responsibilities of HR Manager:

- To develop a through knowledge of corporate culture, plans and polices
- To act as internal change agent and consultant
- To initiate change and act as expert and facilitator
- The Actively involved in company's strategy formulation
  - To keep communication line open b/w HRD function and individuals and groups both with outside organisation
  - To Evaluate the impact of HRD intervention or to conduct Research so as to identity develop or test b/w HRD in general improved individual to organisational behaviour.

2) Equal Employement opportunity?

Equal Employement opportunity is the concept of Equal opportunity in an orgination. to acheive or maintain fair Employement. The core EEO definition (or Equal opportunity for Employement) that all Employers should be fairly treated when

Role of HRM: The Role of HRM is to plan develop and optimize use of an organisations Human Resources. It is the part of the management which is concerned with the people at work and with their Relationship within enterprise.

Roles of HR Manager

Administrative   operational   strategic
Role   Role   Role

Administrative Role:

We can formulate certain polocres which are useful to organisation.

• Can give Suggestions to others departments and Work like an Adviror

operational Role: Day to day Activites as a recruiter as a trainer develops as a motivator as a coordinator as a director of a mediator

strategic Role: It is a course of action

• The way to Acheive goal
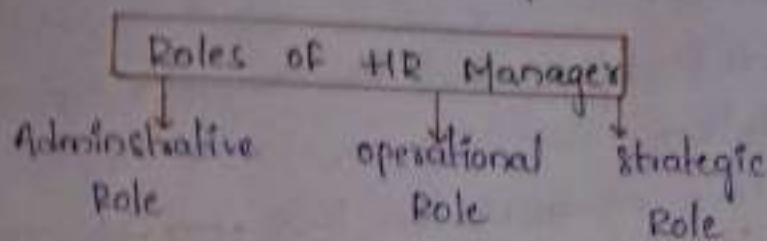• HR manager can act as change Agent
• Act as strategic planner

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... talent management process?

Talent management is a constant process that involves attracting and Retaining high-Quality employees, developing their skills and continuously motivating them to improve their performance

Talent management process:

planning:

As said prior, the talent management process is all about planning

Distinguishing human capital Requisitites

Building up the desired set of Responsibilties and key Job Roles

proposing the structure for Recruitment and Enlistment in the business organization.

2. Attracting:

It is no matter how well you planned your Recruitment strategies and how well you positioned your Job openings. what constitutes con matter is for you succeeded in attracted the desired set of Talents. Therefore business organizations should take care of all the metholodiges like advertisment, salary packaging, incentives, work patterns to attract prospects.

3. Selecting:

filtering by interviews, group discussion and HR Round etc... Right person for Right Job. often it's strenous for the HR pessonnel to select the Right prospect from the large chunks of profiles that exactly match to company's desires.

4. Developing:

This is the most important stage in the talent management process. the Worker mastered for the association and the profile. He is given with proper con boarding program. efficent training in profile morever ensured that he is engaged and capable of divering optimum results favouring the organisation

Regarded to different decisions or employment such as hiring, promotion, termination, compensation etc. within the context of EEO definition. Some opportunities or Equal opportunity Refer to the fact that employees may not raise certain grounds for hiring or Rejecting candidate or taking any other Employment decision. EEO is the principle that Everyone has Equal way to pursue a job that is based on merit Regardless of characteristics such as Race, Sex or Sexual orientation. Equal opportunity for Employment.

This includes:

- Hiring & Recruitment
- Compensation & pay scale
- Termination
- Employment Requests
- Benefits bonus and incentives
- Demotions
- promotions/Transfer
- Disciplinary measures
- Attendance and leave management
- Dressing and Appearance.

Retaining:

Retaining has equal weightage like the development in Talent management process. If isn't profitable to any organisation if their well-trained staff or employee leave the office of all sudden.

- participate basic leadership
- Starting new employment aptitudes

6. Transitioning:

Talent management process Resolves and around the general change of workers to accomplish the hierarchial vision

a) Delivering Retirement Advantages to Workers

b) leading Exit interviews

c) progression planning (or) internal promotions

HR. planning process?

HR planning:

HR planning is a predetermined course of action. The planning process is influenced by overall organizational objectives and Environment of business Recruitment of Employees and forecasting the future Requirement of partner time-period.

Demand forecasting is process of estimating quantity quality of people Required. The basic of forecast must be the annual budget and long-term corporate plan translated into activity levels

- economical challenges
- political
- legal
- Technical challenges
- organisation decision
- Work-force factors - Recruitment of newly skilled people

HR demand forecast Techniques:

1. Delphi technique: This is multi level technique pick experts and make groups.

2. Nominal Group technique: NGT is structured method for group brain strorming that Encourages contribution and facilites for Everyone.

3. Ratio Analysis Technique: This technique involves studying past ratios. Stay btwo the no. of workers and Sales in organisation & forecasting future Ratios making some changes in organisation

Trend Analysis Technique: HR Trend Analysis involves spotting trends among the people in an organisation. This could include things like employee turnover.

Scatter plot: A scatter plot is a graphical tool. scatter plot shows graphically how to different variables like Revenue and sales person staffing levels are Related.

HR supply forecast: HR supply forecasting is the process of estimating availability of human Resource which is followed by forcasting. for forcasting supply of human Resource we need to consider internal supply of human Resources

Internal labour supply:

1. Staffing table: preparing the table form with employee details.

2. markove analysis: Data used for historical promotion. Transfer to estimate future avaibilty in the work place.

3. Skill inventory: It is list or data base that Complies the Education, experience skills and sensitivity levels your people base.

4. Replacement chart: Technique used to estimate Succession planning to assit organisation in visualizing important Job options Roles, existing employes and current on coming future Job

HR planning process

```
                    ┌─────────────┐
                    │ Environment │
                    └─────────────┘
          ┌────────────┘       └────────────┐
          ▼                                 ▼
   ┌──────────────┐                  ┌──────────────┐
   │ HR demand    │                  │ HR supply    │
   │ -forecasting │                  │ -forecast    │
   └──────────────┘                  └──────────────┘
          │                                 │
          │         ┌──────────────────┐    │
          │         │ HR programming   │    │
          │         └──────────────────┘
          │                  │
          │         ┌──────────────────┐
          │         │ HR implementation│
          │         └──────────────────┘
          │                  │
          │         ┌──────────────────────┐
          └─────────│ Control & Evaluation │
                    └──────────────────────┘
                            │
              ┌─────────────┴─────────────┐
       ┌──────────┐                 ┌──────────┐
       │ Surplus  │                 │ Shortage │
       └──────────┘                 └──────────┘
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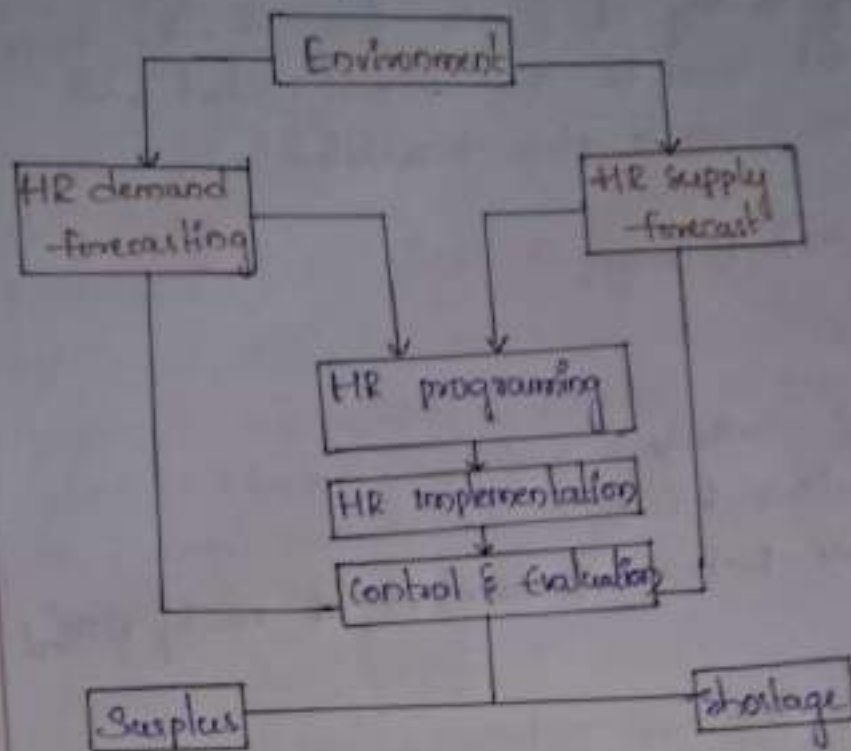
1. Environmental scanning:

Environmental scanning Refers to the systematic monitoring of external and internal forces influencing the organisation. By scanning the environment for changes that will affect organisation. managers can anticipate their impact and adjustments Easly.

2. HR demand -forecast

NGT: NGT is defined as a structed method for group brain stroming that Encourages contributions from everyone and facilitates quick agreement o Relative to promote decision making Process.

4. HR programming:

A human Resource program is a valuable way to gain the necessary skills and knowledge for managing "Human capital"

5. HR Implementation:

HR must be take practical steps to integrate its plan with the Rest of company. the dept needs a budget ability to implement the plan and a collbrtive effect with all departments to excaute plan.

5) Training methods?

Generally 2 types of Training methods:

1. on the Job Training
2. of the Job Training.

on the Job Training: Training Receiving along work
1. Apprenticeship Training: Theoretical information bldng for practical Works combine classrom education

2. Coaching: It is business Environment is training method in which a more experienced or skilled individuals provide.

3. Job Rotation: Teaches current employees howto do various Jobs overtime practice of moving Emplayes between Jobs in organization.

4 Internship: program offered by a employee which provides potential employee with work experience

5. "Job instruction: Job instruction Training is termed a formal because it builds stability in processes

6 committee Assignments: under this method of training organisations seminar of workers where they get a real life problem of organisation

2. OFF the Job Training. There are separate Training agencies to freshers to company.

1. lecture method: The lecture method also known as the transmissive method. based on vertical learning where by the teacher has all knowledge

2. conference method: whenever several people meet to discuss any particular topic is known as conference.

3 Seminar method: The seminar is organized like conference, but it is compartively on small scale.

4. Simulation method: Simulation is used in many contexts such as simulation of technology for training or optimising

5. vestibule Training: It Refers to training method of focuses on imparting Job education training method focuses on imparting Job training education to skilled personnel or those workers.

Supply - forecast Techniques:

1. Trend Analysis: A method of forecasting that assum past trends and Ratio employee movements are stable and Indicative of future trends of Ratios in employee

Competency model: It is a skill based technique.

Replacement charts: Estimation of succession planning.

Staffing Table: The Employee full details

Succession planning: formulate of next best alternative

Training upto next (persons) on to give best performance.

Markov method: Analysis technique of forecasting is used to determine internal supply of manpower.

```
┌──────────┐      ┌──────────┐      ┌──────────┐
│ Employes │─────▶│ current  │─────▶│ Employee │
│    In    │      │ staffing │      │   out    │
│          │      │  level   │      │          │
└──────────┘      └──────────┘      └──────────┘
```
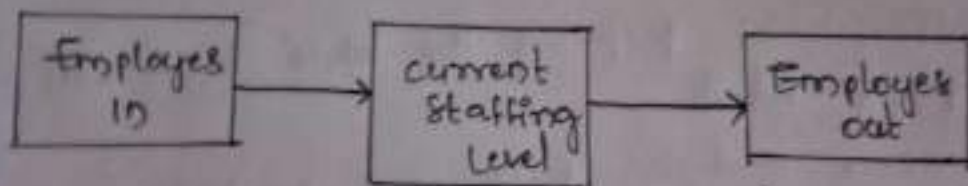
Source of   Source of
Inflows   outflows

Transfer   Promotions
promotions   Quit
New Hires   Termination
Recalls   Demotion
                                 Retirements
                                 Death & layoff

Audio visual method: providing Training by way of using films Televisionship vide and presentation Etc.

2. Case study Training: The case Study method is technique provides descriptive situations which stimulate trainers to make decision.

8. Sensitivity method: Sensitivity Training a type of group training that focuses on helping organisational members.

9. Role play method: Roleplay training is on active Learning strategy that Requires participants to Perform Realistic scenaries under vision of Trainer.

10. Management games: It is dynamic training executive utilizing a model of organizations in workday Environment.

11. Incident method: It is also known as the atical Incidents creating particular incidents and Testing them to how they will face and giving best Training to them to solve.

12. In Basket method: Specific purpose especially decision making skills improvement in Employees.

State about the following performance appraisal techniques.

a) 360°   b) MBO   c) Essay method d) forced distribution method.

Performance appraisal :-
Performance appraisal is the process of defining expectations for employee performance, measuring and evaluating employee performance relative to these expectations and providing feedback to employees.

a) 360° :-
A 360° degree appraisal is a holistic employee review process. It involves gathering the anonymous views and opinions of colleagues, managers, and direct reports, which is used to give an employee well-rounded and constructive feedback

b) MBO :-
MBO is management by objectives. It can be defined as a management system that measures employees performance against a series of set target or goals to measure their overall performance in their role.

c) essay method :-
The appraiser prepares a written statement about the employee being appraised. The statement usually concentrates on describing specific strengths and weakness in job performance.

There are two types of variable pay program.
   1. Variable pay plan for sales
   2. Variable pay plan for non-sales.
It includes:
   • Bonus
   • Incentives
   • profit sharing payments
   • other etc.

3. Benefits pay: Employee benefits are the additional benefits that employees receive besides their base pay, which may include.

   • Health insurance
   • Dental insurance
   • vision insurance
   • short and long term disability
   • life insurance
   • Retirement contributions
   • company vehicle
   • fringe benefits
   • Gravity.

4. Reward and Recognisation: while compensation and benefits are tangible, there are intangible rewards such as recognition. It includes,

   • Flexible time
   • promoting group
   • Job sharing
   • offering work-life development.

Executive compensation :-

Governance mechanism that seeks to align ... of manages through salary, bonus and ... etc. It also known as Executive Compensation.

Components of executive compensation :

1. Base salary : It is a fixed amount that an ... agrees to pay an employee in exchange for ... services agreed upon before the employee begins work.

2. Short-term Incentive (STI) : A STI is a type of compensation that is provided to employees for achieving specific goals within a period of one year or less. It is also called variable pay.

3. Bonus : Bonus is compensation given to the employee in addition to the amount of pay specified as the base salary.

4. Long-term Incentives : A long-term incentive plan (LTIP) is a company policy that rewards employees for reaching specific goals that lead to increased shareholder value.

5. Perquisites : Perquisites are a benefit that the employees are entitled to because of the job or position they hold in the company.

Popular perks offered to the executive compensation :

Deffered Compensation : It is a part of an employee's salary, which is set aside for later payment. Deferred compensation forms include insurance schemes, contingency

I M.B.A. II SEMESTER II MID EXAMINATIONS - JULY 2024

Branch : M.B.A.

Date : 16-Jul-2024   Session : Morning

Subject : HUMAN RESOURCE MANAGEMENT, A92001

Max. Marks : 30M

Time : 120 Min

PART - A

ANSWER ALL THE QUESTIONS

10 X 1M = 10M

Q.No	Question	CO	BTL
1.	Define Performance Management	CO3	L1
2.	What are the modern methods for performance appraisal?	CO3	L1
3.	What are the components in Direct Compensation	CO4	L2
4.	Define Job Evaluation	CO4	L1
5.	What are the components of Executive Compensation	CO4	L1
6.	List out the popular Perks offered to Executives.	CO4	L2
7.	What is meant by Lockout?	CO5	L2
8.	What techniques do you follow to reduce stress?	CO5	L1
9.	What is Injuction	CO5	L2
10.	What is meant by Employee Seperation	CO5	L1

PART - B

ANSWER ANY FOUR

4 X 5M = 20M

Q.No	Question	CO	BTL
11.	Explain any two modern methods of Performance appraisal.	CO3	L3
12.	Write the steps in the performance appraisal	CO3	L3
13.	Write the process of Job Evaluation	CO4	L3
14.	Explain Different methods of Job Evaluation	CO4	L4
15.	Define Strike. What are the types of strikes and Explain them	CO5	L3
16.	Define Stress , Types of Stress and Causes of Stress?	CO5	L3

P

Limitations of Executive Compensation :

1. If CEO held own in of stock option, it is hard for company to fire him

2. Bonuses often cause use of long term goals

3. ways to rein in executive compensation
   - use of tally sheet
   - Increase govt regulations
   - Stock holder can propose limits to compensation.

High executive pay can also have downsides such as loss of employee morale, negative public perception and increased financial risk.

Write about the silent features of workmen compensation Act (1923).

Workmen compensation act of 1923 is the first social security measure implemented in India to provide workers and their dependents relief for harm by accident that result in either death or disability.

<u>Scope of workmen Compensation Act (1923)</u> :-

- act extends to the whole of India.

- The workmen who occupation is hazardous should be included with in the scope of this act.

- It applies to workmen employed in factories, mines, plantation, transport establishment, construction work, ship, circus, Railways and other hazardous occupation and employment specified in schedule <u>II</u>

plans and stock option plans.

2. **Retirement plan** : It is a strategy for long-term saving, investing, and finally withdrawing money you accumulate to achieve a financially comfortable retirement.

3. **Educational opportunities** : Educational opportunities means those certain educational opportunities and materials prepared by the consultant for use by its clients.

4. **Employee Benefits** : Employee benefits are an indirect form of compensation that organizations provide to their workers through programs policies, or services.

5. **flexible work arrangement** : It is altering the way you work in a more flexible way and there are a wide variety of patterns of work. flexible working is not only working from home.

- **Job security** : If that person have good skills and talent, the company retained that person and high demand for the employees skills and expertise.

- **Health and wellness programs** : Comprehensive health and wellness programs including medical dental and vision insurance, company gives mental health support to employees.

Limitations of Executive Compensation :
1. If CEO hold own in of stock option, it is hard for company to fire him
2. Managers often create over all of long term goals
3. ways to rein in executive compensation
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The coverage of this act is also to cook (chef) employee in hotels and restaurant.

5. The act doesnot cover armed forces and the workers who are insured under employee state insurance act 1948.

Definitions :-

1. Dependent [sec 2(1)(d)] : widow, a legitimate for adopted child, unmarried girl (daughter), widowed mother, minor brother, unmarried sister, widowed sister, widowed daughter in law.

2. Employer [sec 2(1)(e)] :- Any person (or) body of person wheather incorporated or not.
   - Any managing agent of an employer
   - The legal representative of diceased employer.

3. Workmen [sec 2(1)(n)] :
   - There must be a contract of an employment.
   5. There must be a relationship of master and servent and employer and employee.
   - The employment is for the purpose of employer trade (or) business.

Employer's liability to pay compensation [sec(3)]

1. He must be a workmen within the meaning of this act.

2. personal injury must be caused by an accident.

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2. personal injury must be caused by an accident.

3. The accident must have arisen out of and in the course of employment.

4. The injury is caused by an accident resulted either death (or) disability.

Disablement ─── ┌─ partial disablement
                └─ permanent disablement

partial ─── ┌─ Temporary partial disablement
            └─ permanent partial disablement.

calculation of compensation :-

1. **Incase of death :**

Amount of compensation = 50% of monthly wages x Relevant factor
(or)
80,000

2. **permanent disability :**

Amount of Compensation = 60% of monthly wages x Relevant factor
(or)
90,000

3. **permanent partial disability :**

mount of Compensation = 60% of monthly wages x Relevant factor

4. **Temporary disability :**

mount of Compensation = 20% of monthly wages.

mployer not liable to pay compensation

The injury doesnot result in the disablement for a period exceeding 3 days

Bargaining activities :-
1. Voluntary Bargaining Items
2. Illegal Bargaining Items
3. Mandatory Bargaining Items
4. Bargaining Stages
   i) present the demand for both parties.
   ii) There is need for reduction of demand (or) Identify the reduction of demand.
   iii) workout reasonable alternatives
   iv) Informal statement
   v) once in everything is in order both parties sign on a formal agreement.

Impasse :-
The collective bargaining situations that occurs when the parties are not able to move forward from settlement, usually this happens when one party is demanding more than the other parties will offer.

Mediation :-
Intervention in which a neutral third party tries to assist the principles in reading the agreements.

Fact finder :-
A neutral party who studies the issues in a dispute and makes a public recommendation for a reasonable settlement.

Arbitration :-
The most definative type of third party intervention, in which Arbitrator has to power to determine and dictate the settlement terms.

The injury do result in death or permanent disability, due to the worker was at the time of accident, under the influence of drink or drugs.

3. The worker will fully disobed any order expressively given for ensuring safety.

4. The worker will fully removed any safety devices which we knew would harm.

4. Define Collective Bargaining and discuss about it.

Collective bargaining is the process in which working people, through their unions, negotiate contracts with their employers to determine their terms of employment, including pay, benefits, hours, leave, job health and safety policies, ways to balance work and family and more.

- closed shop: A company that only employs union members and requires them to secure and maintain union membership as a condition of employment.

- Union shop: A company that doesn't require emplo to join a union in order to be hired, but they must join within 30 days of employment.

- open Agency shop: A company that has a union, hires both union and non-union employees, and union membership is not a requirement for continued employment, however non-union employees have to pa a fee to cover collective bargaining costs.

- Right-to-work: state laws that ban companies f demanding that their employees pay union dues or f as a condition of employment.

Industrial dispute.

2. The right to strike by the workers and lock-out by the employers has been subjected to the restriction as laid down in the act.

Terms under Industrial disputes act, 1947

1. Appropriate Government – Sec 2(a):
   - Refers to central government / state government.

2. Arbitrator – Sec 2(aa):
   - Referred as an umpire.
   - It means any person who is appointed to determine differences and disputes b/w two parties.

3. Workmen – Sec 2(s):
   - Workman means any person including an apprentice employed in any industry to do any manual, unskilled, technical, operational work for hire. There should be a contractual relationship b/w master and servant.

4. Industrial establishment – Sec 2(ka):
   - means an establishment or undertaking in which industry is carried on.

5. Public utility service – Sec 2(n):
   - means any industry specified in the first schedule of industrial disputes act, 1947. Can be declared as public utility service by government through a notification in the official gazette for a fixed period.

6. Authorities under Industrial dispute act 1947:
   - Works committee (Sec 3)
   - Conciliation officer (Sec 4)
   - Board of Conciliation (Sec 5)

... is ... two types.
- interest arbitration
- Rights arbitration

write about industrial dispute act 1947.

As per section 2(k) of Industrial disputes act 1947, industrial dispute is defined as any dispute or difference between employers and employees (or) between employers and workmen (or) between workmen and workmen which is connected with the employment or non-employment or the terms employment or with the condition of labour of any person.

Objectives of Industrial disputes act 1947

1. promotion of measures for securing and preserving amrity and good relations between the employers and workers.

2. Investigation and settlement of industrial disputes.

3. prevention of illegal strikes and lock-outs.

4. Relief to workmen in the matter of lay-off and retrenchment.

5. promotion of collective bargaining.

Features of IDA (1947)

1. This act extends to the whole of India including the state of Jammu & Kashmir.

2. It encourages arbitration over the disputes between employers and employee.

3. This act emphasis on compulsory adjudication besides conciliation and voluntary arbitration of

- Court of Inquiry (Sec 6)
- Labour Court (Sec 7)
- Industrial Tribunal (Sec 7-A)
- National Tribunal (Sec 7-B)

1. **Works committee** (Sec-3)

- Constituted based on appropriate government order.
- It is applicable to industrial establishment in which 100 or more workmen are employed on any day in the preceding 12 months.
- Number of workmen representatives shall not be less than the number of employer's representatives.

Duties :-

1. To promote measures for securing and preserving amity and good relations b/w the employer and the workmen.

2. To comment upon matters of their common interest or concern.

2. **Conciliation officer** (Sec-4)

- Conciliation officer may be appointed for a specified area or for specified industries in specified area either as permanent or for a limited period.

- A Conciliation officer shall be deemed to be as a public servant as per Sec. 21 of Indian penal code 1860.

Duties :-

- When any industrial disputes exist, the conciliation officer should hold conciliation proceedings in a prescri-bed manner without delay to have right settlement.

2. whether settlement is reached or not, the conciliation officer must submit the report within 14 days of the commencement of the conciliation proceedings or which the date fixed by the appropriate government.

3. **Board** of conciliation (sec 5)
   - The board consists of a chairman and two or four other members, as the appropriate government thinks fit.
   - The chairman shall be independent person unconnected with the disputes.
   - The other members shall be persons appointed in equal number to represent the parties to the dispute.

Duties :-

1. When a dispute has been reffered to a board, it will investigate the matter affecting the merits and rights settlement of the dispute without delay.

2. whether settlement is reached or nope not the board must submit the report within 2months of the date on which the dispute was referred to it.

4. **Court** of **inquiry** (sec 6)
   - court of inquiry consists of two or more members one of them shall be appointed as chairman.
   - If the service of the chairman is ceased by the govt. through notification, the court shall not act until a new chairman has been appointed.
   - All members of the court shall be deemed to be public servants under sec 21 of the Indian penal code 1860.

Judge for a period of 3 years.

Duties:

1. The award shall be published by the appropriate govern-ment within a period of 30 days in a manner as the appropriate government thinks fit.

2. it if is a quasi-judicial body, it must be serve notice upon the parties to the reference by name before making any award.

7. National tribunal (Sec 7-B)

- The central government, by notification in the official gazettee constitute one or more national industri-tribunals for the adjudication of industrial disput-
- involving questions of national importance
- which are of such a nature that industries are more than one state are likely to be interested in or affected by, such disputes.

Duties:-

1. The award shall be in writing and shall be signed by the presiding officer of the national tribunal.

2. It shall publish the award within a period of days from the date of its receipt by central government.

No person shall be appointed to, or continue in the office of the presiding officer of a national Tribun

Part-A

2) The direct compensation on financial compensation.
is received the exchange of compensation.

1) The management & manager Employees communicate
and good healthly env

10) the Employee is not satisfaction in the Job
and the employee to Job work. Resignation
Retirement, furlough,

4) The evaluation is do Job the employee and employer
both the performance

5) The tress reduce the technique is meditation
and heavy breeth up down this is tress
deduce

8) The modern method is Ranking card the high
level of the marks and is to Ranking card

Duties :-

1. A court shall inquire into the matters refused to it and report to the appropriate government with in a period of 6 months from the commencement of the inquiry.

2. The report submitted shall be published with in a period of 30 days of it receipt by the Government.

5. Labour court (sec-7)

- A labour court consists of one person only to be appointed by the appropriate government.

- A person shall not be qualified for appointment as presiding officer of a labour court unless

- He has held any Judicial office in India for not less than seven years.

Duties :-

1. When an industrial dispute has been refused to a labour court for adjudication, within the specified period, it should submit award to the appropriate government.

2. It shall be published in such manner as the appropriate government thinks fit within a period of 30 days from the date of it receipt by the appropriate government.

Industrial Tribunal (sec - 7(A))

The Tribunal consists of one person to be appointed by the appropriate government.

A person shall not be qualified for appointment as the presiding officer of an industrial Tribunal unless.

He has been a district judge/additional district

The positive stress is the two examples
a student is exam preparations to stress feel
and a employee is the work finished person
that called is positive stress.

Negative stress.

The negative stress is the unnecessary thinks
and over thinking family tenctions and so on so.
The negative stress over thinking to persons is only
the stress controlling the meditation.
and listening songs and feng juang
a peace full place and other side picnic
and family or friends to meetings
and person is lonly to one day or of days
the controlling the stress levels the stress
is to correct medicien is meditation
or heavy breathing to slowly outlet out side.
the controlling the stress.
The stress to the heavy work pressures and
The not contact to family any time.
work. work to the a family responsible
to side person. and stress high the stress
controling the. all ways be cool be happy
no tenctions and not a stress.
Stress is so many problems heart tuck and
blood is not safe the heath issues tomming.
The stress ents levels is controlling the.
peoples.

15) define strike

The strike is employee to employers the not satisfaction to the organisation.
The union of the employees goto the court

Types of Strikes

Economic strik

The strik is to the Employee is work a hours and the not given the correct salary. The strik is to the Employees and Employee is not a correct understanding so disputed the employers.
The employee to employers is go to court and court is the correct process.
Then the cost is problem solving to the Employee and not solving to manager then is not solving to HR manager is also not a solving to The court the Employee is strikes.
not The strike is to Employee and organi -zation. unions to the strikes to to organization

5) The compensation is paying and project work the components

7) The lockout mean government.

8)

9) The

Port - B

16   The stress is 20th century
stress to heavy book lot and family problems
and company problems stress feel the ABC paralysis
balance control

Type of stress.
stress is two types.

positive stress

negative stress

positive stress.
The positive stress means. Booms presses
and weak press stress to the

The evaluation is the employee ... the ... manager to employee ...
the manager to ... all employees ... to ... the employee ... job ...
the motivation is ... job. The result analyzing the program and the
employee implementation and feed back ... the evaluation is the manager to the
employees money and to give the organisation to the top level of increasing a work.
The employee to a suddenly is the death the company is give the money and the

population process
Temporary
non-Temporary.

Total Process
Temporary
non-Temporary.

[Temporary is a Employee].

A suddenly accident is the Employee.
The company is to giving salary and RF
            60% salary and RF
The Employee is death.
The company is 50% salary and RF 50000.

The employee is death a next a family occupied and not is to every one only

widow and un married dughter and un married sister and the given the family members and next the employee is. walkent padies and Toos plans to opportunities the company the employees. is aback other countries to go company changes and the. so many benfits the employees.

the employees leave
1) ~~individual leave~~ individual leave
2) sikly leave
3) medical leave

individual

The individual leave to given and the saloy is pay is the act only one day

sikly leave
is the 5 days.

medical leave
medical leave is the 10 days.
ne male is the ~~yearly~~ 10 days.
and female is the given leave 15 days.

08) Techniques to reduce stress :—
   Stress means an employee has disturbed mentally
   with their work in the organisation.
   The Techniques use to reduce the stress.
   → Reduce the workload of work
   → Share the work with someone
   → complete the day to-day work within the time

09) Injustion :—
   Injustion means former employees are again come
   to do employeement. They are went on Temporary
   termination when they are need to the business
   they come for an employment.

10) Employee Separation :—
   Employee Separation is nothing but put the
   employee aside away from the work, which
   means Terminate the employee from work.
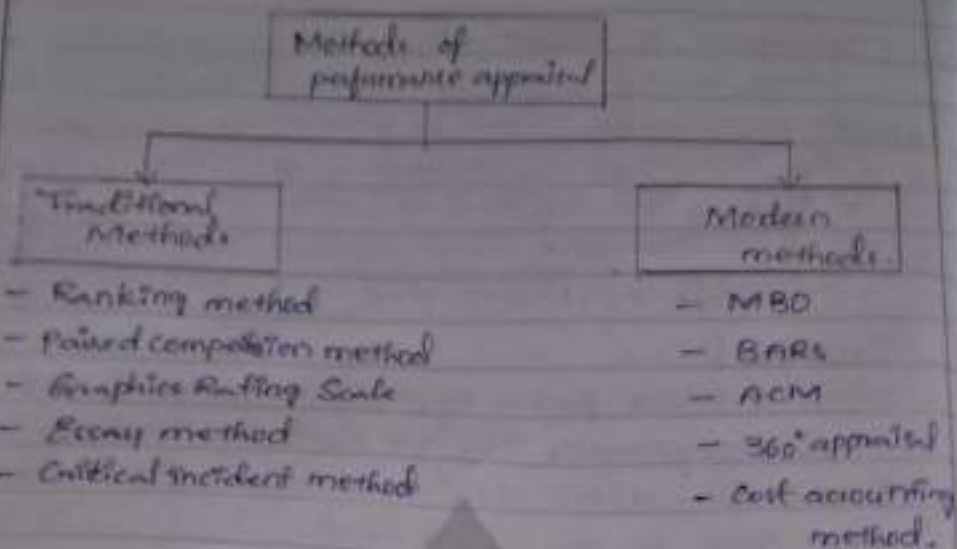   # Includes Termination, resignation etc.—

                    Part-B
11) Methods of performance appraisal :—
   performance appraisal :
   performance appraisal means the Expectation of
   the employee performance and productivity.
   performance appraisal means the process of placing
   the evaluting of performance of an employee and
   appraise according their performance.
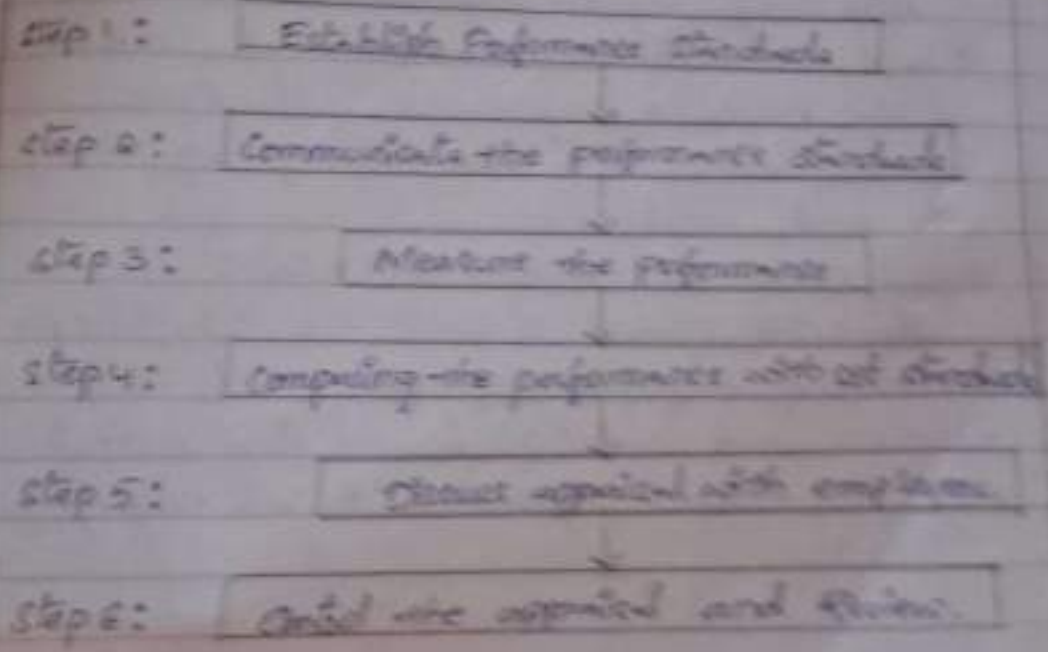
```
┌─────────────────────┐
│ Methods of          │
│ performance appraisal│
└─────────────────────┘
          │
    ┌─────┴─────────────────────────┐
    │                               │
┌──────────────┐            ┌──────────────┐
│ Traditional  │            │ Modern       │
│ Methods      │            │ methods.     │
└──────────────┘            └──────────────┘
```

- Ranking method
- Paired comparison method
- Graphics Rating Scale
- Essay method
- Critical incident method

- MBO
- BARS
- ACM
- 360° appraisal
- Cost accounting method.

Modern methods :-

1. **MBO:** MBO is the full form of management by objectives. In this method organization provide or allocates set of goals and responsibilities to the employees and evaluate the employee's performance in order to achieving the professional goals.

2. **BARS:** BARS means Behaviourally Anchored Rating Scale. In this method the appraiser would see the employee's performance in the different behaviour patterns. It is applicable to existing employees, trainees and new employees.

3. **ACM:** ACM means Assessment center method. In this method Employer assess the employee existing performance and also based on the existing performance predict the future objectives.

...ance of the employee is appreciated by the profe organization. that evaluates supervisor, colleague, customers, results etc.

5) cost accounting method : cost account method it also known as human resources accounting. in this method performance is appraised by the compensation and pay benefits of the employee which is given by organization.

12) steps to performance appraisal :-

performance appraisal :

performance appraisal means the evaluation of the employee performance and productivity. performance appraisal is a process of planning the evaluation of performance of an employee and appni -se according to their performance.

steps included in performance appraisal

step 1:	Establish Performance standards

step 2:	Communicate the performance standards

step 3:	Measure the performance

step 4:	comparing the performance with set standard

step 5:	Discuss appraisal with employee

step 6:	conclude the appraisal and Review

step1: Establish performance standards :
Establish the standards of a performance which
are organisation want to achieving the goals.
and for the success of the business.

step2: Communicate the performance standards :
Communicate those set standards with the
employees by using conference. meetings audio
or video calls like zoom, google meet etc.

step3 : Measure the performance :
Here measure the performance of a employee
who are performed for achieving the professional
goals.

step4: Compare the performance with set standards :
After the measure the performance of a employee
it is compared with set standards which means
compare the actual performance with standard
performance.

step5: Discuss appraisal with employees :
After comparing the performance appraiser
should evaluate the strength and weakness
of the employee performance and discuss
with them. and also highlighting streng
-th and weaknesses.

step6 : Control the appraisal and Review :
Appraiser should suggest the solutions for
weakness of employee performance and how to
over come and control it. and finally review
the performance appraisal to all employees.

Process of Job Evaluation.
Job evaluation:
-Job evaluation is the process of evaluating the employee's performance by using different methods and done by proffessionals.
Process of Job Evaluation

| What is the purpose of evaluation |

| Select the appropriate evaluation method |

| Gather the Job-related information |

| Analyse the Job-related information |

| Monitoring and control |

1. The purpose of Evaluation :-
First find the purpose of evaluation of the job and clearly states that the purpose of evaluation.

2. Select the appropriate evaluation method :-
For evaluating the job select one evaluation method, the best evaluation methods are includes, point rating, factor comparision, Grading, Ranking, job classification.

3. Gather the Job-related information :-
Gather the information which uses for the Job for the use of evaluating.
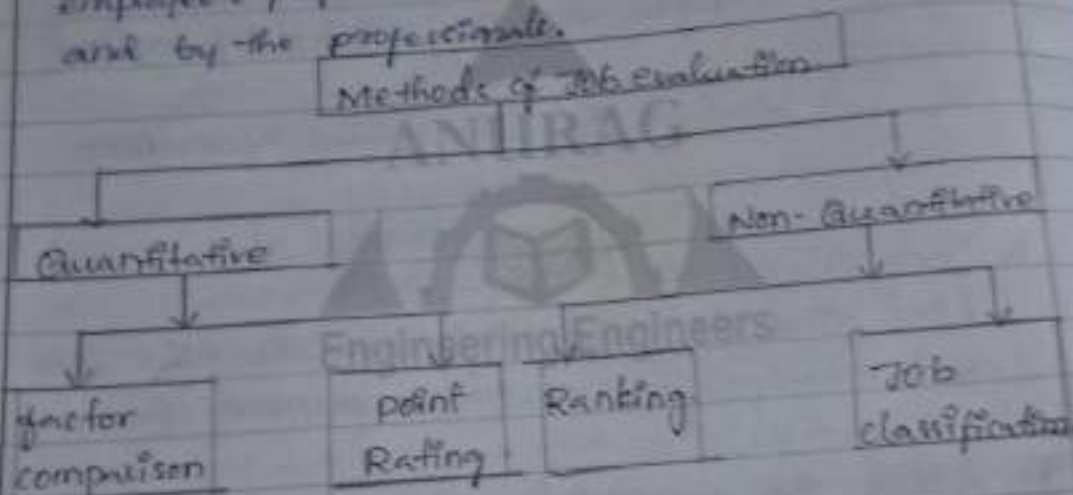
4. Analyse the Job-relating information :-
analyse the job relating information and evaluate the data by using different

Job evaluation methods.

5. monitoring and control :- It under the analysis of job related data. It monitor the performance and productivity of a employee's and control the weakness of the employee performance.

14. Methods of Job evaluation :-

Job evaluation :

Job evaluation is the process of evaluating the employee's performance by using different methods and by the professionals.

```
                    ┌──────────────────────────────┐
                    │  Methods of Job evaluation   │
                    └──────────────────────────────┘
                        │                      │
          ┌─────────────┴──┐          ┌────────┴──────────┐
          │ Quantitative   │          │ Non- Quantitative │
          └────────────────┘          └───────────────────┘
                │                        │              │
          ┌─────┴─────┐          ┌───────┴──┐      ┌─────┴──────────┐
          │ factor    │          │ point    │  Ranking │ Job         │
          │ comparison│          │ Rating   │      │ classification  │
          └───────────┘          └──────────┘      └────────────────┘
```

I Quantitative :-

1. factor Comparison method :-
Factor comparison method is the use for evaluating job of one's employees In this performance is job evaluates on the basic of the factors which includes Qualification, Skills, Education, Experience etc.

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Ananthagiri (V & M), Kodad, Suryapet (Dist), Telangana.

Hall Ticket No: 2 3 C 1 1 E 0 0 0 1   ADDITIONAL SHEET NO. 1

Date of Examination: 16/07/2024   SIGNATURE OF INVIGILATOR

(Start Writing From Here)

2. <u>Point Rating method</u> :-

Point rating method is the extension of factor comparision method. In this divide the factor groups based on the factors and assigning points to that factors and at the end summed that point to evaluate the job. This method is applicable in large industries there are different sectors with no.of employees.

II. <u>Non- Quantitative</u> :-

1. <u>Ranking method</u> :-

Ranking method is use to evaluate the job In this method evaluate the job desgination and roles and responsibilities of the employee.

2. <u>Job classification and grading</u> :->

Job classification method is also known as Grading method. Here Job is divided into grades to evaluate easily.

```
                    ┌─────────────────┐
                    │  Methods of     │
                    │ performance     │
                    │ appraisal       │
                    └────────┬────────┘
              ┌──────────────┴──────────────┐
              ▼                              ▼
      ┌──────────────┐              ┌──────────────┐
      │ Traditional  │              │   Modern     │
      │  Methods     │              │   methods    │
      └──────────────┘              └──────────────┘
```

- Ranking method
- Paired comparison method
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Anurag ENGINEERING COLLEGE

NAAC A+

I MBA II SEMESTER (R22) I - MID TERM EXAMINATIONS MAY 2024

Branch : M.B.A.

Date : 01-May-2024   Session : Morning

Subject : HUMAN RESOURCE MANAGEMENT,A92001

Max. Marks: 30
Time: 120 Minutes

PART - A

ANSWER ALL QUESTIONS

10 X 1 M = 10 M

Q.No	Question	CO	BTL
1.	What are the Challenges of HR Manager?	CO1	L1
2.	Write the importance of High performance work teams.	CO1	L2
3.	Write the Importance of HR Management?	CO1	L2
4.	Write any two roles of HR.	CO1	L2
5.	What are the factors effecting Recruitement.	CO2	L1
6.	Explain about Job Enlargement.	CO2	L2
7.	What is HR Planning.	CO2	L1
8.	What are the Errors in Interviews.	CO2	L1
9.	Define Training.	CO3	L2
10.	What are the advantages to the employee by providing Training.	CO3	L1

PART - B

ANSWER ANY FOUR

4 X 5 M = 20 M

Q.No	Question	CO	BTL
11.	Write the importance of EEO.	CO1	L2
12.	Describe about responsibilities of HR Manager.	CO1	L4
13.	Write the Demand forecasting techniques of HR Planning.	CO2	L4
14.	Discuss about Selection Process.	CO2	L3
15.	Write the importance of Training Need Assessment.	CO3	L3
16.	Discuss about any three on the Job Training Methods.	CO3	L4

ANURAG ENGINEERING COLLEGE

Program			YEAR	SEMESTER	MID EXAMINATION
B.Tech.	M.Tech.	M.B.A. ✓	I	II	I

HALL TICKET NO.	Regulation: R24	Branch or Specialization: MBA

HALL TICKET NO.: 2 3 C 1 1 6 0 0 1 2

Course: Human resource management

Signature of Student: B. Nagaraj

Signature of invigilator with date: PPC 1/5/m

Signature of the Evaluator:

Q.No. and Marks Awarded											Maximum Marks	80	Marks Obtained	25
1	2	3	4	5	6	7	8	9	10	11				

(Start Writing From Here)

(part - A)

1) The challenges of H.R manager's
   - size of employees
   - compesision of work force.
   - Employee expectations
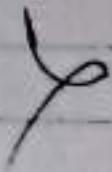   - changes in technology
   - changes in life style.

2) H.R manager is play the crusial role in a organization.
   - H.R manager should maintain peasonal identification of employee it can use for motivating employee to do work efficiantly.

4) The two roles of Human resource manager is
   - @ profesor

5) —

6) Job enlargement is the process of learning new skill along with Job.

7) H.R planing is the process of Hiring, recruiting, and selecting the new emplo[yee]

2)0)
1) Through the High performance teams geting effectue da[ta]
2) getting qualitative data & finishing work in time.

8) The one of the main error in Interviews was "Quick Judgement". It was happen in every organization regularly, with the quick Judgement, the loss his practical knowledge & skills.

9) Training is the pre determine course of action. It was in a time of

10) The advantages of to the employee
by providing training was
- Acquiring new skill
- Carrier Enhancement
- Increasing salary

(part - B)

12) A Human resource manager can
play a crusial role, in organization
* Responsibilites of H.R. manager *

→ Hiring new employees :- A H.R
manager should notice the employees
surplus or shortage. when the
employees are surpluse the give a
valentory retirement to the employee.
when the shortage of employees
is found in organization Hire a
new employees.

→ Stratogical Advices :- A H.R
manager should give a stratogical
advices to the organizer. It was
the one of the important responsibility
of H.R manager.

→ Good relation with employees :-

It is the one of the importent responsibility of H.R manage it when a manager maintain good relation with employees the feel very free to ask doubts about work and they done Job and their duties.

→ Motivating employees :-

motivating employees throug Awards, rewards , incentives etc. when a H.R manager provide to employees. this type of motivation they can work more efficiently.

4) Selecting process is the process of Hiring new employees in organization." It is a positive action.'

→ Anouncement :- Anouncement is the process of Anouncing or convey the Job vechencies in a organization to the peoples.

→ writen test :-

After collecting the Job applications, one of the test or process to selecting the Applicants

→ Groupadeiscursion

→ Group discursion :

        Group discursion is the proccess of filter the applicants for selecting the employees for organization.

→ Just a minute (JAM)

        It is also one of the method for filtering applicants to get a qualitetive and skilled employee

→ Stress interview :

        It is the last stage of test to hiring new employees. In this section many Interviewers Asking questions at a time to employee.

        This is the process of hiring (or) selecting new employee.

Training was the Important Section in employees Journey. With the traing employee & employer both have a Benfits.

Employer benifits :-

- Greting effective data
- Qulitetive data and output.
- decreasing Economic cost
- Retaining of employee
- Expanding the organization
- Increasing brand reputation.

Employee benifits!

- Aquiring new skill
- carier enhancement
- Getting promotions
- Increasing salary
- Increasing knowledge.

16)   On the Job Training :-
On the Job training
is the geting training along with
Job.

ex:- Teacher or Teaching field.
Teacher geting Troing when they
are started carier in teaching.
methods of on the Job training:

— Intenship :- Through the Intenship
employee get raining along with
doing work at the same time he
earn salary.

— Rotation :- with the rotation
it means transfer one section
to another section employee Learn
new skill.

— promotion :- when a employee get
promotion, they can take training
for that level of skill.

Program		
B.Tech.	M.Tech.	M.B.A.

YEAR	SEMESTER	MID EXAMINATION
I	II	II

HALL TICKET NO.

8	3	C	1	1	E	0	0	2	7

Regulation : R22 Branch or Specialization: MBA

Course: Human Resource management

Signature of Student: G. Tejaswi

Signature of invigilator with date:

Signature of the Evaluator:

Q.No. and Marks Awarded

1	2	3	4	5	6	7	8	9	10	11

Maximum Marks: 30

Marks Obtained: 14

(Start Writing From Here)

Part -A

1 Size of Employee
change the life style
chang in Techonalogy

8 Essess in interviews jadge ment of the
managers, overthinking

9 Training is to the selecting person and
enhancing develope the betoo job/ woork.
given the Training the brain 6 (moth) weeks (09)
6 moths to perfect Training

7 HR planning The planning in skilles, knowledge
to developing the organization Human resouce
planner

the importance of HR management

Selection

Training

wages / salary

promotion

8) The work teams to high performant to the motivation is to take the team leader.

9) operation sale

industrial sale.

5)

10) The Employee is growth for knowledge and developing organization.

The on job
Top manager
personal manager

Employee

Top manager: the top manager is the given
information and select the manager to meetings
Conffeences to attend conducting and cooganising decision to
personal manager: the personal manager to top manager
given the information to all employees to
and the organization meetings and personal
manager is informed to the employees.
Employee : the employee is taken task and
complete the work. The employee is

The off job
the conffeance
committee

selection $ (motivation Training) improvementation training
performance Trainer.

                    (improvementation)
Selection to motivation Training.
    The selected the person then given training.
the person to chose the skill and knowledge
    to correct Training in improving the skills
Training is the best of the employers

Training performance

16) The two Training methods

i) selection & improving Training
ii) Trainer performance
iii) feed back.

(i) selection & improving Training
The employee choose to the correct personempt to the skill & knowledge the improving to Trainess The employee improving skills and Training given the correct persons and the Employee is interest to Training employee is improving the skills and goto the organisation to work to super performing and then applied the manager the Employee is not a Training to organization his not a work. Then manager it should Then correct persons to do a Training selection hat interest persons to given the persons his not intest men. other works to choose interest.

Trainer performance
the Trainer is the more then information gather then Explain to the Training Trainer is called more data information then correct performing the Trainer to explain the. Trainery in Trainer to the explain is not a collect information Then Training to

Feedback

The feedback is the training to the trainer given the training is good each institution and more then information is given to trainer the good trainers to improving the my skill at very given the feedback.

Q4) The HR manager responsibilities is the organization to run the manager to correct decision and the HR manger is given the employees. to interviews and employees to correct work (on) project in time to complete the booking to all works to given HR manager. The HR manager is conducting the meetings and HR manager is to given the high responsibilities and manager is the organization to small mistack. to explain the CEO the HR manager is to all responsibles to organization the employees to in time to finished the project all employees HR manager. The HR manager is the interviews attend, then correct persons and skill and knowledge persons to the given organization.

the more then responsibilities to given the Human Resource manager. the manager is to taken action to employees.

the project is come to within time period to

Program			YEAR	SEMESTER	MID EXAMINATION
B.Tech.	M.Tech.	M.B.A.✓	I	II	I

HALL TICKET NO.

2	3	C	1	I	E	0	0	0	1

Regulation : R22 | Branch or Specialization: MBA

Course: Human resource management

Signature of Student: Anusha. N

Signature of invigilator with date: Patru 1/5/24

Signature of the Evaluator:

Q.No. and Marks Awarded

1	2	3	4	5	6	7	8	9	10	11

Maximum Marks: 30

Marks Obtained: 30

(Start Writing From Here)

Part - A

01) <u>Challenges of HR Manager</u> :-
1. Recruit the Right person in Right job at the right time.
2. Selecting the applicants
3. provide the training and materials
4. Motivate the employees.
5. compensation and pay rolls to the employee.

02) <u>High performanse work team</u>
High performance work team means change the working environment which is leads to employee high involvement and showing interest to the work
<u>Importance</u> :-
1) learning new skills
2) High earnings and pay
3) Higher growth of an organization
4) advanced skill learning.

of workforce of an organization.

Importance :-

1) learning New skill
2) Good relationship between Employee and employee
3) Good understanding
4) high performance growth
5) self motivation
6) compensation and payroll

04) Two roles of HR :-

1) Administrative Role :-

Administrative role in HRM, refers to the process of gathering information about the employees, update base and payroll information etc.

2) Operational Role :-

Operational role in HRM, refers to day-to-day activities in the organization.

3) Strategic role :-

Strategic role in HRM, refers to policies and rule maintained in the organization.

05) Factors effecting Recruitement

1) Knowleadge
2) skills
3) ability

These factors are needed for Recruitement.

06) Job Enlargement :-

but high earnings and job placement is not change. This is also known as Dry promotion.

07) **HR planning :-**
HR planning means predetermined course of action, attracting, selecting, motivating and development of employees in workfore organization.

08) **Errors in Interviews :-**
1) Nill knowledge about the subject
2) There is no proper dressing and no confidence while giving the answer.
3) Intervier doesnot take serious about the Interview.
4) Language problem between the Interviewer and Interviewe

09) **Training :-**
Training refers to the gathering information and share with the onknowleadgable persons by giving experts. It is the process of sharing knowledge with in the short period. It is for non-managerial persons and It is for external motivation.
Training is the reactive process to meet the present needs.

10) **Advantages to the employee by providing Training**
1) To learn new skills
2) High performance
3) High earnings

Part-B

11) EEO [Equal Employment opportunities]

EEO stands for Equal Employment Opportunity. The EEO refers to the give equal rights and equal cost to the employees. Employers doesn't discriminate the employees by their race, gender, colour, religion, sex, caste Etc.

give the equal opportunity by choosing knowledge, skill and ability of the employee.

terms including in the EEO

1) Recruitment :-

Recruit the people who are the right person for the right job and choose (or) select the people who have knowledge about the work and skill and ability.

2) compensation and payroll :-

Employer give the benefits and compensation to the employee by seeing performance and coork.

3) performance Appraisal :-

give the equal opportunities and training & develop ment to the employees and check the performance of an individual.

4) career advancement :-

the person who are showing interest and greater involvement in the work. provide him some training and benefits for his growth. It leads to greater satisfaction of employment.

Importance of EEO :-

equal employment opportunities . there all

3) _____ _____ _____ __ _____ _____ effectively and efficiently

4) Increasing the productivity of an organization

5) Enhance the _____ of _____

6) _____ the organization

2) HR Manager :

HR manager _____ the person who is responsible for hiring, selecting, developing, motivating and retaining the employees for an organization. There are some rules and responsibilities of HRM
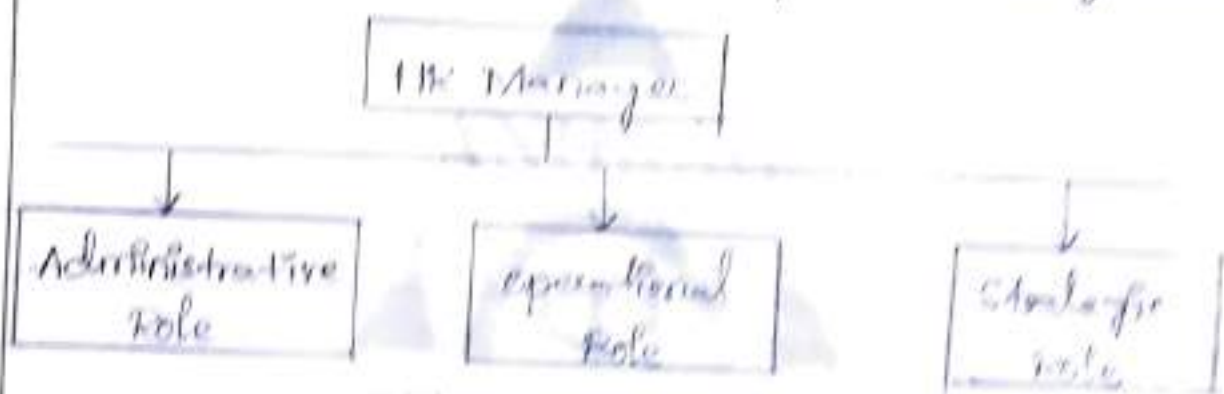
1) Administrative Role :—

Administrative role in HRM, refers to process of gathering information and, update database, gathering payroll information etc.

Responsibilities :—

1) policy creation
2) Good relationship between employer and employee.
3) Gathering information
4) privacy and protection of employee data
5) Compensation and benefits

Responsibilities :-

1. Hiring , Recruitment
2. Recruiting
3. Training and development
4. payrolls and benefits
5. Motivating employees
6. Screen the employee performance
7. performance appraisal.

3) Strategic role :-

Strategic role in HRM refers, policies and rules are maintained in an organization.

Responsibilities :-

1. To create the framework of a policies and rules
2. To maintain the norms in every department.
3. To maintain the deciplin in the organization.

14) Selection :-

Selection Means after recruitment the employees, Screen the applicant who are fit for the job.
Here Recruitment is positive element and Selection is the negative element.

process of the Selection :-

1. preliminary interview
2. Recive the applicant
3. Screen the applicant
4. Test the employees
5. Interview
6. Selection

Remove the employee who is not suitable

1. preliminary interview :-
preliminary interview mean : It is one of the advertising about the job varieies, who are interested on this job and with suitable specifications will apply to the job.

2. Receive the applicant :-
After apply the job, here the top managers will receive the application from the applicant who will apply for the job.

3. Screen the applicant :-
After receiving the application, screen the small applications and select the who are suitable for the job with qualifications and specifications.

4. Test the employee :-
After screening, conduct a test for selecting people who are good and great performed & the test they are selecting for interview. If who are not good at this stage they will be remove.

5. Interview :-
It is the face to face interaction between the employee and employer. here employer will know about the employee details by asking questions. If that employee will good at his perform will be selected otherwise will be removed.

6. Selection :-
After the interview, who will pass in the interview

07) Medical examination :-

after selecting the employees, test the medical examination of that person if he good at his health will be selected.

08) finalise :-

If who pass all stages will be finalise for the job.

15) Training :-

Training means acquiring new skills and developing the growth in the particular department.

old employee	By Training Gaining New skills →	New employee

Importance of Training and development

I. Benefits for employer

1. Easier learning new skill :-
Employer will learn new skills very fastly and within a short period.

2. Maintain Relationship between employer and employee
By taking training employer will acquire good communication skills and he can maintain the Good relationship with his employees.

3. Economy of operation :-
By developing himself the performance is increase and the growth also increase.

4. Standardized and increase the productivity of an organization
By New technology and ability, skills gives

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Engineering Engineers

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| ADDITIONAL SHEET NO. | ① |
| SIGNTURE OF INVIGILATOR | |

Date of Examination: 01 - 05 - 2024

(Start Writing From Here)

II Benefits for employee

1. **Increase the confidence :-**
By taking the training the employee can gain some knowledge about the topic (or) work. so, he can do it with very confidently.

2. **Increase the safety :-**
If he can acquire total knowledge about that work, he didn't do any mistakes and he can work with safe tools.

3. **Carrer advancement :-**
If the employee is a fresher (or) Recent Graduad this training and development is benefit for his carrer.

4. **High earnings :-**
If an employee have full knowledge about the work he can gain more salary and benefits from the organization.

5. **Increase (or) enhancing growth :-**
If he can take training and he can developing this carrer and growth with short period.

Anurag

NAAC A+

I MBA II SEMESTER (R22) I - MID TERM EXAMINATIONS MAY 2024

Branch : MBA
Date : 01 May 2024   Session : Morning
Subject : HUMAN RESOURCE MANAGEMENT.A92001

Max. Marks: 30
Time: 120 Minutes

PART - A

ANSWER ALL QUESTIONS

10 X 1 M = 10 M

Q.No	Question	CO	BTL
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2.	Write the importance of High performance work teams.	CO1	L2
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4.	Write any two roles of HR.	CO1	L2
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6.	Explain about Job Enlargement.	CO2	L2
7.	What is HR Planning.	CO2	L1
8.	What are the Errors in Interviews.	CO2	L1
9.	Define Training.	CO3	L2
10.	What are the advantages to the employee by providing Training.	CO3	L1

PART - B

ANSWER ANY FOUR

4 X 5 M = 20 M

Q.No	Question	CO	BTL
11.	Write the importance of EEO.	CO1	L2
12.	Describe about responsibilities of HR Manager.	CO1	L4
13.	Write the Demand forecasting techniques of HR Planning	CO2	L4
14.	Discuss about Selection Process.	CO2	L3
15.	Write the importance of Training Need Assessment.	CO3	L3
16.	Discuss about any three on the Job Training Methods.	CO3	L4