UNIT 14 : HRM FOR OFFICE MANAGEMENT

UNIT STRUCTURE

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14.1 LEARNING OBJECTIVES

After going through this unit, you will be able to :

- discuss the Concept and objectives of Human Resource Management (HRM)
- describe the functions of HRM
- discuss the role of HR Manager
- learn the the employment function
- discuss about Recruitment and Selection,Job Evaluation,Training and Motivation and its theories.

14.2 INTRODUCTION

In this unit we are going to discuss the various concepts related to Human Resource Management.The core of management functions lies in guiding , directing and controlling the efforts of all those human beings

employed in the organisation. Without the productive efforts of human beings, material resources would be meaningless and idle. According to J.C. Denyer: “Materials, machines and even offices themselves can be replaced, any risks involved can be replaced , and any risks involved can be insured against , but a good loyal team of workers cannot be replaced nearly so easily.”Human Resource Management or Personnel Management is concerned with “the procurement, development, compensation, integration and maintenance of personnel of the organisation towards the accomplishment of its major goals.”

In this unit we will get a fair idea about Functions of HRM, Role of HR Manager, The Employment Function, Recruitment and Selection, Job Evaluation, Training and Motivation.

14.3 CONCEPT AND OBJECTIVES OF HUMAN RESOURCE MANAGEMENT (HRM)

Let us first discuss the meaning of each of the term in HRM, **H** for Human can be explained as the skilled workforce in the organization, **R** for Resource that is the limited availability or scarce and **M** for management which can be explained as the maximum or proper utilization and to make best use of limited and scarce resource in the organisation. Human resource management is a management function involving procurement of suitable human resources, train and develop their competencies, motivate them, reward them effectively and create in them an urge to be part of the management team whose aim should be rendered, dedicated, committed service for the success and growth of the organization.

People are an important part of any type of organization. Any organization whether it a religious, social, educational, non- governmental, public or private, people can be regarded as the core resource of the organization. An organization is made up of 4Ms, man, material, money and machine.

Human Resource Management as the name itself denotes is concerned with the people dimension in management of an organization. It is directed towards recruitment and selection, training and development,

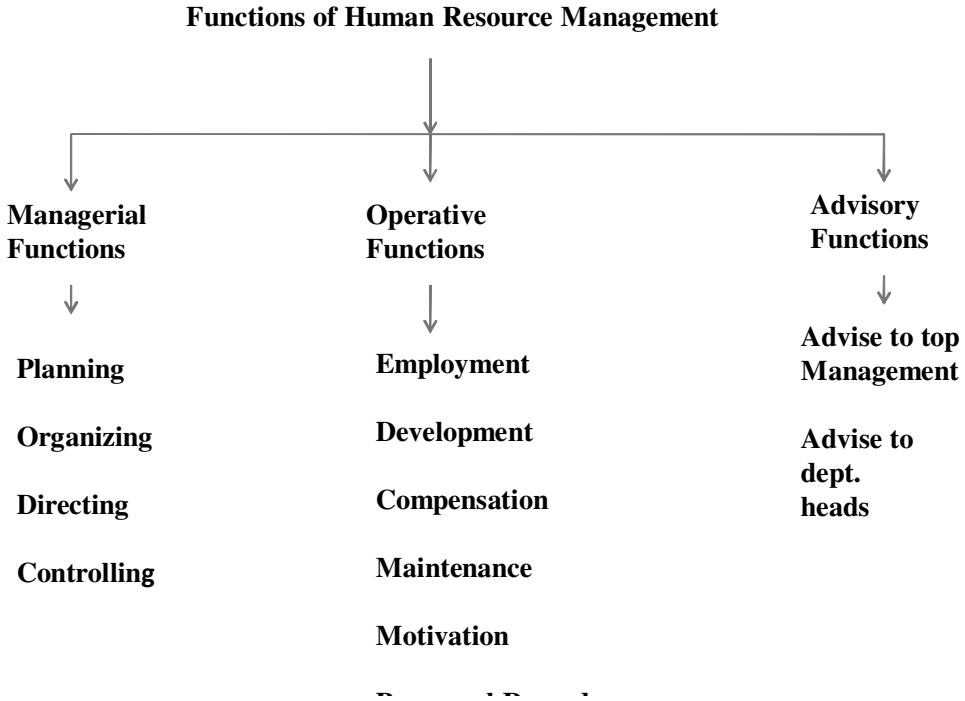
motivation and maintenance of the human resources for the long term development and upliftment of an organization. In simple words human resource management can be defined as a process in which human resources are acquired from proper sources and utilized in the best possible manner so that not only the organizational objectives are achieved but also the individual objectives of the human resources are fulfilled. Human resource management helps to ensure that the right man in the right position is placed and at the right time taking into consideration the changes taking place in the internal as well as external environment of the organization. Some important definitions of Human Resource Management given by some eminent scholars and institutions are given below.

According to Edwin B. Flippo, “Human resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished.”

According to Decenzo and Robbins “HRM is concerned with the people dimension in management. Since every organisation is made up of people; acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true, regardless of the type of organisation-government, business, education, health, recreation, or social action”.

14.4 FUNCTIONS OF HRM

The major functions of Human Resource Management are broadly divided into three categories which are depicted in the chart below and are followed by a brief description.



Let us discuss the functions briefly as follows:

1. **MANAGERIAL FUNCTIONS:**

a. **Planning:** Planning is a predetermined course of action for achieving organizational as well as departmental goals and objectives. For laying down policies and procedures to reach the goals, planning is required. The human resource manager also needs to plan for his department so that the departmental goals are achieved. For the human resource manager planning is required in the areas of anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment.

b. **Organizing:** It is the responsibility of the human resource manager to develop a suitable organization structure and carry out the various functions and operations of an organization. There should be proper grouping of activities, assignment of the activities, and delegation of authority and responsibility and coordination of the various activities.

c. **Directing:** Direction function is meant to guide and motivate the people to accomplish the personnel programs. This function involves encouraging people to work willingly and effectively for the goals of the enterprise. With the help of techniques such as career planning, proper

salary administration, developing harmonious relations between employer and employee, a manager can motivate and direct the employees towards the achievement of organizational programs.

d. **Controlling:** Proper supervision and evaluation of the activities so that everything goes in accordance with the plans is termed as controlling. Regulation of activities is very essential to find out any deviation between the standards set in the plans and actual performance. Controlling techniques involve performance appraisal, critical examination of personnel records and statistics and personnel audit.

2. OPERATIVE FUNCTIONS:

a. **Employment:** Employment of proper kind and number of people in an organization is necessary for the development and achievement of the objectives of the organization. This function can be achieved and involves activities such as proper recruitment, selection, placement, induction etc.

b. **Development:** The follow up function of employment is development. For the upliftment of the skills of the employees the management has to train its employee to develop them for the higher jobs in the organization.

c. **Compensation:** Adequate and equitable compensation is essential for satisfying the employees and achieving the organizational goals. Compensation can be both in terms of monetary and non- monetary terms. While fixing remuneration, factors such as basic needs, requirements of jobs, legal provisions regarding minimum wages, capacity of the organization to pay etc should be taken into account.

d. **Maintenance:** Maintenance functions include measures such as health, safety, physical and social well-being of the workforce, facilities such as provision of cafeteria, rest rooms, counseling, group insurance, education of children of employees etc. Proper maintenance of workers along with good working condition is essential for the development of employees along with achievement of organizational goals.

e. **Motivation:** Motivation is to inspire the employees to work and fulfill the objectives of the organization. Until and unless the employees in the

organization are well motivated, it becomes harder for the organization to push them forward for the achievement of the objectives. The HR manager helps the various departmental managers to design a system of financial and non financial rewards to motivate the employees.

f. **Personnel Records:** The HR department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion, etc. It also preserves many other records relating to the behavior of personnel like absenteeism, labour turnover of the organization.

3. ADVISORY FUNCTIONS:

a. **Advice to Top Management:** For formulation of personnel programs, policies and procedures and maintaining good and harmonious human relations, the personnel manager advises the top management from time to time.

b. **Advise to Departmental Heads:** Personnel manager gives advice to the various departmental heads on matters of manpower planning, job analysis and design, recruitment and selection, placement, training, performance appraisal etc.



CHECK YOUR PROGRESS

Q1: What is meant by HRM?

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Q2: State two managerial functions of HRM.

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Q3: State two advisory functions of HRM.

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14.5 ROLE OF HR EXECUTIVES

An HR Executive performs all the basic functions relating to human resources starting from recruitment till separation in an organization. An HR executive is the key member in the HR department and plays a very important role in the organization. Some of the major roles played by the HR executives are stated below.

1. ***Recruitment:*** The following are some of the major roles played by HR executive in recruitment.

- Understanding the manpower requirement from the concerned department.
- Understanding the requirement and accordingly drafting a job description and getting it approved from the concerned department.
- Securing candidates that match the desired skills.
- Screening the candidates by conducting telephonic or personal interviews as the case may be.
- Arranging for an interview and coordinating with the person concerned.
- Communicating the employment status to the applied candidates.
- Maintaining and updating the database of the candidate.
- Doing a background verification of the shortlisted candidates.

2. ***Induction and On-boarding:*** The following are some of the major roles played by HR executive in Induction and On-board training programme.

- Giving offer letter and issuing appointment letter to the selected candidate.
- Communicating the policies, procedures and culture followed by the company.
- Introducing the new joinee to the team and supervisor or manager.
- HR policies and HR Manual:
- In the absence of any HR manual, drafting and preparing the same for the company.
- Making or amending the existing policies and procedures.

3. ***Attendance and Leave Records:*** The following are some of the major roles played by HR executive in keeping attendance and leave records.

- Keeping a track of the attendance of the employees.
- Feeling the leave forms and keeping a track of the leaves taken.
- Seeing to it that there is not much absenteeism on any given day.
- Seeing that every employee is regular and if there is any irregular employee, taking corrective and preventive measures.

4. ***Performance Management:*** The HR executive helps the appropriate authorities in doing the performance appraisal of the employees.
5. ***Employee Involvement:*** The following are some of the major roles where the HR executive are involved:

- Maintaining a record and track on employee turnover and exit rate.
- Taking necessary steps to engage and involve the staff to their work.
- Planning events or activities regularly and getting those approved by the senior management and implementing those.

6. ***Workforce Management:*** The following are some of the major roles played by HR executive in workforce management:

- Handling the staff properly so that people are satisfied with one another.
- Handling cross culture things.
- Monitoring that there is no groupism in the organization due to which dissatisfaction arises.

7. ***Conducting Exit Formalities:*** HR executive has a major role in conducting the exit formalities:

- Conducting exit interviews of the candidates those who are resigning.
- Trying to get proper feedback for the company and trying to take and implement corrective measures.
- Helping the person to be released properly.
- Issuing releasing letter and letter of experience.
- Doing all the official work for full and final settlement for the outgoing person.

8. ***Compensation and Benefits:*** The following are some of the major roles played by HR executive in compensation and benefits of the employees.

- Designing the salary structure for the employees.

- Helping employees save tax by advising them on tax benefits plans and other investment. Calculating the gratuity, handling PF accounts etc.

14.6 THE EMPLOYMENT FUNCTION

Employment function of the human resource management is concerned with the maintenance of an adequate apply of qualified employees / workers. It should ensure that the organisation has the right number of people and the right kind pod of people in right places and at the right time and they are doing the right things. The following activities are the integral parts of the employment function:

1. **Classification of Employees:** Employee classification is the process of assigning to each employee the title of the job which hw/she performs. The classification of each employee should be made on as highly on the basis of the objectives of the organisation. The basic policy of the management should be to classify its employees properly and to change each employee's classification whenever he is assigned a different job.
2. **Job grading:** In addition to the classification of employees, jobs in an organisation should be properly graded. Job grading can be defined as the process of comparing jobs inan organization to measure levels of responsibility, often used for deciding levels of pay. Job grading refers to the classification and analysis of the jobs which are performed in an organisation and to their relative levels. It is one of the methods of Job Evaluation. According to J. C. Denyer: "Job grading consists of a scientific study of all the jobs and then the placing of these jobs into broad categories called job grades."
3. **Job Analysis:** Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job analysis is a process where judgments are made about data collected on a job. The purpose of job Analasis is to establish and document the 'job relatedness' of employment procedures such as training, compensation, selection, and performance appraisal review. Job analysis is the foundation for both

job description and job specification. Job description is a broad statement of the purpose, duties and responsibilities of a job or position. A job description is based on a detailed job analysis and usually summarises the essential information gathered through job analysis. They describe the main tasks and responsibilities of the job clearly and concisely in order to facilitate the systematic comparison of jobs for evaluation purposes. Job specification includes stipulation of desired behaviour attributes at a job viz. skills requirement, knowledge of the job, behavioural and mental attributes required on a job. Hence job specification is a description of the qualifications necessary for a job, in terms of education, experience, and personal and physical characteristics.

14.7 RECRUITMENT AND SELECTION

In this section we will discuss the concept of recruitment and selection.First let us discuss about recruitment.

Recruitment is the process of identifying the prospective employees, stimulating and encouraging them to apply for a particular job or jobs in an organisation. It is a positive action as it involves inviting people to apply. The purpose is to have an inventory of eligible persons from amongst whom proper selection of the most suitable person can be made. Recruitment is essentially a process to discover and identify sources to obtain employees and to employ effective measures for contacting those employees, which will be forming an efficient workforce.

Flippo has defined recruitment as “a process of searching for prospective employees and stimu-lating and encouraging them to apply for jobs in an organisation”. According to Bergmann and Taylor “Recruitment is the process of locating, identifying, and attracting capable applicants”.

Recruitment is subject to influence of several factors. There are two sets of factors namely: Internal forces and External forces. They can be discussed as follows:

A. External Forces: The following are some of the external forces that influences recruitment

- **Unemployment Rate:** Recruitment can be influenced by unemployment rate. If the unemployment rate is high, the company's recruitment process becomes simpler. The number of unasked applicants is greater and the company gets better opportunities for attracting qualified applicants.
- **Labour market:** For the recruitment of middle-level management positions, supervisory positions or for non-managerial positions the labour market conditions in the local area are of primary importance.
- **Political - Legal:** Political - legal is one of the main factor that influence recruitment. The reservations of jobs for ST, SC, other backward class (OBC) etc are the political decisions. Preferences are given to the applicants coming from less-advantages section of the society.
- **Company's Image:** Another factor to influence recruitment is the company's image. If a company is a ***'Blue chip'*** company, it will attract a large number of applicants.

B. Internal Forces: The following are some of the internal forces that influences recruitment

- **Recruitment Policy:** One of the important internal forces of recruitment process is the recruitment policy. A firm can recruit internally or externally. Internal recruit means recruitment from own employees and external recruitment is the recruitment from outside the organization. Generally, an organization goes for internal recruitment, because the employees know the company well and is well adjusted to the company's culture. External recruitment helps in bringing new culture to the organization.
- **Size of the firm:** Size is again a factor that influences the recruitment process. The firm with more numbers of employees find it less troublesome to recruit than the firm with a fewer number of employees.
- **Growth and Expansion:** The firm showing growth and expansion will have more recruitments than the firm which are in its diminishing stage.

Sources of Recruitment: The sources of recruitment can be categorized as:

1. Internal Sources
2. External Sources

A. Internal sources: Internal sources of recruitment helps searching the applications for the vacant position from those who are already working in the organization. Internal sources include employee referrals, present employees, and previous employees.

a. Employee Referrals: Employee referral is one of the sources of internal recruitment. Here, the employees give reference of their friends or relatives who are eligible for the required post of the company. When the employees give successful referrals, they are paid with monetary incentives which are called “finders fees”.

b. Present Employees: Present employees are another internal source of recruitment. Promotion and transfer are two good source of recruitment. Promotion means shifting of employees to a higher level of position carrying higher responsibilities, facilities, salaries etc. Transfer is the change in job assignment. It may be a promotion or demotion or no change in terms of status, responsibilities, etc.

c. Previous Employees: By previous employees we mean the retired employees or the employees who left jobs for some reason etc. Some retired employees willing to come back and want to work on part time basis in the companies. The employees, who left the company for other job, might come back for higher salary package or compensations.

B. External sources: External sources of recruitment are the recruitment of potential applicants from outside the organization. The different types of external sources that we are going to discuss are advertisement, employment exchange, campus recruitment, consultants and e-recruiting.

a. Advertisement: Advertisement in the newspapers and other periodical magazines is one of the most important external sources of recruitment. The companies who are in search of employees, advertises in the newspaper about the job, job description, salary, qualification, etc.

b. Employment exchange: There is government as well as private employment exchange that provide jobs to the desiring candidates. The

main function of the exchange is to notify the vacancies before they are filled. The employment seeker get registered themselves with the employment exchanges.

c. **Campus recruitment:** Campus recruitment is the recruitment of the prospective employees by the companies. Companies have been using a variety of methods to employ and select personnel to work for them and campus recruitment is one of the newest methods used by most companies today. In campus recruitment, companies / corporate visit some of the most important technical and professional institutes, universities, colleges to hire young intelligent and smart students at source. In campus recruitment process, instead of the job seekers approaching employers, the employers come to the most suitable prospective candidate with a job offer.

d. **E-recruiting:** e-recruitment is also known as online recruitment. For e.g. Cisco Systems recruits employees only through e-recruiting. E-recruitment has many benefits like the candidate can apply online, reduced cost for traveling distances, administrative workload decreases etc.

Recruitment process: Recruitment process is the main and the first step towards creating the competitive strength and the strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. The following is the process of recruitment:

1. Identify vacancy
2. Prepare job description and person specification
3. Advertising the vacancy
4. Managing the response
5. Short-listing
6. Arrange interviews
7. Conducting interview and decision making

Selection is a process that comes into action immediate after So, by recruitment we mean the process of attracting the deserving candidates for a vacant post and by selection we mean choosing the right candidate from the prospective candidates who applied for that vacant post.

Let us now discuss about Selection. Selection is the process of selecting the eligible applicants out of the large number of applicants through different tests. Selection involves rejection of the unsuitable candidates.

The following are some of the definitions of selection:

According to Weihrich and Koontz, “Selecting a manger is choosing from among the candidates who best meets the position requirements”.

In the words of Dale Yoder, “Selection is the process in which candidates for employment are divided into two classes -those who are to be offered employment and those who are not.

Selection process has two aspects i.e. those who are offered with the job and those who will be rejected. Selection is the process of choosing the qualified and deserved candidate to fill specific jobs in the organisation. It needs to be go through a procedure so that right personnel can be selected. So, now we will be discussing the selection procedure.

The main steps in selection procedure are as follows:

1. Receipt of Application
2. Preliminary interview or screening
3. Application Blank or Application Form
4. Employment test
5. Interviewing
6. Reference Check
7. Medical examination
8. Selection

1. **Receipt of Applications:** in this step the applications are received from the candidates fro the vacant post.
2. **Preliminary interview or screening:** In many organisations, preliminary interview is done in order to choose right candidates. The preliminary interview is generally brief and its main aim is to eliminate the unsuitable candidates.

3. **Application Blank or Application Form:** The candidates who are chosen in the preliminary interview are given with an application blank or form where the data of the candidate is recorded. The application blank is a written record which contains the following information:

a. Identifying information such as name, age, sex, marital status, family background etc

b. Educational information which includes academic career, division obtained in various school and degree level examination etc

c. Information regarding experience such as details of previous job, job responsibilities, designations, salaries etc.

d. Information regarding extracurricular activities, hobbies etc.

4. **Employment test:** The employment test is used to measure the qualities and abilities of the prospective candidates. This test is used to draw conclusions about the future behaviour or performance of the candidate. The following are some of the employment tests which are used as a selection tool:

a. Intelligence test

b. Personality test

c. Aptitude test

5. **Interviewing:** After clearing the employment test, the candidates now have to face the next step in selection procedure. For selection of deserved candidate, interview is very important. The main objective of interviewing is

i) to measure the applicant against the specific requirement of the job

ii) to find out the suitability of the candidate

iii) to seek more information about the candidate.

6. **Reference Check:** Before the final selection, reference check is done of the prospective candidate. The candidate is asked to give the name and address of the former employer and also of two or three persons known to the candidate but not related to him.

7. **Medical examination:** After clearing the above step, the candidate is asked to go for medical examination. Medical examination is very important because a person with an ill health cannot do his

responsibilities efficiently and the money invested by the company on him will go waste. So, the medical examination is very important.

8. **Selection:** when a candidate overcomes all the above steps of selection procedure, he is then declared selected. The candidate is given with an appointment letter mentioning the terns of employment, salary, incentives, designation etc.



CHECK YOUR PROGRESS

Q 4: Define Recruitment

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Q 5: Define Selection.

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Q 6: What are the main steps in slection procedures?

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14.8 JOB EVALUATION

Job evaluation is a systematic method of appraising the value or worth of one job in relation to other jobs in organisations. It specifies the relative value of each job in an organisation. It basically serves the purpose of compensation procedures. There are different methods for job evaluation. Different organisations use different methods for evaluation of any particular job. The method to be followed for job evaluation depends to a large extent on the job analysis and job description. The methods provide essential information on which the job is related or evaluated. Any method of job evaluation involves comparison of one job against the one of others or by comparing them against a scale that has been developed for this purpose.

Major objectives of job evaluation is to establish logical & accurate relationship of each job to other jobs within organisation, to regulate the wage rate for each job in relation to other job in the organisation, to select employees accurately and train, promote or transfer them impartially, to encourage employee goodwill, strengthen morale and provide an incentive and to provide management with a basis for proper control.

The following are the methods of job evaluation:

1. **Ranking Method:** Under this method each job is given a rank. The ranking is done in the order of importance of each job. A list, beginning with the most important job and ending with the least important, is then prepared, and the importance of each job is determined .This method is suitable for small organisation, where jobs are few.
2. **Factor Comparison Method:** In this type of procedure, the jobs are ranked in the following way: Common key elements of different jobs are selected. These selected key elements are weighted and ranked. A monetary value is assigned to each element of all jobs. Then these monetary values of individual jobs are weighted. Then total value of each job is available. The major benefits if this methods are that it is more accurate and systematic as compared to simple ranking method. Different jobs also can be rated on the basis of common factors. The drawbacks of this method comprise that it is complicated, not easily explainable and expensive. Application of weightage and monetary values may involve bias of rankers. It is difficult to install hence not used extensively.
3. **Point Rating Method:** In this method, each job is appraised separately, considering each of the job factors such as skill, effort, responsibility and working conditions and combining them into a single point score for each job. Main advantages are that it is analytical in its approach, it gives a quantitative value for each job. Basis and guidelines of valuation are standardized and codified in a user manual. Disadvantages include, manual used for rating the jobs needs periodical revision and update. It is difficult for application and unintelligible for workers.

4. **Classification Method:** We have already discussed about the job classification or job grading method in the previous section i.e section 14.4.

14.9 TRAINING

Meaning of Training:

After recruiting and placing the employees in the right place the next step is to train and develop the Human Resource collected recently. Training is an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.

It is vital part of every employee and manager. Many authors have defined training as follows:

According to Jack Halloran, "Training is the process of transmitting and receiving information related to problem solving.

According to Mathis and Jackson, "Training is a learning process whereby people learn skills, concept, attitudes and knowledge to aid in the achievement of goals.

However training must be imparted to employees for the following benefits to organizations :

1. **Easy performance:** Training makes an employee learn to perform the job in an effective way. Without wasting much time, through training they acquire the required skills and knowledge to do particular jobs quickly.
2. **Increased productivity:** An employee gets an opportunity to update the skill through training, which results in better performance of a particular job. An increase in skill helps increase in both quantity and quality of output.
3. **Standardisation of procedure:** With the help of training, the best possible methods of performing the work can be standardized and taught to all the employees. Employees therefore can work systematically and will make less mistakes, when they will possess a better understanding of their jobs.

4. **Less supervision:** Training to employees reduces constant supervision, as the employees become skillful to perform their respective jobs.
5. **Confidence building:** When the employees are able to perform better by undergoing training, then confidence level becomes higher. Higher confidence boosts up their morale, resulting in organizational efficiencies.
6. **Less wastage:** Wastage of any kind will be less if the trained personnel perform their jobs. Also the rate of accidents and damages to machineries will be low, which will be low, which will lead to less cost of production.
7. **Goodwill:** Training enables the employees to perform better resulting in increased productivity which directly makes an organisation grow and goodwill is built.

Different methods of training have been used and any one method or a combination of any two or more of these can be used depending upon the training requirements and level of people to be trained..

All the training methods can be broadly classified as:

A. On the job training methods
B. Off the job training methods

A. ***On the job training methods:*** Under this method the principle of learning by doing is used. These methods are described as:

1. ***On the job training:*** A newly appointed employee is instructed how to perform his work. It tries to develop the skills and habits practiced in the organisation. All the new employees are helped by giving instruction by skilled trainers. A large number of training aids and techniques are used such as procedure charts, lecture manuals, sample problems, demonstrations etc.
2. ***Training centre training:*** A training centre is arranged near the main office of the organisation where all equipments and identical machines used in the factory are kept. The theoretical training is given in the classroom while practical work is conducted on the production line. This type of training is given to the lower level workers.

3. ***Simulation:*** It is an extension of training centre training. The trainee works in closely duplicated real job conditions. Here an attempt is made to safeguard the valuable materials during the training period.
4. ***Demonstrations and Examples:*** In this method, the trainee shows how to do a certain work through demonstration. Step by step all activities are described by the supervisor. The demonstrations are often used in combination with lectures, pictures, text manual, discussions etc. The principles and theory of the job is taught by some other methods.
5. ***Apprenticeship:*** An apprentice is given a programme of assignments according to a predetermined schedule which provides for efficient training in trade skills. The period of apprenticeship is determined considering the nature of job and its performance.

B. Off the Job Training or Class Room Methods: Training on the job is not a part of everyday activity. Under this method, the location of training centre may be a company classroom, and outside place owned by the organisation, an educational institution or association which is not part of the company office. Under this method employees are not attending their regular works. They are allowed to attend the training centre for specific period. The methods of training here as follows:

1. **Lectures:** The employers organise lectures with the help of an instructor on specific topics. This method is very much fruitful when all the theoretical problems, concept and behavioral attitudes have to be discussed. The lectures are supplemented with discussions, film shows, case studies, role playing, video audio, etc. The different topics relating to job performance are discussed which require active participation of the trainee.
2. **The conferences and seminars:** The different organisations hold conferences and seminars on specific issues. On some occasions the employees associations arrange some conference with the permission of the employer. All these issues relating to the job performance are discussed and try to solve long standing issues. This method is ideally suited for analyzing problems and issues and

examining them from different view points. It helps in developing conceptual knowledge, reducing dogmatism and modify attitudes. In case of seminar, employees learn through discussion of a paper on a selected subjected. The papers are distributed in advance to the trainees. All queries are answered by the experts. This helps the trainees to acquire knowledge on the subject.

3. **Case studies or case discussions:** In this method a real (or hypothetical) business problems or situation demanding solution is presented to the group and they are to identify the problems present in the case. They are to suggest various alternatives for solving the given problem. The trainer guides the discussion and the process process ensures that no relevant aspect is left out of discussion and adequate time is spent on each aspect. This method promotes analytical thinking and problem solving ability.
4. **Role playing:** This method is also called 'Role Reversal', 'social drama' or psycho-drama'. Under this method trainees are given some role as they would in a stage play. There are not written lines to be said and naturally, no rehearsals. The role players have to respond to the situation that is ever changing and to react to it as they would in the real situation. It is a method of human interaction which involves realistic behavior in an imaginary or hypothetical situation. Role playing mainly refers to the employee-employer relationships, hiring, firing , discussing a grievance problem, conducting a post appraisal interview or a salesman making presentation to a customer. This method is also applicable in case of management training.
5. **Program Instruction:** This method requires two essential elements as

a. A step by step series of bits of knowledge, each building upon what has gone before, and
b. A mechanism for presenting the series and checking on the trainees knowledge. The questions are asked in proper sequence and indication given quickly whether the answers are correct or incorrect.

This programme may be carried out with a book, a manual or a teaching mechanism. It helps in the teaching of mathematics, physics etc.

14.10 MOTIVATION

The term 'motivation' is derived from the Latin word 'mover' which means to move and represent the force that moves people, and causes them to act. So, motivation can be defined as a process of channelling a person's inner drive so that he wants to accomplish the goals of the organisation. Motivation is a behavioural concept by which we try to understand why people behave as they do. A human being is an organic and not a mechanical system. He or she is a self-activated person. The force of motivation lies within our mind. It is dynamic force, setting a person into motion or action.

In this context, we can discuss some of the definitions of motivation given by management experts. Robert Dubin has defined motivation as "The complex of forces starting and keeping a person at work in an organisation" Moreover, Dalton E. Mc Farland said "The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impel him to act or not to act in certain ways." On the other hand, Koontz and O' Donnell define motivation as "Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces". According to Edwin Flippo "Motivation is the process of attempting to influence others to do your will through the possibility of gain reward"

Out of the above discussion, it can be understood that motivation is highly individualistic. It is the essence of human behaviour. Motivation consists of three parts.

They are :

a) Motives *i.e.* need ideas, emotions or organic state

b) Motivating factors and

c) Attainment of objectives. In an organisation motivation implies a planned management process, which stimulates people to work to the best of

their capabilities for the relation of the common goals of the enterprise.

Motivation is an important function of management. All managers should induce their employees on the job to extract performance by motivating them. Below, we discuss some important aspects of motivation.

i) Utilisation of human resource
ii) Use of material resources
iii) Willingness for work
iv) Good labour relations
v) Develops cooperation
vi) Improve skill and knowledge
vii) Boosts Morale
viii) Facilitates change
ix) Sense of belongingness
x) Achieve organisational objectives

Motivation is a huge field of study. There are many theories of motivation. Some of the famous motivation theories include the following:

1. Maslow's hierarchy of needs: Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs:

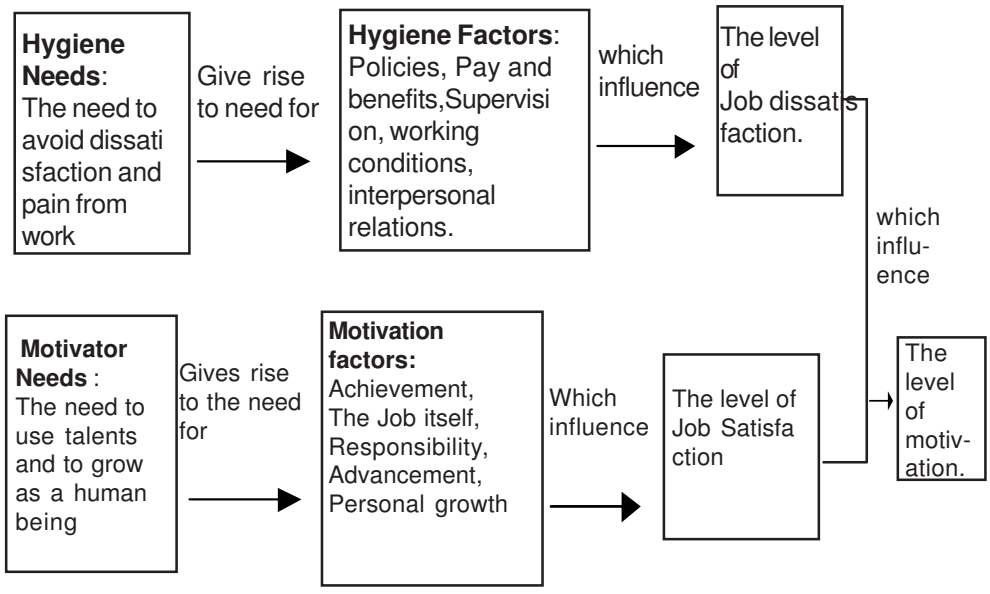
- Physiological: Physical survival necessities such as food, water, and shelter.
- Safety: Protection from threats, deprivation, and other dangers.
- Social (belongingness and love): The need for association, affiliation, friendship, and so on.
- Self-esteem: The need for respect and recognition.
- Self-actualization: The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need to which a human being can aspire.



The employer will have to understand the specific need of every individual in the team and accordingly work to help fulfil their needs.

2. **Herzberg's two factor theory:** Herzberg classified the needs into two broad categories namely hygiene factors and motivating factors.

Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee's motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.



Motivational Factors: These factors are mostly related to the job itself. The availability of these factors create a highly motivating situation. On the other hand, absence of these factors does not cause dissatisfaction. According to Herzberg, there are mainly six motivational factors, such as Achievement, Recognition, Advancement, possibility of growth and responsibility. Motivational factors are the primary cause of job satisfaction. The employer can increase the performance of employees by providing these factors. These factors differ from individual to individual.

Hygiene or Maintenance factors: Hygiene factors are mostly related to environment outside the job. Though, the availability of hygiene factors do not significantly motivate the employees, yet the absence of these factors cause serious dissatisfaction. These factors are necessary to maintain a reasonable level of satisfaction among the employees. According to Herzberg, various hygiene factors are company policies, and administration, supervision, interpersonal relationships, salary, job security working conditions, job status, personal life etc.

3. **McClelland's theory of needs:** McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

The three motivators are:

- **Achievement**: a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.
- **Affiliation**: a need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.
- **Power**: a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority

and tend to be more concerned about their level of influence than about effective work performance.

4. **Vroom's theory of expectancy:** Victor Vroom stated that people will be highly productive and motivated if two conditions are met: 1) people believe it is likely that their efforts will lead to successful results and 2) those people also believe they will be rewarded for their success.

People will be motivated to exert a high level of effort when they believe there are relationships between the efforts they put forth, the performance they achieve, and the outcomes/ rewards they receive.

5. **McGregor's theory X and theory Y:** Douglas McGregor formulated two distinct views of human being based on participation of workers. The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist. Based on their nature they need to be managed accordingly.

- **Theory X**: The traditional view of the work force holds that workers are inherently lazy, self-centred, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.
- **Theory Y**: This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.



CHECK YOUR PROGRESS

Q.7: Define 'Training'

.....

Q.8 : Write any two benefits of training to an organisation

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Q9: What is Vroom's Expectancy Theory

.....



14.11 LET US SUM UP

- Human resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished.
- The major functions of Human Resource Management are broadly divided into three categories:managerial functions, opertaive functions and advisory functions.
- Some of the major roles played by the HR executives are: Recruitment, Induction and On-boarding, Attendance and Leave Records, Performance Management, Employee Involvement, Workforce Management, Conducting Exit Formalities and Compensation and Benefits.

Recruitment is the process of identifying the prospective employees, stimulating and encouraging them to apply for a particular job or jobs in an organisation.

- Recruitment is subject to influence of several factors. There are two sets of factors namely: Internal forces and External forces.

The sources of recruitment can be categorized as:

1. Internal Sources
2. External Sources

- The steps in the process of recruitment are : Identify vacancy, Prepare job description and person specification, Advertising the vacancy, Managing the response, Short-listing, Arrange interviews and Conducting interview & decision making.
- Job evaluation is a systematic method of appraising the value or worth of one job in relation to other jobs in organisations. It specifies the relative value of each job in an organisation.
- The methods of job evaluation: **Ranking Method, Factor Comparison Method, Point Rating Method and Classification Method.**
- **Training** is the process of transmitting and receiving information related to problem solving.

- All the training methods can be broadly classified as: On the job training methods and Off the job training method.
- Motivation is the process of attempting to influence others to do your will through the possibility of gain reward.There are many theories of motivation: Maslow's hierarchy of needs,Herzberg's two factor theory, McClelland's theory of needs, Vroom's theory of expectancy and McGregor's theory X and theory Y.



14.12 FURTHER READING

1. S.S. Khanka (2007), *'Human Resource Management: Text and Cases'*, 1st Edition, S. Chand and Company Ltd, New Delhi.
2. K. Aswathappa (2013), *'Human Resource Management: Text and Cases'*, 7th Edition, McGraw Hill Education (India) Private Limited.
3. K. Aswathappa (2005), *'Human Resource and Personnel Management'*, 4th Edition, Tata McGraw Hill Education.



14.13 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q. No. 1: Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished.

Ans to Q. No. 2: Two managerial functions of HRM are: a. Planning and b. Organizing

Ans to Q. No. 3: The advisory functions of HRM are: a. Advice to Top Management b. Advice to Departmental Heads

Ans to Q. No. 4 : Recritment is the process of searching for prospective employees and strimulating them to apply for jobs in the organisation.

Ans to Q. No. 5: Selection is the process of selecting the eligible applicants out of the large number of applicants through different tests.

Ans to Q. No. 6: (a) Reciept of Application (b) Screeing (c) Application form (d) Employment test (e) Intervieweing (f) Reference

check (g) Medical examination (h) Selection.

Ans to Q. No. 7: Training is the process whereby people learn job related knowledge, skills, attitudes for acheivement of goals.

Ans to Q. No. 8:

(i) Easy performance: Training makes an employee learn to perform the job in an effective way.

(ii) Increased productivity: An employee gets an opportunity to update the skill through training, which results in better performance of a particular job.

Ans to Q. No. 9: According to Vroom's Expectancy Theory, motivation is a product of the anticipated worth to a person of an action and the perceived probability that a person's goals would be achieved.



14.14 MODEL QUESTIONS

Q 1 : Discuss the Concept and objectives of Human Resource Management

Q 2: Explain the different functions of HRM

Q 3: Define Recruitment

Q 4: Define Selection.

Q 5: Explian the steps in selection process

Q 6: discuss the role of HR Manager

Q 7: Write a short note on the employment function

Q 8: Define Job Evaluation,

Q 9: Write the importance of Training

Q 10: What is Motivation?

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