OVERVIEW OF HUMAN RESOURCE DEVELOPMENT

NATURE, FEATURES AND GOALS

Unit Structure

1.0 OBJECTIVES

1) To enhance student's understanding of the concept of HRD.

2) To acquaint them with the Nature Features and Goals of

3) To enable students to understand the impact of Globalization on HRD.

1.1 INTRODUCTION

Today, the concept of Human resource development (HRD) is considered seriously by most of the medium and large scale industrial and business organizations; to keep them self competent and forward in the competitive market. In the present context, in the wake of rapid technological changes, in the liberalized era, employees are perceived as important "Assets or resources" in the organization and there is an increasing awareness that employees too undergo value addition that, they are important in giving quality of products and better customer services.

Hence, there is a paradigm shift from purely a labour point of view, to a resource point of view. The current situation has given a very much nedded perspective for the widespread promotion of the "HRD concept".

Human resource Development aims at the promotion of all well being of individuals, families and societies. It deals with creating conditions that enable people to get the best out of themselves and their lives.

1.2 MEANING AND DEFINITIONS OF HUMAN RESOURCE

The term human resource refers to knowledge, skills, creative abilities, talents, aptitudes, values and beliefs of an organization's work force. But these resources must be properly utilized and at the same time improved according to the changes in requirements of the groups, organization, and society at large, This source should also be developed according to the needs of the industry. This is the essence of human resource development.

Human Resource Development is the process of improving, moulding and changing the skills, knowledge, creative ability, aptitudes, attitudes, values, commitment etc. based on present and future job and organizational requirements. HRD is mainly concerned with developing the skill, knowledge and competencies of people and it is people – oriented concept. When we call it as a people-oriented concept, the question of people be developed in the larger or national context or in the smaller organizational context. Is it different at the macro and micro level? HRD can be applied both for the national level and for organizational level.

Human Resource development is a continuous on -going process which deals with training of personnel, self - development, performance appraisal and various personnel functions. Human Resource development in the context of an organization refers to the improvement in the capacities and capabilities of the personnel in relation to the needs of the organization. It involves the creation of a climate in which the flower of human knowledge, skill, capabilities and creativity can bloom. HRD involves the use of process through which the personnel in an organization are prepared to give their best for corporate objectives and achieve optimum effectiveness in the job roles.

In institutional terms, HRD involves the setting up of system through which human capabilities and potential can be identified and tapped to the mutual satisfaction of the individual and the organizations. The HRD department plays an important role at the organization level. In short, HRD is concerned with development of human resource.

In the national context, HRD is a process by which the people in various groups (age groups, regional groups, socio -economicgroups, community groups, etc.) are helped to acquire new competencies continuously so as to make them more and more self - reliant and simultaneously develop a sense of pride in their country.

1.2 Definitions of Human Resource Development: -

According to American society for Training and Development
(ASTD), "HRD is the integrated use of: -
a) training and development
b) organizational development
c) career development to improve individual, group and organizational
    effect~veness".

Adler defines HRD as "organized learning experiences in a definite time period to increase the possibility of improving job performance and growth."

Leonard Nadler defines HRD as "those learning experiences which are organized for a specific time, and designed to bring about the possibility of behavioural change."

HRD has also been defined as the process of accomplishing organizational objectives by acquiring, retaining, terminating, developing and properly using the human resources in an organization.

T.Venkateshwara Rao defines HRD in the organizational context as "a process by which the employees of an organization are helped in a continuous planned way to: -

a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

b) develop their general capabilities as individuals and discover and exploit their own **inner** potentials for their own and /or organizational development purposes.

c) develop on organizational culture in which superior-subordinate relationships, team work and collaboration among subunits are strong and contribute to the professional well-being, motivation and pride of employees.

Check your progress: - I

1) Explain the meaning of the term HRD.

2) Define Human Resource Development.

1.3 NATURE *I* FEATURES *I* CHARAC'TERISTICS OF HUMAN RESOURC DEVELOPMENT

1)   **Learning /Training:** -The core of HRD is learning. There are ' many other human Resource development areas in the organization, but uniqueness of HRD is its use of learning to attain individual and organizational objectives. Employees can learn a great deal through training programmes.

2)   **Career development:** - HRD focuses attention on the career development of individual employees. Employees are encouraged to pursue career development through various training programmes. Such career developments will not only help the employee concerned but also the organization to become dynamic and growth oriented.

3)   **Upgrading manpower:** - HRD is basically concerned with the upgrading of manpower working in an organization. This leads to improvement in the individual performance of an employee and also corresponding improvement in the organizational performance.

4) **Organizational development:** - HRD also focuses on organizational development which is basically a long-term approach meant to elevate the organization to a higher level of functioning by improving the performance and satisfaction of its members. This area focuses attention on better communication and relations throughout the organization. The organization development experts help individuals and groups to solve any problems in respect of absenteeism. internal conflicts, low productivity or resistance to change.

5) **Team Spirit:** - HRD plays an important role in developing team spirit and co - operation. It emphasizes on integration of different departments and various levels of management in a co-ordinated action.

6) **Integrated use of sub - system:-** HRD system involves the integrated use of subsystem such as training and development, career development, organizational development, performance appraisal, potential appraisal etc. In other words, emphasis needs to be placed in all possible areas so that individual, group and organizational efficiency is enhanced.

7) **Employee welfare:** - The organization attempts to provide possible welfare measures to the employees. These measures include recreation facilities, educational allowances, medical insurance etc. Adequate and timely provision of welfare facilities motivate the employee in order to achieve organizational objectives.

8) **Multidisciplinary approach:** - HRD is dynamic, multidiscipline and evolving field that draws upon education, management science, psychology, communication, economics, organization behaviour, philosophy and sociology etc. HRD aims to improve individual, group and organizational effectiveness in all possible areas. Therefore, it involves the uses of various disciplines of social sciences.

9) **Continuous in nature:** - HRD is not a one - time affair. It is a continuous process. Organizations have to change due to the changes in the environment. Organizations will be in a position to change only when the individuals and groups in the organization recognize change and adjust their behaviour and activities as per the changing environment

10) **Potential appraisal:** - Through HRD, the potential of every employee, is assessed periodically. The superior can judge the potential of his subordinates through interviews, observations or by delegating authority, or by transfers, promotions and job rotation. Aproper potential appraisal assists in development planning as well as for proper placement.

11) **Key element in coping with problems:** - Economic, technological and social trends have created acute problems for business and industry. Asa result, management have focused attention on HRD as a key element coping with these problems. This is because such

problems can be solved with the help of creative efforts and competencies of human resources.

12) **Long term benefits** :- HRD programmes are so designed as to generate long-term benefits not only to the individual employees concerned but also to the organization as a whole.

13) **Performance improvement** : - HRD programmes aim at improving the performance of the employees. Through performance appraisal programme, the organization can find out the strengths and weaknesses of the employees. The employees are given proper feedback of their performance. Thus, the employees would make efforts to improve their performance In short, HRD is concerned with employees, both as individuals and as a group in attaining goals. It is concerned with the development of human resources i.e. knowledge, capability, skill, potentialities and attaining and maintaining employee - goals including job satisfaction.

HRD is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals. HRD covers employees at all levels and belonging to all categories. It applies to the employees in all types of organization in the world. It helps organization attaining maximum profit and productivity and individuals achieving job satisfaction. It is concerned mostly with managing human resources at work. HRD manager secures cooperation from all employees in order to achieve predetermined goals. HRD is the central subsystem of an organization and it permeates all types of functional management viz. production management, marketing management and financial management. HRD utilizes techniques like performance appraisal, training, management development, counselli~gw, orker's participation etc.

Check your progress: -

1)   Explain the characteristics of HRD.

1.4   PRINCIPLES   OF   HUMAN   RESOURCE DEVELOPMENT

Many academicians have identified the principles of HRD system in the organization. Some of them are described below -

a)   HRD system should help the company to increase enabling capabilities that include development of human resources in all aspects such as organizational health, improvements in problem solving capabilities, diagnostic skills and capabilities to support all the other systems in the company.

b)   It should help individuals to recognize their potential and help them to contribute their best towards the various organizational roles they are expected to perform.

c) It should maximize individual autonomy through increased responsibility. It should facilitate decentralization through delegation and shared responsibility.

d) It should facilitate participative decision- making

e) It should attempt to balance the current organizational culture with changing culture.

f) There should be balance between differentiation and integration.

g) There should be a balance between specializations of the function with its diffusion into the others.

h) HRD system should ensure responsibility for the function.

i) It should build upon feedback and reinforcement mechanisms.

j) It should maintain a balance between quantification and qualitative decisions.

k) There should be a balance between external and internal help.

l) It should plan the evolution of the function,

m) There should be a continuous review and renewal of the function.

Check your progress: -

1) Describe the principles of HRD system.

1.5 GOALS/OBJECTIVES OF HUMAN RESOURCE DEVELOPMENT

There are some universal goals towards which all HRD effortsshould aim to achieve. At the national level, HRD aims at ensuring that people in the country live longer, live happily, free of disease and hunger, have sufficient skill base to earn their livelihood and well-being. At the organizational level, the goals of HRD is normally to have competent, mmrnitted and motivated employees to ensure higher levels of productivity, profitability and growth of the organization. (Rao T.V. 1995). At the individual level, these goals may include developing capabilities for ensuring a happy and healthy living, which include a good education or skill base, good income, self-respect, security, status and recognition in the society, good family and a sense of belongingness to a group, society or organization.

In a nutshell, the goals can be clubbed as under: -

a) Develop the individual to realize his potential as an individual to the maximum extent.

b) Develop the individual's capabilities to perform his present job better.

c) Develop the capabilities to handle future likely roles.

d) Develop and maintain a high motivation level of employees.

e) Strengthen team spirit among different teams.

f) Strengthen superior- subordinate relationships.

g) Promote inter-team collaboration.

h) Promote climate development and organizational health development.

The most important and common objective of HRD at all levels is competence (capacity) building for a healthy and happy living. The strategic process intervention required for achieving HRD goals include: using NGOs, decentralization, mobilization of resources and co – ordination and professionalism of governments.

1.6 ROLES AND FUNCTIONS OF HUMAN RESOURCE

Development

The new environment has thrown many challenges and opportunities to industry. The opportunities are for new ventures. The HRD staffs have a key role to play in this direction. The first and foremost role is continuous education of employees about the challenges and changes in the country. The second is in terms of educating employees about the company. The third is to assess and keep re-assessing the core competencies required by the corporation at different levels with the changing environment. The fourth is to plan and implement strategies to develop new competencies at all levels. The fifth is to review, revamp and rejuvenate the existing people management systems, and the HRD manager has a significant role to play.

Major HRD Roles and their primary functions: -

A) **Administrator** - provides co-ordination logistics and support services for the delivery of HRD programs and services

B) **Coach** - gives guidance and vision to management and employees in the application of HRD concepts and iniatives.

C) **Contractor/sourcing Specialist Evaluator** - Partness with external providers of training and development to supplement or substitute for internal HRD resources.

D) **Evaluator** - Identifies the impact of an intervention on individual, group or organizational effectiveness.

E) **HRD manager** - Plans, staffs, lead and support the work of the HRDfunction and links that work with the total organization.

F) **Career Development Advisor:** - Helps individuals assess personal competencies, values and goals and identify, plan, and implement career and personal development actions.

G) Instructor/facilitator - Presents information, directs structured learning experiences and manages group discussions and group process.

H) Marketer - Markets and contracts for HRD perspectives, programs and services.

I) Materials Designer - Produces written, visual or electronically mediated instructional materials.

J) Organization change Agent - influences and supports change in organization behaviour and structure.

K) Performance consultant (Needs Analyst) - identifies gaps between ideal and actual performance conditions and determines causes of discrepancies.

L) Program Designer - prepares objectives, defines content and selects and sequences activities for a specific intervention.

M) Researcher - identifies, develops or tests new information (e.g. theories, research, concepts, technology,hardware) and translates the information into its implications for improved individual, group or organizational performance.

The functions of HRD can be broadly classified into 3 categories viz.

1) Managerial functions

2) Operativefunction

3) Advisoryfunctions.

1) Managerial functions: - It involves (i) planning ii) organizing, iii) directing and iv) controlling.

  i) Planning:- According to the ultimategoals, the HRD plans fordayto day activities as well as long- term programmes. HRD involves planning of human resources, requirements, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behaviour of employee and their impact on organization.

  ii) Organizing:- An organization is a means to an end. It is necessary to carry out determined course of action. HRD maintains the relationship between the specialized departments and the general department and gives them advice.

  iii) Directing:- To execute the plan HRD motivates commands, leads and activates people. Through proper direction, it is possible to secure willing and effective cooperation of employees. Sound industrial and human relations can be built through proper instructions.

iv) **Controlling:-** It means to verify the performances whether they are in accordance with the plans and directions. if in this process, any deviation is located, then correcting those errors is also done immediately. Controlling is done by auditing training programmes, analyzing labour turnover records, directing morale, surveys, conducting separate interviews etc.

2) **Operative functions**: - Giving job is the first function of HRM. For this, thedevelopment has to go for job analysis, human resource planning, recruitment selection, placement, induction and internal mobility.

   A) **Employment** - creating jobs and recruiting people to those jobs is the first function: -

      a) Job analysis: This involves studying and collecting information relating to the operations and responsibilities of a specific job.

   B) **Human Resource Planning**: - It is a process for determination and assuring that the organization will have an adequate number of qualified persons available at proper time, performing jobs which would meet the requirements of the organization and which canalso give satisfaction to individuals

   C) **Recruitment:** - it is the process of searching for prospective employees and stimulating them to apply forjobs in an organization.

   D) **Selection-** Arranging for inferviews for selecting right kind of employees.

   E) **Placement:** - Placing the selected candidate in suitable job positions.

Training- Inducing and orienting the new candidates to the atmosphere of the organization and developing proper attitudes among them.

Human Resource Development: - This is the process of improving, moulding and changing the skills, knowledge, creative abilityaptitude, values, attitude, commitment etc. based on present and future job and organizational requirements.

C) **Determing salaries, wages or benefits etc:** - This process involves job evaluation, wage and salarysurvey and determining wage structure.

D) **Human relations:** -Practicing various human resource policies and programmes like employment development and compensation, and interaction among employees creates a sense of relationship between the individual worker and management, among workers, trade unions and management.

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E) **Effectiveness of Human resource management:** -This can be measured by means of organizational health and human resource auditing.

3) **Advisory functions:** - Human resource manager has specialized education and training in managing humar: relations. He is an expert in his area and so can give valuable advice on matters relating to human resources of the organization. He offers his advice to : - a) Top management in formulation and evaluation of personnel programmes, policies and procedures, achieving and maintaing good human relations and high employee morale; b) Departmental heads on matters such as manpower planning, job analysis and design, recruitment and selection placement, training, performance appraisals etc.

Check your progress: -

1) Discuss the roles and functions of Human Resource Development (HRD).

1.7 SUMMARY

Human Resource Development is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals. It is concerned with the development of human resources i.e. knowledge, capability, skills, potentialities and attaining and maintaining employee - goals including job satisfaction. HRD is a continuous and never-ending process. It is concerned mostly with managing human resources at work. It helps organization, attaining maximum profit and productivity and individuals achieving job satisfaction. HRD plays significant role in making the human resources vital, useful and purposeful. HRD assumes significance in view of the fast changing organizational environment and need of the organization to adopt new techniques in order to respond to the environmental changes.

1) Human Resource: - the total sum of all skills, abilities, knowledge possessed by people.

2) Human Resource management: -a process of handling people.

3) Human Resource Development: - a process of enhancing the level of human beings.

4) Counseling: -Advising

5) Development: - It represents activities that prepare an employee for future challenges and responsibilities.

6) Productivity: -the quantity or volume of the major product or service that an organization provides.

7) Job satisfaction: - Favourableness, unfavourableness with which employees view their job.

1 .8 QUESTION

Q.l Define Human Resource Development. Explain its characteristics *I* features.

Q.2 Elaborate on the need and scope of HRD.

Q.3 Discuss the roles and functions of HRD.

Q.4 Explain the goals and significance of HRD.

Q.5 Discuss the problems of HRD in India.

1 .9 SUGGESTED READINGS

1) P. Subba Rao-"Essentials otHuman ~esource'mana~emeanntd Industrial Relations." Himalaya Publishing House, 2002.

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3) Gary Dessler - "Human Resqurce Management"

4) Stephen R. Robbins -"Organizational Behaviour"

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NEED, SCOPE AND FUNCTIONS OF HRD

Unit Structure

2.0 Objectives

2.1 Need for HRD

2.2 Scope for HRD

2.3 Roles and functions of Human Resource Development

2.4 Significance / Importance of Human Resource Development

2.5 Problems of Human Resource Development in India

2.6 Impact of Globalization on Human Resource Development

2.7 New Directions in HRD

2.8 Questions

2.9 References

2.0 OBJECTIVES

- To acquaint the students with the scope of the HRD
- To understand the functions of the HRD
- To understand the problems of the HRD
- To help the learners to analyze the need of HRD in the context of Globalization

2.1 NEED FOR HRD

HRD is needed by any organization that wants to be dynamic and growth oriented or to succeed in a fast changing environment. Organizations can become dynamic and grow only through the efforts and competencies of their human resource personnel. Policies can keep the **morale** and motivation of employees high, but these efforts are not enough to make the organization dynamicand take it to new directions.

Employee capabilities must continuously be acquired, sharpened and used. For this purpose, an enabling organizational culture is essential when employees use their initiative, take risks, experiment, innovate and make things happen the organization may be said to have an enabling culture. This trend goes a long way in the context of changing scenario of global competition, advances in technology and open economic environment.

Hence, HRD is needed for the following important purposes: -

a) **To update the quality of manpower:** - HRD activities are needed for updating the quality of manpower as per the growing and changing needs of an enterprise. This avoids managerial obsolescence; the vacancies at higher levels can be filled in internally due to HRD programmer as they provide training and opportunities of self-development to employees working at lowest levels.

b) **To meet future manpower needs :** - HRD is needed to meet the future manpower needs of the organization. Executives, managers, supervisors leave the job or retire due to age factor. Competent juniors must take their positio~sH. RD is needed in order to keep ready a team of competent managers as a second line of defence.

c) **To fill vacuum at higher levels :**- A vacuum at top and middle levels of management is likely because a large number of old guards are likely to retire soon. Therefore, to fill such position, there is an immediate need for trained managerial personnel.

d) **To satisfy the demand of self- development of employees:**- HRD is needed in order to meet the needs of the employees with regard to self-development and career development aspirations. Employee demand, training facilities, refresher courses, promotions and transfers, career guidance etc. for their self-development. HRD programmes are needed to fulfill self -development and career development of employees.

e) **To face market condition:**- The market conditions have changed considerably during the past few years due to intense competitions. To face these competitions, employees need to be well - trained.

f) **To develop strength for survival: -** HRD programmers are necessary for survival in the present competitive marketing environment. An enterprise can face market competition only by improving quality, reducing costs and avoiding wastage.All this is possible through HRD.

g) **To face challenges of technological changes:**- Technological changes are taking place rapidly in every area of business. HRD programmes are needed in order to absorb technological changes taking place with speed. In fact, introduction of new technological, computers, automation etc. will be possible only when training is provided to the manpower.

h) **To utilize production capacity fully:**- HRD is needed in order to use the available production capacity to the optimum level. It provides skilled manpower for this purpose.

i) **To facilitate expansion and diversification:**- HRD activities are needed to meet the manpower requirements resulting from expansion and diversification programs undertaken at the enterprise level.

Attention should be given to HRD much before the introduction of expansion *I* diversification program.

j) **To create stable labour force:-** HRD programs are needed in order to create stable, efficient, skilled and matured manpower required by an enterprise for the present and future period.

k) **To make optimum use of national resource:-** HRD makes an attempt to avoid all kind of lop sided developments shortfalls in performance and waste of national resources. Therefore, it is necessary to conduct HRD program not only at organization level, but also at government levels throughout the country.

l) **To meet challenges of industrial development:-** Industrial development on modern lines has created a problem of inadequate trained personnel at all levels in business undertakings. HRD, thus bridges the gap of adequate knowledge and skills.

m) **To control labour costs:-** HRD ensures control of labour costs by avoiding both shortage and surplus of manpower in the organization. Through effective human resource planning, the organization can identify manpower requirements. If there is a shortage of manpower, then adequate and timely measures are taken to recruit employees. Again, if there is surplus manpower, timely measures can be taken to replace or terminate the surplus manpower.

Check your progress:-

1) Discuss the need for HRD.

2.2 SCOPE OF HRD

The scope of HRD is very wide and unlimited. At the individual level, when individuals are given recognition for their abilities, they are further motivated to work and do their best. They are given opportunities to discover their talents and develop them. They are also given freedom to make decisions in their own fields. The individual gains confidence develop interest to do well and thus contributes to overall development and maximum production.

At the organizational level, the organization is maximum benefited since the human resources are tapped, exploited and trained for further use. Long-term and short- term goals can be fulfilled by proper planning and utilization of human talents.

At the social level, various job opportunities can be created and new skills can be invited.

Lastly at national level, HRD can be most effective. While calculating the national income and economic growth, the prospective HRD concept examines the individual's potentialities, their attitudes, aspirations, skills, knowledge etc. and establish a concrete base for economic planning.

HRD can contribute to build nation by concentrating on development, setting challenging goals, creating a nurturing and empowering social and political environment. HRD can algo contribute to **1d0%** literacy in our country. Professional education instead of degree -oriented education and by linking education with employment, nation's many problems can be solved. It can also be done by developing HRD approach at macrolevel.

The scope of HRD is ever expanding' and evolving. Some important points with respect to scope of HRD are as follows: -

a) **Performance appraisal:-** It is an important area of HRD. It's purpose is to study critically the performance of employee and to guide him to improve his performance. An employee is told about his strengths and weakness and assistance is given to remove weakness and make the plus point (strengths) more strong. This technique is useful for building a team of capable employees and is also used for their self - development.

b) **Potential appraisal:-** It relates to the study of capabilities of employees. It is useful for proper placement and career development of employees. Potential appraisal is useful for developing their special qualities which can be used fruitfully along with the expansion and diversification of a activities of the company.

c) **Career planning and development:-** Under HRD, employees should be given guidance for their self - development and career development. The opportunities likely to develop in the organization should be brought to their notice. They should be motivated for self - development, which is useful to the organization in the long run. Superiors are supposed to provide information and guidance to their juniors in this regard. Career development is an integral part of HRD.

d) **Training and development:-** Training is integral part of HRD. This area focuses on identifying and helping to develop, through planned learning the key competencies that enables individuals to perform current or future jobs. The planned learning can take place either on-the-job training such as job rotation or off-the-job training outside and in- house training program.

e) **Employee welfare:-** It is within the scope of HRD. Welfare activities are useful for creating efficient and satisfied labour force. Such facilities raise the morale of employee. Employee welfare includes the provision of medical and recreation facilities, subsidised canteen free transport and medical insurance. Such facilities support training and other measures introduced for HRD.

f) **Rewards and incentives:-** HRD includes provision of rewards and incentives to employee to encourage them to learn, to grow and to develop new qualities, skills and experiences which will be useful in the near future. Reward is an appreciation of good work. It may be in the form of promotion, higher salary or higher status. Rewards and incentives motivate employee and raise their morale.

g) **Organizational development:-** HRD aims at providing conflict free operations throughout the organization. It also keeps plans ready to deal with problems like absenteeism, turnover, low productivity or industrial disputes.

h) **Quality of work life:-** Quality of work life depends on sound relations between employer and employee. A forward looking policy, an employee benefit like job security, attractive pay, participative management and monetary and non -monetary rewards will go a long way in improving the quality of work life. Improved quality of work life helps employees to strike an identity with the organization.

i) **Human Resource information system:-** Such system acts as an information bank and facilitates human resource planning and development in a proper manner. It facilitates quick decision making in regard to HRD. Every organization has to introduce such system for ready reference to HRD matters. Updating of such information is also essential. In short, the scope of HRD functions focuses attention on the following important aspects: -

1) The welfare aspect concerning with working conditions and amenities like canteens, creches housing, personal problems of workers, schools, and recreation.

2) The labour or personnel aspect concerned with recruitment, placement of employees, remuneration, promotion incentives, productivity etc.

3) The industrial relations aspect concerned with trade union negotiation, settlement of industrial disputes, joint consultation and collective bargaining. All three aspects are concerned with human element in industry as distinct from the mechanical or technical.

Check your progress:-

1) Explain the scope of HRD.

2.3 ROLES AND FUNCTIONS OF HUMAN RESOURCE DEVELOPMENT

The new environment has thrown many challenges and opportunities to industry. The opportunities are for new ventures. The HRD staffs have a key role to play in this direction. The first and foremost role is continuous education of employees about the challenges and changes in the country.

The second is in terms of educating employees about the company. The third is to assess and keep re-assessing the core competencies required by the corporation at different levels with the changing environment. The fourth is to plan and implement strategies to develop new competencies at all levels. The fifth is to review, revamp and rejuvenate the existing people management systems, and the HRD manager has a significant role to play.

Major HRD Roles and their primary functions: -

Role Primary functions

A) **Administrator :-** provides co-ordination logistics and support services for the delivery of HRD programs and services.

B) **Coach** - gives guidance and vision to management and employees in the application of HRD concepts and initiatives.

C) **Contractor/sourcing Specialist Evaluator :-** Partness with external providers of training and development to supplement or substitute for internal HRD resources.

D) **Evaluator :** - Identifies the impact of an intervention on individual, group or organizational effectiveness.

E) **HRD manager :-** Plans, staffs, lead and support the work of the HRD function and links that work with the total organization.

F) **Career Development Advisor :-** Helps individuals assess personal competencies, values and goals and identify, plan, and implement career and personal development actions.

G) **Instructor/facilitator :-** Presents information, directs structured learning experiences and manages group discussions and group process.

H) **Marketer :-** Markets and contracts for HRD perspectives, programs and services.

I) **Materials Designer** - Produces written, visual or electronically mediated instructional materials.

J) **Organization change Agent** - influences and supports change in organization behaviour and structure.

K) **Performance consultant (Needs Analyst)** - identifies gaps between ideal and actual performance conditions and determines causes of discrepancies.

L) **Program Designer** - prepares objectives, defines content and selects and sequences activities for a specific intervention.

M) **Researcher** - identifies, develops or tests new information (e.g. theories, research, concepts, technology, hardware) and translates the information into its implications for improved individual, group or organizational performance.

The functions of HRD can be broadly classified into 3 categories viz.

1) Managerial functions

2) Operative function

3) Advisory functions.

1) **Managerial functions:-** It involves (i) planning ii) organizing, iii) directing and iv) controlling.

    i) **Planning:-** According to the ultimate goals, the HRD plans for day to day activities as well as long- term programmes. HRD involves planning of human resources, requirements, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behaviour of employee and their impact on organization.

    ii) **Organizing:-** An organization is a means to an end. It is necessary to carry out determined course of action. HRD maintains the relationship between the specialized departments and the general department and gives them advice.

    iii) **Directing:-** To execute the plan HRD motivates commands, leads and activates people. Through proper direction, it is possible to secure willing and effective cooperation of employees. Sound industrial and human relations can be built through proper instructions.

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    A) Employment - creating jobs and recruiting people to those jobs is the first function: -

        a) **Job analysis:-** This involves studying and collecting information relating to the operations and responsibilities of a specific job.

        b) **Human Resource Planning:-** It is a process for determination and assuring that the organization will have an adequate number of qualified persons available at proper time, performing jobs which would meet the requirements of the organization and which can also give satisfaction to individuals

    c)   **Recruitment:**- it is the process of searching for prospective employees and stimulating them to apply forjobs in an organization.

    d)   **Selection-** Arranging for interviews for selecting right kind of employees.

    e)   **Placement:**- Placing the selected candidate in suitable job positions.

9   **Training-** Inducing and orienting the new candidates to the atmosphere of the organization and developing proper attitudes among them.

6)   **Human Resource Development:** - This is the process of improving, moulding and changing the skills, knowledge, creative ability aptitude, values, attitude, commitment etc. based on present and future job and organizational requirements.

C)   **Determing salaries, wages or benefits etc:** - This process involves job evaluation, wage and salary survey and determining wage structure.

D)   **Human relations:** -Practicing various human resource policies and programmes like employment development and compensation, and interaction among employees creates a sense of relationship between the individual worker and management, among workers, trade unions and management.

E)   **Effectiveness of Human resource management:** -This can be measured by means of organizational health and human resource auditing.

3)   **Advisory functions:** - Human resource manager has specialized education and training in managing human: relations. He is an expert in his area and so can give valuable advice on matters relating to human resources of the organization. He offers his advice to : - a) Top management in formulation and evaluation of personnel programmes, policies and procedures, achieving and maintain good human relations and high employee morale; b) Departmental heads on matters such as manpower planning, job analysis and design, recruitment and selection placement, training, performance appraisals etc.

2.4 SIGNIFICANCE / IMPORTANCE OF HUMAN RESOURCE

Development

Human Resource, along with financial and material resources - contribute to the production of goods and services in an organization. Physical and financial resources by themselves can not improve efficiency or contribute

to an increased rate of return on investment. It is through the combined and concerted efforts of people that monetary or material resources are hamessed to achieve organizational goals. But these efforts, skills and efficiencies should be increased from time to time to increase production. This is where HRD plays a crucial role.

The significance of HRD can be seen from the following viewpoints :-

(A) **At the enterprise level :-** The significance of the HRD in the organization can be seen with the help of the following components :-

a) The success of an organization depends to a large extent upon the capability, competence, efficiency and effectiveness of its human resources.

b) The HRD system is an essential tool of management to develop a strong sense of capability.

c) HRD is helpful in fulfilling of committed goals of individuals, organization, and society. It increase the capability and efficiency of individuals which is likely to reflect itself in the long run in individual well-being,

d) HRD develops the capabilities and effectiveness of employee in the organization. It brings out the untapped energy, performance and creativity.

e) It is a scientific method for the development of personnel by creating healthy organizational climate, motivating human resources, developing teamwork and creating commitment.

   9 HRD motivates the employees in order to use their hidden talent for higher productivity.

g) HRD develops strong superior - subordinate relationship, creates job satisfaction, improves organizational health and the employee morale, team spirit and loyalty.

h) The sense of belonging or "we-feeling" in the minds of employees and awareness of larger organizational goals.

i) HRD is significant factor in determining growth and prosperity of business enterprise.

j) Organizational effectiveness depends on HRD as it creates an atmosphere to discourage red- tapism and favouritism in the organization.

k) HRD is the very focus of the personnel department.

l) It helps in proper manpower planning and training.\

m) It promises to fulfil the career aspirations of the work force.

n) It meets the future requirement of the working force in the light of organizational goals.

B) **At the individual level :-** Effective management of human resources can help individual as: -

    a)   cooperative employees to work as team.

    b)   Individuals can be given full opportunities to rise.

    c)   Individuals with proper motivation can utilize their talents in the best possible manner.

    d)   HRD provides dignity to each employee by recognizing his abilities.

(C) **At the social level:-** Society as a whole is the major beneficiary of good human resource practices.

    a)   Employment opportunities multiply.

    b)   Scarce talents are put to best use. Companies that pay and treat people with dignity always race ahead of others and deliver excellent results.

    c)   Satisfied individual employees can also contribute to society by joining different organization.

    d)   Employee's social status is increased by providing them more responsible position.

    e)   Society also prepares individuals to work hard and contribute to the organization by recognizing their talents.

    f)   HRD seeks proper utilization of human resource and eliminate waste.

    g)   HRD provides suitable jobs to people.

(D) **At the national level :-** A nation becomes rich when its people are best utilized for the development of the economic enterprises. Individual's abilities, talents, skills and knowledge are put to use for increasing the nation's economic and material progress. They become the nation's natural resources.

Check your progress:-

1)   Explain the significance *I* importance of HRD.

2.5 PROBLEMS OF HUMAN RESOURCE DEVELOPMENT IN INDIA

The various problems of HRD can be cited as follows: -

1)   **Problems of management:** - A good number of Indian organizations lack professional approach. They consider HRD programs as waste of time and money. They often keep their employees untrained and

uncared and consider them as a liability and cost centre. There is a lack of performance appraisal, career development, training etc.

2) **Problems of employees:** -The employees are so accustomed to the traditional environment that they are not willing tochange their attitude towards work and organization. The employees are reluctant to accept and implement new ideas. They even refuse to undergo training programs. The negative attitude on the part of the employees creates problem to implement HRD programs.

3) **Problem of trainers:** - The trainers who are in- charge of imparting training and development often lack the experiences and know ledge. Again, there is hardly any planning the qualities of good trainers. Quite often, they lack practical knowledge. Again there is hardly any planning and preparation on their part to impart meaningful and purposeful training.

4) **Poor quality of training programs:** - In India, the quality of training programs is poor. At times, the timing, the content, the selection of trainers and others, areas of training programmes are designed and1 or decided by persons who are idealistic and impractical.

5) **Problems of trade unions:** - In India, some of the trade union leaders are selfish and self - centred. They encourage the workers not to attend orjoin the training programs. Such negative attitude on the part of trade unions do block the training programs.

6) **Problem of recognizing change:** - Management of Indian companies often fail to recognize changes in the environment. As a result, they do not feel the need of HRD programs and even they recognize the change, they continue to carry on their activities with the same quality and quantity of workforce and in the same traditional ways.

7) **Lack of quality consciousness among customers.:** - The customers are so used to the type of goods and services that are available, that they do not care to complain or raise their voice for better quality of goods and services. This makes the company to feel that whatever they offer to customer is adequate and appropriate and they do not make efforts to upgrade and improve quality and standards in the organization. Consequently, the needs to improve and develop human resources does not arise to such organizations.

8) **Lack of support from government:** - It is often said that the wealth of a nation depends on the quality of its people. In this context, the government should take adequate steps to encourage and initiate measures to increase quality of education not only in schools and colleges, but also for the employees working in the various organizations. The government should provide assistance to set up training centres in the country. However, at present there is a lack of active slipport from the government.

Check your progress: -

1) Explain the problems of HRD in lndia.

2.6 IMPACT OF GLOBALIZATION ON HUMAN RESOURCE

Development

HRD plays significant role in market economies and more so in an economy tending towards market conditions like lndia. Global competitiveness has created customers diagonally opposite to what we have today. This is the problem, challenge and opportunity. Response to global competitiveness involves 'new customers'. Meeting the requirements and desires of new customers, demands for competent, developed human resources with human approach towards customers.

Thus, liberalization has positive impact on HRD. HRD strategies of industries of liberalized lndia would be: -

a)   Delarging I downsizing of organization structure.

b)   Building organization structure based on the characteristics of organic structure.

c)   Providing the scope of internal customer approach in structuring organization

d)   Enriching the jobs at all levels.

e)   Creating autonomous jobs.

f)   Performance planning and development.

g)   Preferring empowerment rather than supervision.

h)   Providing **conducive** climate for team work.

i)   Creating the value towards new customer orientations.

j)   Encouraging innovative and creative ideas.

k)   Providing conceptual and informing role to all employees.

l)   Developing anticipatory and participatory approach

m)   Culture building.

n)   Competence building.

o)   Motivation building.

p)   Confidence building.

q)   Commitment building.

r)   Structuring business groups.

s)   Developing thevalue system centre around competition.

t) Providing training and retraining

u) Introducing the techniques of organsiation development.

v) Developing the value system centre around competition.

w) Developing reward system contributing to automatic HRD.

x) Developing the aptitude towards different jobs and encouraging job rotation.

y) Providing health care facilities to arrest the erosion in the existing skills, knowledge and abilities.

z) Providing social and cultural programmes to satisfy the social needs of employees.

Check your progress: -

1) Examine the impact of globalization an HRD.

2.7 NEW DIRECTIONS IN HUMAN RESOURCE DEVELOPMENT

Many issues and trends influence the HRD field today and will shape the practice of HRD in future. These issues and trends can also suggest work options and career paths where your unique skill sets, talents and passion can make a significant contribution. The concept philosophy and interest of HRD is hanging rapidly and it provides better environment and direction to the organization. The new area of directions of HRD have been described below: -

(A) Training: - It will continue to re-invent itself as workplace needs, organizational goals and technological advances continue to change. Training options in design, talent, content, delivery and outcomes are expanding in every possible way. The focus of training has shifted to people learning rather than being 'trained'. Presently, training is viewed more as a tool for enhancement of human performance improvement, with its outcomes tied to organization goals and desired competencies, and instructional design based on the most appropriate delivery methods and latest technologies available e.g. distance learning, the internet, multimedia software and video conferencing.

(B) Globalization:- More and more organizations are "going global". Not only has there been increased and expanded international markets and suppliers, but also joint ventures, overseas ownerships and global competition. To get the work done, organizations will increasingly rely on project teams made up of individuals from different cultures, races and worldviews to address operations, strategic planning, sales and marketing and other activities impacted by 'being global', International HRD specialists and trainers with expertise in

multiculturalism and diversity will continue to expand their roles in organizations.

(C) **Changes in organizational structure:-** More organizations around the world - large and small- will continue to reshape themselves to become more customer - oriented, productive and profitable. These changes can take place in a number of different ways: restructuring, reengineering or redesigning the organizational chart and system.

Furthermore, more emphasis will be given to the empowerment of workers at all levels and to organizations as "learning workplaces."

(D) **The impact of technology:-** Technology is changing people's lives on a daily basis - both personally and professionally. Skill requirements will continue to increase in response to rapid technological innovation. Advances in technology will revolutionize the ways in which training is delivered. People with a technological background interested in the HRD field will find a great demand for their expertise.

(E) **The HRD professional:-** Originally, HRD had more of a support role- hiring, firing, payroll administration -while today the profession is moving into a more central role, partnering with organizations to help them reach their business goals. At the same time, HRD will continue to be a critical resource for individuals, helping people to contribute their best work in healthy, affirming ways during times of change. Another growing shift in HRD is the outsourcing of functions leading to a rapid increase in the number of HRD consultants and contracts to higher education instituiions. The latest approach is the establishment of consulting firms specializing in training.

(F) **More attention to workers:-** Workers today are concerned with issues of job security, overload, obsolescence of their skills and consequences of change in their organizations as well as balance between their work and personal lives. They need guidance, support and direction in establishing priorities and determining career paths. Organizations are also realizing the need to acknowledge their worker's concerns, provide them with opportunities for learning and find ways to continually motivate them and recognize their contributions. The HRD practitioner can shape development programs that respond to worker needs and support organizational goals.

Check your progress:

1) Point out the new area of directions of HRD.

2.8 SUMMARY

Human Resource Development is a systematic and planned approach for the development of individuals in order to achieve organizational, group and individual goals. The scope of the Human Resource Development is

extremely wide and is concerned with the development of human resources i.e. knowledge, capability, skills, potentialities and attaining and maintaining employee - goals including job satisfaction. HRD is a continuous and never-ending process. It is needed at every level for the organisation to function smoothly and efficiently. It is concerned mostly with managing human resources at work. It helps organization, attaining maximum profit and productivity and individuals achieving job satisfaction. HRD plays significant role in making the human resources vital, useful and purposeful. In the era of globalization, HRD is an inevitable part of any organisation for it to survive. HRD assumes significance in view of the fast changing organizational environment and need of the organization to adopt new techniques in order to respond to the environmental changes.

2.9 QUESTIONS

1. Explain the Need/Scope/Functions of HRD.

2. Explain the need for HRD in the era of globalization

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3

EVOLUTION OF FUNCTIONS AND ROLES OF HUMAN RESOURCE DEVELOPMENT MANAGER

Unit Structure

3.0 OBJECTIVES

1.   To introduce the students to the various responsibilities and duties of the HRD Manager.

2.   To help students in comprehending the traits, qualities, objectives, and goals of an HRD manager.

3.   To make students aware of the difficulties faced by HRD

3.1 INTRODUCTION

Human resources are the knowledge, skills, creative abilities, talents, aptitudes, values, and beliefs of an organization's workforce. However, these resources must be properly utilized while also being improved in response to changes in the needs of groups, organizations, and society as a whole. These resources should also be developed in accordance with the industry's requirements. This is the essence of the job of a human resource development (HRD) manager.

3.2 THE ROLES AND FUNCTIONS OF HRD MANAGER

Today, the HRD manager is often a counsellor, a mediator, a company spokesperson, a problem solver, and an agent of change, among other things. He takes on many different roles depending on what the situation calls for, such as:

1) The conscience role is like that of a good person who reminds the bosses of their moral and ethical duties to their workers.

2) The HRD manager acts as a counsellor for the employees. They often go to him or her for advice and talk about their marriages, health, mental health, and career problems.

3) As a mediator, he keeps the peace and offers to solve any problems that might come up. He acts as a link between a single person and a group, as well as between workers and management.

4) The personnel I HRD manager is the company's spokesperson because he knows more about how the company works because he is involved in so many of the most important activities and tasks.

5) The HRD manager also tries to solve problems with human resources and the long-term planning of the whole organisation.

6) He works as a change agent because he makes changes to the organization's structure. After persuading the top management of their needs, he creates and runs many development programmes. He is the one who tells the top management about problems with management in his organisations.

7) He teaches line managers how to find their problems and solve them.

8) The HRD manager does a number of other things as well. He works on a lot of things that are important for the organisation to run well and smoothly.

The role of the HRD manager is set by and affected by the size, nature, and location of the company. The role is also affected by the type of business or industry, its short-term and long-term goals, the nature of the business or industry and the product, the market conditions, how competitive the competitors are, and the economic, cultural, political, and legal environment.

HRD Managers' Responsibilities:

An HRD manager is responsible for a variety of tasks. Among these functions are:

1) Role analysis:

Based on the organization's current and future needs, the HRC manager should design broader roles rather than just jobs. The HRD manager must also consider both internal and external environmental factors.

2) Human Resource Planning:

Based on the role analysis, the HRD manager should plan for human resources that can not only meet future organisational requirements but also be developed.

Human resource planning entails the following steps:

a) Estimation of current and future human resource requirements and supply based on the organization's objectives and long-term plans. b) Determination of net human resource requirements using the current human resource inventory. c) Taking steps to shape, change, and develop existing employees' strengths in order to meet future human resource needs. d) Creation of action plans for acquiring the remaining human resources from outside the organisation and developing the human resources of current employees.

3) **Recruitment:** This is the process of looking for prospective employees and encouraging them to apply for jobs in a company. It is concerned with: a) identifying and developing existing sources of applicants. b) the development/identification of new applicant sources c) encouraging applicants to apply for open positions within the organisation. d) Striking a balance between internal and external sources

4) **Selection:** It is the process of determining an applicant's qualifications, experience, skills, knowledge, and so on in order to assess his/her suitability for a job. This function includes the following tasks: a) designing and developing application banks; b) developing and creating valid and dependable testing techniques; and c) developing interview techniques .d)Checking references e) Developing a medical examination policy and procedure f) decision of the line manager g) Sending appointment and rejection letters

5) **Placement:** This is the process of matching the best candidates with the best jobs. It is the matching of employee characteristics to job requirements. This function contains :

a) Advising functional managers on placement. b) Conducting follow-up studies and evaluating employee performance to determine employee job adjustment. c) Making any necessary adjustments.

6) **Induction and orientation:** These are the techniques used to rehabilitate a new employee in a new environment and introduce them to the organization's practises, policies, goals, and people, among other things. They are as follows:

a) Explain the company's philosophy, objectives, policies, market share, social and community standing, company history, culture, and so on. b) Introduce the employee to his coworkers, such as peers, superiors, and subordinates. c) Shape the employee's attitude by introducing him to his new working and social environment.

7) **Performance appraisal:** This is the systematic evaluation of an individual's job performance and potential for advancement. It includes the following:

a) Policy, procedure, and technique development b) Supporting functional managers c) Report review and consolidation d) Evaluating the effectiveness of various programmes

8) Skill building

It is a systematic process by which employees acquire skills, knowledge, abilities, or attitudes that will assist them in achieving organisational and personal objectives.

a) Identification of individual and organisational training needs.
b) Development of appropriate training programmes.
c) Assisting and advising line management on training programme delivery.
d) Teaching employees the necessary job skills and knowledge
e) Evaluating the effectiveness of training programmes

9) Management development:

This is the process of designing and implementing appropriate executive development programmes in order to develop employees' managerial and human relations skills. It consists of the following steps: a) identifying areas where management development is required; b) implementing development programmes; c) inspiring executives; and d) developing special promotion development programmes e) Using specialised services and/or institutional executive development programmes f) Evaluating the effectiveness of executive development programmes

10) Career development and planning:

It is the planning and execution of one's career through education, training, job search, and the acquisition of work experience. It encompasses both internal and external mobility. Internal mobility refers to an employee's vertical and horizontal movement within an organisation. Transfers, promotions, and demotions are all part of it.

Transfers and promotions are the two most common methods of making personnel changes. It is simply a transfer when employees are transferred without any promotion or demotion. There is no material change in the employee's status, responsibilities, or pay during a transfer.

This activity is concerned with: a) developing transfer policies and procedures. b) Advising employees and line management on transfer procedures. c) Evaluating transfer policy and procedure implementation

Promotion: It is the upward reassignment of an employee in an organisation to a higher position that commands better status and/or pay, while keeping in mind the employees' human resources and job requirements. This function is responsible for: a) developing equitable, fair, and consistent promotion policies and procedures.

b) Providing promotion-related advice to line management and employees. c) Evaluating the efficacy of promotion policies and procedures.

Demotion is the downward reassignment of an employee in an organisation to a lower level position. It includes the following:

a) Developing equitable, fair, and consistent demotion policies and procedures.

b) Assisting line managers with demotion issues.

c) Overseeing the implementation of demotion policies and procedures

11) **Organizational Growth:**

It is a top-down, organization-wide effort with the goal of improving organisational performance through planned interventions. Organization development (OD) examines the human side of the organisation in depth. It aims to improve organisational performance by changing attitudes, values, organisational structures, and managerial practises.

12) **Compensation:**

It is the process of providing employees with equitable and fair remuneration. Job evaluation, wage and salary administration, incentives, bonuses, fringe benefits, social security measures, and so on are all part of it.

a) **Job evaluation:** The process of determining the relative worth of various jobs. It is concerned with the following issues: selecting appropriate job evaluation techniques -classifying jobs into different categories; -determining the relative worth of jobs in different categories.

b) **Wage and salary administration:** The process of developing and implementing a suitable wage and salary programme. It covers the following topics: -conducting wage and salary surveys calculating wage and salary rates based on a variety of factors -Managing the wage and salary programme -assessing its effectiveness

c) **Incentives:** This is the process of developing, implementing, and evaluating financial incentive schemes in addition to regular wage and salary payments. It entails developing incentive payment schemes. -assisting functional managers with operations. Review the incentive plans on a regular basis to determine their effectiveness.

d) **Bonus:** It includes statutory bonuses paid under the Payment of Bonus Act of 1965.

e) **Fringe benefits:** In addition to fairly and adequately compensating employees for their contributions in the performance of their jobs, organisations these days typically pay for a wide range of supplementary benefits, colloquially known as "fringe benefits." In general, such "fringes" can be defined as any expenditure intended to benefit employees in addition to their regular pay (housing facilities, educational facilities, conveyance facilities, etc.). These are the additional payments that employees receive in addition to their direct wages or salaries.

13) **Social and cultural programmes:** These programmes allow employees to interact closely with one another, open their minds, share their strengths, and so on.

14) **Employee participation in management:**

It allows both management and employee representatives to share and exchange ideas and points of view during the process of joint decision-making. This cooperative decision-making process establishes a foundation for mutual learning and development. As a result, HRD managers should encourage employees to participate in management.

15) **Quality circles:**

A self-governing group of workers, with or without superiors, who meet on a regular basis to identify, analyse, and solve problems in their field of work. Workers can learn decision-making and problem-solving skills from one another through this process of voluntary problem solving.

16) **Employee counseling:**

The process of employee counselling about his job and organizational-related activities assists him in acquiring additional skills, knowledge, and abilities from his counsellor, who is usually his superior. As a result, the HRD manager should make plans for frequent employee counselling.

17) **Teamwork:**

It takes a group effort to plan, make decisions, implement them, evaluate them, and correct them. This process allows members to learn from one another and incorporate the strengths of others into their own. As a result, the HRD manager should encourage teamwork in order to efficiently and effectively develop the organisational human process.

18) **Policy on communication:**

The free flow of policies governing upward communication encourages and motivates subordinates to share new ideas,

experiences, and other work-related issues with their superiors. They are then taught to superiors. Because it facilitates the learning process, the HRD manager should meet with top management to develop beneficial and learning-initiative communication policies.

19) **Monetary incentives:**

Attractive monetary incentives motivate employees to improve their performance, learn new skills, and grow their human resources. In this case, the "HRD manager's" responsibilities include educating top management on how to offer learning-initiative monetary rewards.

20) **Non-monetary Compensation:**

Non-monetary incentives such as free lunches and dinners, trinkets, awards, social recognition, office environment, tokens, and on-the-job rewards. On-the-job benefits include job enrichment, job rotation, and so on. These incentives motivate employees to perform better and learn new skills and knowledge more than monetary incentives. As a result, HRD managers should prioritise non-monetary benefits.

21) **Employee benefits:** These benefits encourage employees to learn and acquire new skills.

22) **Grievance procedure:**

Prompt resolution of employee grievances leads to job satisfaction, and satisfied employees are encouraged to expand their resources in order to contribute more to the organisation. As a result, the HRD manager should assist top management in developing an effective grievance handling mechanism.

Check your progress:

1) Discuss the roles and responsibilities of the HRD/personnel manager.

3.3 OBJECTIVES OF HRD MANAGER

The main goals of the HRD manager have to do with making and distributing goods. The HRD manager helps people in the production, sales, distribution, and finance departments.

The goal of the HRD manager are as follows:

1) to create a workhorse that can and wants to help the organisation reach its basic goals;

2) Workout monetary and non-monetary rewards that help members reach their own personal goals.

3) Achieving community and social goals, like giving honest service to customers, raising the standard of living in the community, making

people comfortable and happy, protecting women and children, and taking care of the elderly.

Here are the specific goals and objectives of the HRD/Personnel Manager:

1) To make sure that people are used in the best way possible.

   All of the other resources of the organisation will be used well by human resources.

2) Make and keep a good organisational relationship structure by dividing tasks into functions, positions, and jobs and clearly stating who is responsible for each job and how it relates to other jobs in the organisation.

3) Personal growth through education and training

4) To promote human dignity by giving personnel different services and facilities for their well-being.

5) Make sure that everyone's goals are in line with the organization's goals in a way that makes employees feel loyal and committed to the organisation.

6) To find out what people want and give them what they want by giving them money and other things.

7) To keep morale high among employees in the organisation by making sure they have better relationships with each other.

In general, the goals and objectives of the HRD/personnel manager are to:

A) **Maintaining Peace:**

   There can't be success without a good relationship between the employee and the boss. For the industry to continue to be successful and make progress, it is important that management and workers get along well and understand each other. HRD managers' job is to keep peace in the workplace for a long time.

B) **Boosting Productivity:**

   Productivity improvement is very important in a competitive market. Productivity can be raised by putting a lot of money into the best technology and machines. Employees can learn new, effective ways to do their jobs better. Productivity can be raised by learning and keeping up with the skills needed at work. If the worker is skilled and knows what he is doing, he can be very motivated.

C) Improve the work lives of employees by giving them meaningful work, good supervision, and a sense that they belong to the company.

D) **Acquire and maintain a competitive advantage:**

HRD managers need to create an organization's culture that makes it easy for employees to agree on a set of rules and values. Employees learn to deal with both the outside and inside worlds, which is an example of an innovative management strategy. When things are moving quickly, technology changes very quickly. They need to catch up with them and brush up on what they know. Improvement and new ideas need to happen all the time. The goal of the HRD manager is to get and keep the employees' competitive spirit going.

Check your progress:

1.   Discuss the HRD/Personal Manager's goals and objectives.

3.4   CHARACTERISTICS AND QUALITIES/ ATTRIBUTES OF AN HRD MANAGER

To become an HRD manager, you need to go to college and get a lot of advanced, specialised, formal training. He needs the full backing of the top management. He also needs to gain the trust of the workers and their union. His only guides are tact and imagination. For an HRD manager to be good at his job, he needs to know a lot about organisational theory and be able to help top management with organisational issues. He also needs to be able to organise his own department or division without any problems and with good will. The HRD manager should have real expertise in personnel management, as well as knowledge of relevant laws, procedures, and techniques, as well as changes in theory and practise in similar economies, the contribution of behavioural science to personnel management, a passion for research in men's management, and a good understanding of the behavioural sciences, which study how people and groups react to certain situations and environments in an organisation.

Prof. Jucius has said that HRD managers should also know a lot about philosophy, ethics, logic, math, sociology, anthropology, medicine, history, economics, management, and political science, in addition to their specialisation in the field of personnel. The HRD manager needs to have a strong sense of social justice and understand the rights and interests of both men and women at work, as well as the organization's financial needs. The HRD manager needs to care deeply about people.

Qualities of HRD manager:

1.   a rational, objective mind that is capable of imaginative thought and situation analysis.

2.   He must be able to motivate and lead workers while also resolving issues.

3.   Develop an unshakeable faith in people.

4.   the capacity for leadership, a sense of civic duty, and a concern for social justice.

5.   personal morals, so the employer can be trusted by the employee.

6.   A pleasing personality, well-groomed appearance, sophisticated sense of and habits, and the capacity to work with and through others, in addition to being friendly, approachable, tactful, and sympathetic.

The HRD and personnel manager must also have other traits and qualities, such as:

Intelligence:

This includes the ability to talk, write, moderate, understand, know how to use language, deal with people in a smart way, and be able to draw up agreements, policies, etc.

Education:

An HRD manager should be able to learn and teach, since he has to teach and learn about how an organization grows, what people need and how they can develop, and so on. HRD managers should be able to tell the difference between what is right and what is wrong, fair and unfair, and merit and demerit.

Execution skills:

The HRD manager is expected to carry out the decisions made by management about personnel issues quickly, accurately, and without bias. He should also be able to run the office, set performance standards, coordinate, control, and so on.

As a professional, he should have patience, understanding, and the ability to listen before giving advice. He must be able to balance social justice with a genuine interest in people. This must be backed up by a level of common sense that isn't common. The HRD manager must be good at their job, look out for the safety and well-being of employees, know the law, and be an expert in human resource planning, hiring, training, evaluating, and paying employees.

In short, an HRD manager needs to be good with people, sensitive to how people act, and able to look at the big picture and predict what will happen instead of just reacting to problems as they happen. Fairness and firmness, tact and resourcefulness, sympathy and care, knowledge of the government's policy on labour and the general economic conditions at a given time, competence, confidence, and a long-term view are some of the basic traits and qualities that HRD managers must have.

Check your progress:

1.   Describe the qualities and characteristics of an HRD or personnel manager.

3.5 CHALLENGES FACED BY HRD MANAGERS

HRD managers are confronted with the following issues today: -

Expanding the scope of personnel management: Previously, personnel management was limited to 'health and happiness,' i.e., only for recreational purposes. Currently, these activities consist of recruitment, selection, job design, job analysis, motivation, morale, human development, employee empowerment, etc.

Focus on skills and knowledge:

Today, the success and survival of a business are contingent on the knowledge and abilities of its employees. Thus, the emphasis is on people and their growth.

The globalisation of the economy and the liberalisation of international trade have increased the scope and size of business operations. The result was the emergence of multinational corporations. Companies are widely dispersed across the globe. Different cultures, philosophies, and values characterise the diverse cultural backgrounds of these organisations' personnel. Managing a diverse group of individuals presents greater challenges to modern managers.

Globalization of business:

As a result of the globalisation and liberalisation of trade, the working relationships between managers and employees, managers and suppliers, managers and customers, etc., must undergo significant transformations. In the context of globalisation, "relationship network" and "relationship management" play crucial roles.

Managerial competencies in HRD:

Personnel managers must possess technical, conceptual, and interpersonal competencies in order to manage the diverse emotional behaviours of employees. Their personalities, expectations, and perspectives vary.

Rapid industrialization has resulted in large-scale production and large factories, as well as an increase in the number of employees. Consequently, the number of employees has increased dramatically.

Quality of personnel:

Additionally, employee quality has changed. More educated and skilled individuals enter the workforce. Managing them requires a deeper understanding of their expectations and their psychology: feelings, attitudes, and sentiments. Through public media and unions, they are better organized and better informed.

Long-term competitive advantage:

Employees build value into the product through superior technology, excellent craftsmanship, and efficient processes. Sustaining competitive advantage through innovation and improvement in product design, production methods, marketing strategies, and customer interactions, thereby earning their loyalty and goodwill. Innovative and creative employees are those who are highly motivated and enlightened.

Empowerment of employees:

As time passes, competition becomes increasingly intense. Employees must be extremely dedicated and committed to their work. On their own, they will be more innovative and creative.

Check your progress :

1.   Examine the challenges faced by HRD managers.

3.6 SUMMARY

The HRD manager is frequently a counsellor, mediator, company spokesperson, problem solver, and change agent. He takes on a variety of roles depending on the situation, such as that of a conscience or a change agent. The Human Resource Development Manager (HRD) is in charge of various functions such as recruitment, training, and development. HRD managers must consider both internal and external environmental factors, such as the type of business or industry, as well as its short- and long-term goals. Performance appraisal: This is the systematic assessment of a person's job performance and potential for advancement. Induction and orientation: These are methods for rehabilitating a new employee in a new environment. Management development: The process of creating and implementing effective executive development programmes. Employees in an organisation are promoted and demoted through this function. It includes things like compensation, job evaluation, wage and salary administration, incentives, bonuses, fringe benefits, social security measures, and so on. It seeks to improve organisational performance through the modification of attitudes, values, and structures.

The manager of the Human Resources Department (HRD) is responsible for ensuring that employees have opportunities to learn and develop their skills and knowledge. Human resource managers should plan for frequent employee counselling and promote the value of teamwork and teamwork in the workplace. The HRD manager assists employees in the departments of production, sales, distribution, and finance. They are in charge of producing and distributing goods. The HRD manager's main goals are to ensure that people are used as effectively as possible by the organization's goal-setters.

HRD managers must create an organisational culture that allows employees to easily agree on a set of rules and values. They must be well-versed in organisational theory and capable of assisting top management with organisational issues. The HRD manager's goal is to instil and sustain a

competitive spirit in employees. They are in charge of ensuring the welfare and well-being of their employees, as well as ensuring their organization's financial needs are met. Today's HRD managers face the following challenges: - Extending the scope of human resource management - Managing a diverse group of people.

Globalization and trade liberalisation - Significant changes in working relationships between managers and employees are required for effective HRD management. Managers must be technically, conceptually, and interpersonally competent in order to manage employees' diverse emotional behaviours. Employees who are innovative and creative are those who are highly motivated and enlightened. Employees must be highly dedicated and committed to their work in order to be innovative and creative.

3.7 QUESTIONS

1. Analyse the roles and diverse functions of the human resource development manager.

2. Describe the goals and objectives of the HRD Manager.

3. Describe the qualities and attributes of an HRD manager.

4. Examine the challenges faced by HRD managers.

3.8 GLOSSARY

1) Human Resource: -the totality of people's skills, abilities, and knowledge.

2) Human Resource Development: the process of raising the standard of living.

3) Counseling entails advising.

4) Productivity: The quantity or volume of a major product or service provided by an organisation.

5) Management: the art of accomplishing goals through the use of others.

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RECRUITMENT, SELECTION AND PERFORMANCE APPRAISAL

RECRUITMENTS: RELEVANCE, FACTORS, PROCESS AND PROGRAMME

Unit Structure

4.0 OBJECTIVES

- To introduce the learners to the concepts of recruitment
- To understand the process of recruitment

4.1 INTRODUCTION

Employees quit the company in quest of brighter pastures, while others retire or die in the saddle. More crucially, when a business grows, diversification takes over other units, necessitating the hiring of more men and women. Hiring entails two distinct categories of actions;

1. Recruitment
2. Selection

4.2 MEANING OF RECRUITMENT

Simply put, recruiting is the process of looking for and getting applications for jobs from which suitable individuals may be chosen. Recruitment is the process of identifying and attracting qualified candidates for employment. The procedure begins with the search for new recruits and finishes when their applications are submitted. As a consequence, a pool of candidates is created from whom new employees are chosen.

4.3 RELEVANCE

The overarching goal of recruiting is to generate a pool of potentially competent job candidates. Specifically, the goals are to:

1 Determine the organization's current and future needs in combination with its people planning and job analysis operations.

2   Increase the pool of employment candidates at the lowest possible cost.

3   Assist in increasing the selection process's success rate by minimizing the amount of clearly underqualified or overqualified job candidates.

4   Assist in lowering the likelihood that job seekers, once recruited and selected, would quit the organisation within a short amount of time.

5   Identifying and preparing possible job seekers who would be suitable candidates.

6   Meet the organization's legal and social duties regarding worker composition.

7   Improve organisational and individual performance.

8   Assess the efficacy of various recruitment tactics.

4.4   FACTORS AFFECTING RECRUITMENT:-

External and Internal factors:-

There are several variables that affect hiring, both internal and external variables being valid categories to discuss them under.

External Factors:-

Recruitment is influenced by various external variables, including:

1   **Supply and demand:-** If the demand for a certain talent is great relative to the supply, special recruiting efforts may be required.

2   **Unemployment rate:** When the unemployment rate in a specific location is high, the company's recruiting procedure may be simplified. With this Better prospects for attracting competent candidates are provided by the larger labour pool.

3   **Labor-market:-** Labor-market conditions in a local region and throughout India are crucial in recruitment for non-management, supervisory executive, and professional roles.

4   **Political and social factors:-** Political and social concerns are another external factor. There is a strong argument to be made for giving priority to those from less privileged sections of society.

5   **Preference to sons of soil:-** Another political element political leaders believe that in areas of employment, preference must be given to the people of their particular states.

6   **Company image:-** The company's image is also important in recruiting a big number of job applicants. Money isn't always the most crucial factor. It is the job searchers' opinion of the organisation that is important in recruiting competent prospective employers.

Internal Factor:-

Internal factors controlling recruitment include:

1.   **Recruitment policy:** Organizations have a policy of either internally or outside recruiting employees. In general, internal sourcing is preferred since workers know the organisation well.

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2. **HRP stands for Human Resource Planning :** The company's involvement in HRP is a crucial internal component that can impact the effectiveness of the recruiting campaign. HRP that is effective significantly facilitates recruiting efforts.

3. **Firm size:** This is another internal aspect impacting the recruiting process. Organizations with a larger workforce will find recruitment less difficult than organisations with fewer employees.

4. **Cost:** Another internal element to consider is the cost of hiring; good HRP and forethought by recruiters may reduce recruitment costs.

5. **Growth and expansion:** An organisation that is growing and expanding will have more recruitment available than one that is diminishing.

4.5 THE RECRUITMENT PROCEDURE AND PROGRAMME

As previously said, recruiting is the process of discovering and enticing job searchers in order to establish a pool of competent job applications. The procedure is divided into five interconnected steps, namely:

I= planning

II= Strategy development

III= Searching

IV= Screening &

V= Evaluation and control

The ideal recruitment programme is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organisation, when offered. Recruitment programmes can miss the ideal in many ways: by failing to attract an adequate applicant pool, by under/ over selling the organisation, or by inadequately screening applicants before they enter the selection process. Thus to approach the ideal, individuals responsible for the recruitment process must know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualifications and interest, what inducements to use (or recruit) for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success, and how to evaluate their work.

I. Recruiting planning:

Planning is the initial stage in the recruitment process. Planning entails converting potential job openings and employment-related information into a set of goals or objectives, targets specifying the 1- Number and 2- The type of applicants who will be approached.

1) a= Number of contacts:

Companies almost usually seek to attract more candidates than they will hire. Some people will be uninterested, unqualified, or both. When considering a recruiting effort, one responsibility is to estimate the number of candidates required to fill all positions with eligible personnel.

2) b= Contact Type: This relates to the persons who will be notified about job vacancies. The sort of personnel required is determined by the duties and responsibilities involved, as well as the credentials and experience required. These specifics can be found in the job description and job specification.

II. Strategy Creation:

Once it is determined how many and what sort of recruits are needed. Serious consideration should be given to the following factors:

1- 'make' or 'buy' employees;

2- technological sophistication of recruitment and selection devices;

3- geographic distribution of labour markets containing job seekers;

4- sources of recruitment; and

5- sequencing the activities in the recruitment process.

1. **'Make' or 'Buy' Organizations** must select whether to recruit less skilled personnel and invest in training and education programmes, or whether to hire more skilled individuals and invest in training and education programmes (hire skilled workers and professionals). Organizations that recruit skilled labour and experts must pay more for these individuals.

2. **Sophistication in technology**. The second strategy development choice concerns the process of recruitment and selection. The available technology heavily influences the selection. With the development of computers, companies may now examine national and international application qualifications. Although impersonal, computers have expanded the range of alternatives available to companies and job seekers during the initial screening step. Job seekers now have better access to opportunities because to technological innovation. They have begun sending videotapes about themselves to a number of organisations wasting time without spending money on travel.

3. **Geographical spread** (where to look). Organizations look at labour markets that are likely to provide the requisite job seekers in order to cut expenses. Companies often look at the national market for management and professional workers, the needed or local market for technical employees, and the local market for clerical and blue-collar staff. The above pattern will be altered by a factor known as the organization's location. A business in a backward district like Bidar, Karnataka, cannot limit itself to the local market. If it was situated in Bangalore.

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4. **Recruitment Source** (How to look). The tactics or sources of recruiting are referred to as how to look. There are numerous sources, which may be roughly classified as a. internal and b. external.

(a) Internal Recruitment

Internal Recruitment looks for candidates for open positions among individuals who are already employed. Current workers are examples of internal sources. Employee recommendations.

Formal candidates and former employees

(b) External recruitment

Professional or trade associations, advertisements, employment exchanges, college/university institutes, placement services, walk-ins and write-ins, job consultants, contractors, displaced individuals, radio and television, acquisition and mergers, and rivals are all examples of external sources.

(I) Professional or trade organizations.

Many organizations provide job placement services to their members. These services might include collecting job seeker lists and giving members with access during regional or national conventions. Furthermore, many groups produce or finance trade publications or journals for their members. This journal frequently contains classified adverts from companies looking to hire their members.

Professional or trade organisations are very effective in attracting highly educated, experienced, or skilled employees. Another advantage of these sources is that recruiters may zero in on individual job seekers, which is especially useful for difficult-to-fill technical positions.

(II) Advertisement :- This is a common strategy of recruiting since many recruiters like advertisement due of its broad reach. Want advertising outline the job and its rewards, identify the company, and inform individuals who are interested about the application process. They are the most common type of job advertisement. Advertisements in professional/business periodicals may be placed for highly specialised recruitment. The most prevalent media is newspaper. A variety of factors impact advertisement response rates. There are three crucial aspects to consider: the organization's identity, labour market conditions, and the extent to which particular needs are contained in the advertisement. Many organisations place what is known as a blind advertisement, which does not identify the organisation.

Respondents are requested to send their responses to a post box number or to a consulting firm hired by the organisation. Blind advertising are seldom used by large organisations with a national reputation to fill lower-level vacancies. When an organisation does not want to publicise the fact that it is looking to fill an inside post. Or when it seeks to fill a post in the place of someone who is likely to be removed. A blind advertisement may be appropriate. This is especially true when the post to be filled is expected to receive a large

number of applicants. Using a blind ad saves the organisation from having to react to every applicant. Only those individuals who are wanted by the organisation are alerted. Others are ignored as if they never existed.

Although blind advertising can help recruiters locate quality candidates, many people are hesitant to respond to them. Obviously, there is fear, which is frequently unfounded. The advertising was placed by his or her current employer. Also the organisation itself is a crucial driver of whether the person is interested. As a result, there is potential to test the supply of workers in the community, assess their popularity among job searchers, construct a backlog of applications, or detect present employees who are likely to leave.

This type of recruiting differs in that the adverts are issued by the job searchers themselves. Qualifications are specified in such adverts. Experience and the sponsors' areas of interest It is the responsibility of the organisations to invite the marketers for interviews. I'd presented an example of this style of advertisement in exhibit 6.1.

III. Searching:-

The search process can begin after a recruitment plan and once the strategies have been developed. There are two steps to searching Source activation and Selling

(a) Source activation:-

Typically, the issue of an employee requisition activates sources and search techniques. If the organisation does a good job of creating its sources and search tools, activation will quickly result in a deluge of applications or resumes.

(b) Selling:

When selling an organisation, the medium or media used must be chosen with care. It is possible to argue that the efficacy of any recruitment message is dependent on the media.

IV. Screening:-

Application screening is an important element of the hiring process, and many people consider it to be the first stage in the selecting process. The goal of screening is to remove applicants who are clearly unqualified for the position from the recruiting process at an early stage. Effective screening may save a lot of time and money.

V. Evaluation and control:

Because the recruiting process incurs significant expenditures, evaluation and control are required. The validity of the recruiting tactics utilised, as well as the effectiveness of the recruitment process itself, should constantly be questioned. Statistical data on the cost of ads and the time required for the procedure should be obtained and analysed.

Evaluation of the Recruitment Process: The recruitment process's goal is to find and collect applications from qualified job seekers in adequate numbers and quality. Keeping the goal in mind, the evaluation might involve

1. Return rate of applications sent oral.

2. Number of suitable candidates for selection.

3. Retention and performance of the candidates selected.

4. Cost of the recruitment process.

5. Time lapsed data.

6. Comments on image projected. Evaluation of Recruitment method:-

The evaluation of recruitment method include

1. Number of initial inquiries received that resulted in full application forms

2. The number of candidates at various phases of the recruiting and selection process, particularly those who have been shortlisted.

3. The number of candidates recruited.

4. The number of candidates kept in the organisation after six months.

4.6 ALTERNATIVES TO RECRUITMENT:

Due to the high expense of hiring, businesses look for alternatives to recruitment. Three such alternatives to recruitment are:

(1) Overtime: When demand for a product increases, the company aims to make current workers work overtime rather than recruiting new personnel.

(2) Employee leasing: sometimes known as "staff outsourcing," leasing is especially beneficial to small and medium-sized businesses that may not be able to employ permanent HR personnel.

(3) Temporary employment: Today, just-in-time individuals may be found filling many sorts of tasks in organisations, including professional, technical, and executive positions.

4.7 SUMMARY

Recruitment refers to the process of hiring individuals who are qualified for the employment. The process is affected both, by the internal as well as external factors it is a planned process which is systematic in nature.

Employee leasing temporary employments are the alternatives to the process of recruitment.

4.8 QUESTIONS

1. Explain the concept of Recruitment and elaborate the factors in influencing recruitment

2. Explain Recruitment procedure. What are the new alternatives to Recruitment

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5

SELECTION: SELECTION PROCEDURE, BARRIERS TO EFFECTIVE SELECTION

Unit Structure

5.0 OBJECTIVES

- To introduce the learners the concept of selection
- To understand the procedure of the selection process
- To analyse the barriers of selection

5.1 MEANING

Choosing people (from a pool of job applicants) who meet the necessary qualifications and competency standards to fill positions in the organization is the process of selection. It is the process of separating candidates in order to find (and hire) individuals with a higher chance of succeeding in a position.

5.2 SELECTION PROCEDURE

Securing pertinent information about an applicant is the goal of the selection process. Starting with a preliminary interview of the applicants and finishing with the employment contract, the selection process is drawn out.

1.   **Preliminary interviews :**

    Preliminary interviews help to weed out misfits for reasons that did not surface in the application forms. A useful public relations exercise is the preliminary interview, often known as a courtesy interview.

2.   **Selection Test :**

    Job seekers who pass the screening and the second selection test will be. Different test kinds may be utilized, depending on the position and the organization; in general, tests are intended to assess an applicant's

aptitude, personality, and ability. There are many various kinds of tests, such as the General Management Aptitude Test (GMAT), which assesses a person's capacity for learning in a certain field. A personality test is administered to assess a candidate's motivation to work in a certain setting.

3. **Employment Interview:**

An interview is a formal, in-depth discussion held to gauge how well-suited an applicant is. It is regarded as a top-notch selection tool. Unskilled, skilled, management and professional staff can all be interviewed. It enables a two-way informational exchange in which both the interviewer and the candidate can learn more about the other party.

4. **Reference and Background checks :**

Many businesses ask for names, addresses, phone numbers, or references to verify the information and possibly learn more about an applicant's background. References can come from former employers, well-known public personalities, academics from universities, neighbours, or friends.

5. **Selecting Division :**

After gathering information through the previous processes, the most important step of all must be made: selecting division. The selection process' additional stages have been employed to narrow it.

6. **Physical Examination:**

The candidates must pass a physical fitness exam after the screening process but before a job offer is made. A job offer frequently depends on the applicant passing the physical examination and being deemed fit. The findings of the medical fitness test are documented in a statement and kept in the individual files.

7. **Job offers :**

Job offers are made to candidates who have cleared all prior difficulties in the selection process at step seven.

8. **Contracts of Employment:**

After a job offer has been made and a candidate accepts it, the employer and the candidate must sign several documents, one of which is the employer's creation of an employment contract. The contract's disadvantage is that it is incredibly difficult to enforce them. No matter the terms of their employment agreement, a determined employee must leave the company. The employee is ready to cover the cost of breaking the old or new contract. Employer will offer compensation. It is because of this those numerous businesses have scrapped the contracts altogether.

5.3   BARRIERS TO EFFECTIVE SELECTION: -

The important goal of choice is to lease human beings having competence and commitment.This goal is regularly defeated due to following barriers.

1.   Perception:-

Our failure to fully comprehend others is most likely the most fundamental impediment to picking the appropriate candidate. We all believe that our perspectives are extremely personalized. Our low perceptual ability is a stumbling hurdle to the objective and reasonable selection of persons.

2.   Fairness:-

Fairness in selection requires that no individual be discriminated against based on religion, region, race, or gender, but the low number of women and other less-privileged sections of society in management positions, as well as open discrimination based on age in job advertisements and the selection process, would suggest that all efforts to reduce inequality havebeen ineffective.

3.   Validity:-

Validity is a test that predicts an employee's work performance. A verified exam can distinguishbetween employees who will do well and those who will not. A validated exam, on the other hand, does not correctly predict job success. It can only improve the likelihood of success

4.   Reliability of success:-

When performed in a comparable scenario, a dependable procedure produces consistent outcomes. A reliable test, like a validated exam, may fail to predict job performance withaccuracy.

5.   Pressure:-

Politicians, bureaucrats, families, friends, and peers put pressure on selectors to choose specific applicants, who are not the best candidates. Under such conditions, appointments to public-sectorjobs are common. Thus, if the selection process is done well, such employees will be available.

5.4 SUMMARY

Selecting the most suitable candidate for a job is an essential requirement of any organization. It is a systematic procedure which involves interviews, selection test employment interviews. Checks, examinations, contracts etc., However, there are certain barriers which can disturb the entire process of recruitment and selection of deserving candidate for the job

5.5 QUESTIONS

1. Explain the concept of Selection, Elaborate on the process of selection.

2. What is Selection, Explain the barriers to effective selection.

5.6 REFERENCES

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6

PERFORMANCE APPRAISAL

Unit Structure

6.0 OBJECTIVES

- To introduce the learners to the concept of performance appraisal

- To understand the goal of performance appraisal

- To analyse the methods of appraisal and its design

6.1 MEANING: -

A performance appraisal is an objective evaluation of an individual's performance about predefined criteria.

It is the methodical assessment of a person in terms of his or her growth potential. Other synonyms for performance evaluation include performance rating, employee assessment, employee performance review, personnel appraisal, performance evaluation, and so on.

6.2 THE GOAL OF PERFORMANCE EVALUATION

Employee performance evaluation data is captured, stored, and used for a variety of purposes.

The primary goal of employee evaluation is to:

1.   To promote employees based on competence and performance.

2.   To confirm contractual workers' services.

3.   To Determine the employees' training and development needs.

4.   Determine a pay increase if regular pay scales in the unorganized sector have not been established.

5.   To inform employees of their performance status and support them with constructive criticism and assistance for the aim of their development.

6. To enhance communication. A structure for discussion between the superior and the subordinate is provided by performance evaluation.

7. Performance assessment may be used to measure the effectiveness of HR programs including selection, training, and transfer.

Performance evaluation often aims to accomplish the following four goals:

1. **Development applications:-** It entails identifying individual requirements, providing performance evaluation, establishing transfer and work assignments, and identifying individual strengths and developmental needs.

2. **Administrative usage/decisions:** It aids in wage determination, promotion retention for termination, individual performance recognition, and detection of bad performance.

3. **Organizational maintenance/goals:-** At this stage, it assists HR planning in assessing the organization's training requirements. Organizational goal attainment evolves, as do HR systems, and organizational development needs are reinforced.

4. **Documentation goal:-** It includes validation criteria for research documentation for HR choices, assisting in meeting legal requirements.

6.3 PERFORMANCE EVALUATION: - METHOD OF APPRAISAL:

Numerous ways have been developed to assess an employee's performance; however, none of these approaches can be approved or rejected because they change from organization to organization and employer to employee.

Strauses & Sayles provide the most popular classification. They have classed performance assessment techniques into conventional approaches, which place focus on assessing dependability, drive, accountability, creativity, integrity, leadership potential, intellect, judgment, organizational capacity, and so on.

The modern technique, on the other hand, focuses on the evaluation of work outcomes, job successes, and then personality attributes.

Appraisal methods can also be categorized as (A) past-oriented methodologies. Let us look at trait techniques, forced-choice methods, Behavioral methods, and outcomes methods.

1. **Trade techniques: Robbins classifies trade methods into three types.**

    I single trait, single subject; ii) single trait, multiple subjects; iii) multiple traits numerous subjects, and iv) multiple traits multiple subjects.

(i) **single trait, single subject:** This is a trait in which participants are not compared to one another and each characteristic is measured independently. The checklist, numerical, and visual scale approaches are the most common in this category.

(ii) **Single trait, Multiple subjects:** This is the characteristic in which subjects are compared to other subjects; group order ranking, individual ranking, and pair comparison procedures are examples of this feature.

(iii) Multiple trait single subject: This is a trait in which force choice rating is done either by the subject himself for the assessment of trades supplied for evaluation or by the subject's supervisor. Strauss and Sayles' classification is the most extensively used. They have classified performance appraisal methods into traditional, newer, or rn methods. Traditional methods emphasize rating individuals' personality traits such as initiative, dependability, drive, responsibility, creativity, integrity, leadership, potential, intelligence judgment, organizational ability, and so on. Newer methodologies, on the other hand, place a greater focus on the evaluation of work results-job accomplishments rather than personality attributes. Result oriented evaluation is more objective and valuable, especially for counselling and development purposes.

2. The forced-choice approach, in which the rater is presented with several assertions regarding an employee. Which sentence best or worst describes the employee, according to the rater? The rater just anticipated that they would choose the statements that best described them. The HR department does the actual assessment. The rating process is known as the "forced choice technique" because the rater is compelled to choose ready-made assertions. The lack of personal bias in grading is a benefit of this methodology. The drawback is that these assertions might not be correctly phrased and might not be completely descriptive of the features of the range.

3. Behavioral Methods: -

Behaviourally anchored scales, also known as Behavioral expectation scales, are rating scales with scale points determined by statements describing effective and unproductive behaviours. The scales are considered to be behaviourally anchored since they offer a range of descriptive assertions of conduct ranging from the least effective to the most successful. A rater must say which behaviour on each scale best characterizes the performance of an employee. The following characteristics are seen in behaviourally anchored rating scales (BARS).

i) The persons who will use the scales identify and specify the areas of performance to be evaluated.

ii) The scales are founded on descriptions of real job behaviour

that, according to supervisors, indicate particular degrees of performance. The end product is a collection of rating scales with clearly specified dimensions and anchors.

iii) Because BARS are tailored to the task, all characteristics of performance to be assessed are based on observable behaviour and are relevant to the job being reviewed

iv) Because the users of the scales are actively participating in the development process, they are more likely to be committed to the final technique.

BARS were created to offer results that subordinates may utilize to enhance performance.

Supervisors would feel comfortable providing comments to rate. Furthermore, BARS assists in overcoming rating inaccuracies. Unfortunately, this system, like most rating methods, suffers from distortion.

4) **Results Method:-** Appraisal of management by results based on objectives (MBO) MBO has its own goal. The goal is to alter behaviour and attitudes toward getting the work done.

In other words, it is results-driven, and performance is what matters. Management systems and philosophy emphasize outcomes over tactics. It instils responsibility and accountability while acknowledging employees' desires for accomplishment and self-actualization. It satisfies these demands by giving chances for engagement in the global setting process.

This method has been evolved by Peter Drucker. MBO has the potential to be a powerful management philosophy as well as an excellent method for operationalizing the assessment process. It aims to reduce external control while enhancing internal motivation by establishing common goals with the subordinate and improving the subordinate's control over his job. It underlines the significance of allowing the subordinate to actively engage in choices that directly impact him.

Management by objectives is a method in which the supervisor and subordinate managers of an organization mutually set shared goals, define each individual's key areas of responsibility in terms of outcomes expected of him, and utilize these metrics and guides for operating the unit and assessing the contributions of each of its members.

6.4 APPRAISAL PROCESS AND DESIGN :

Each step in the procedure is critical and is laid out logically. The method depicted in the image is rather idealized. Many organizations go to great lengths to adhere to the ideal method, resulting in first-rate assessment systems.

1. **Evaluation objectives**

There are two ways to performance evaluation objectives. a) Individual approach b) Systemic approach Individual assessment aims include achieving promotions and transfers, determining training requirements, giving salary raises, and so on.

Instead of just analysing performance, assessment in the systems approach tries to improve it. For that purpose, the evaluation system triesto assess opportunity variables. The physical environment, such as noise, ventilation, and lighting, accessible resources, such as human and computer assistance, and social processes, such as leadership effectiveness, are all opportunity variables. In influencing work success, these opportunity elements are more essential than individual abilities. The focus of the system method is not on individual assessment and incentives or penalties. However, it is on how the work systems affect an individual's performance. The discovery of system impediments should be utilized to support progress and incentive, not as an excuse for poor performance.

2. **Established Job Expectations.**

The second phase in the evaluation process is to create job expectations. This involves telling the employee what is expected of him or her on the job. Normally, a session with his or her superior is held to evaluate the primary obligations outlined in the job description. Individuals should not be expected to begin work until they understand what is expected of them.

3. **Design Appraisal Programme**

Designing an appraisal program poses several questions which need answers. They are, Formal versus informal appraisals

i) Whose performance is to be assessed?

ii) Who are the raters?

iii) What problems are encountered?

iv) How to solve the problems?

v) What should be evaluated?

vi) When to evaluate?

vii) What methods of appraisal are to be use ?

i) Formal versus informal appraisal

The first stage in developing an appraisal program is determining whether the evaluation should be formal or informal. Formal assessments are often conducted at predetermined intervals – once or twice a year.

Organizations frequently demand formal appraisals for staff assessment. Informal performance evaluations can take place whenever the supervisor feels the need to communicate. Many organizations seek a mix of official and informal evaluations.

ii)   Whose performance should be rated?

The obvious response to the issue of who should have their performance evaluated is workers. When we mention employees, do we mean people or groups? The rate can be specified as an individual, workgroup, division, or organization. The rate can also be defined at many levels. For example, in some situations, it may be beneficial to evaluate performance at both the workgroup and individual levels too determine training requirements.

iii)   Who are raters?

Raters can be direct supervisors, HR department professionals, subordinates, peers, committees, clients, self-appraisals, or a combination of the above.

iv)   Problems with rating

Performance assessments are prone to a wide range of flaws and biases known as rating faults. These mistakes arise in rater observations, judgment, and information processing and can have a significant impact on assessment outcomes. Central tendency leniency or harshness, halo effect, primacy and recency effects, perceptual set, performance dimension behavior, spillover impact, and status effect are the most prevalent rating mistake.

a)   **Leniency or harshness -** the rater's leniency or severity renders the judgment subjective. Subjective evaluations undermine the fundamental objective of performance rating.

b)   **Central Tendency –** This happens when a person is wrongly ranked in the middle or average of the scale. The rater's approach is to be cautious.

c)   **Halo Error –** A halo error occurs when one facet of an individual's performance impacts the evaluations of the individual's overall performance. A halo mistake happens in an organization when a person who consistently works late is rated high on productivity, quality of output, and motivation. Similarly, a handsome or popular employee may be rated well overall.

d)   **Rater effect-** Favouritism, stereotyping, and animosity are all examples of the rater effect. Only specific individuals or groups receive excessively high or poor marks based on the rater's sentiments about the rater, not on actual results or behaviours. This sort of inaccuracy includes sex, age, racial, and friendship biases.

e) **primary and most recently Effects-** The raters' assessments are substantially impacted by either the ratee's behaviour early in the review time (primary) or by results or behaviour displayed by the ratee near the conclusion of the review period (recency).

f) **perceptual set-** When the rater's judgement is impacted by previously held ideas, this is referred to as a perceptual set.

g) **Performance Dimension Order-** When two or more dimensions on a performance instrument follow or closely follow each other and both depict or rotate to a similar quality.

h) **Spill over Effect-** This refers to the practice of enabling post-performance assessment ratings to unfairly impact current ratings. Past ratings, whether positive or negative, result in a comparable rating for the present period.

i) **Status Effect-** refers to the overestimation of employees in higher-level employment or jobs held in high regard and the understanding of employees in lower-level positions or jobs held in low regard.

v) **Rater Problem Resolution**

The most effective strategy to address the issues is to train the raters. Every year, Hewlett Packard organizes a two-day training workshop to better prepare managers to conduct evaluations. Not that training is a panacea for all of the problems with assessment systems. Several factors, including the amount to which compensation is tied to performance assessments, union pressure, attrition rates, time restrictions, and the need to defend ratings, may be more significant than training in affecting the ratings they actually deliver. This indicates that strengthening the rating system entails not only training raters but also addressing external issues such as union pressure.

vi) **What is to be rated?**

One of the processes in planning and evaluating a programme is determining the evolution criteria. It goes without saying that the criteria should be relevant to the work. The six performance evaluation criteria are as follows:

1) **Quality -** the extent to which a process or result of an activity approaches perfection in terms of adhering to some ideal manner of conducting the activity or meeting the activity's intended goal.

2) **Quantity-** the quantity generated in monetary terms, the number of units produced, or the number of completed activity cycles.

3) **Timeliness -** The degree to which an activity is performed or a

result is generated at the earliest time possible in order to coordinate with the outputs of others and maximise the time available for other activities.

4) **Cost Effectiveness -** The degree to which the organization's resources (e.g., human, monetary, technological, and material) are used to maximize gain or reduce loss from each unit or instance of utilization of a resource.

5) **Need for supervision -** The extent to which a job performer can carry out a work function without requesting or requiring supervisory involvement to avert an unpleasant consequence.

6) **Interpersonal impact -** The extent to which a performance fosters a sense of self-esteem, goodwill, and collaboration among co-workers and subordinates. These factors are related to an employee's post-performance and conduct. As previously said, measuring an employee's potential for future performance is also necessary.

vii) Timing of Evaluation

How frequently should an employee be assessed? The typical tendency is to assess every three months, six months, or a year. According to a 1997 Arthur Andersen poll, just 2% of organizations do performance appraisals once a year. Employees who have just been hired are graded more frequently than those who have been with the company for a longer period of time. Frequent evaluation is preferable than phased evaluation. The letter's feedback is delayed, and the employee's benefit of quick corrective action is gone. Frequent assessment provides regular feedback to the ratee, allowing him or her to enhance performance if there is one. At the completion of the relevant programmes, the performance of trainees and probationers should be evaluated.

viii) Appraisal Methods

The final step in the process of establishing an assessment programme is to select the techniques of evaluation. A variety of approaches have been developed to assess the quantity and quality of employees' job performance. All assessment methodologies may be divided into two categories:

I) past-oriented methods and II) future-oriented methods. As seen in the illustration, each group employs a variety of strategies.

5. Evaluate the Performance

The next phase in the evaluation process is to evaluate an employee's performance. Employee performance includes the following components.

- Quantity of output

- Quality of output

- Timeliness of output

- Presence at work

- Cooperativeness

In addition to these, as stated at the beginning of this chapter, other characteristics that merit evaluation include job knowledge, leadership qualities, judgement, supervision, versatility, and health. Assessment should incorporate not just actual performance but also one's potential to perform.

The benchmarks provided above must be used to gauge performance. These standards differ from job to job. A professor's employment must be evaluated using criteria that differ from those used to evaluate the success of a sales person.

5. Performance interview

Another element in the assessment process is the performance interview. Once workers have been appraised, the raters should talk and analyse their performance with the rates so that they may obtain feedback on where they stand in the eyes ofsuperiors. The purpose of a performance interview is threefold:

1) To change behaviour of employees whose performance does not meet organizational requirements for their own personal goals.

2) To maintain the behaviour of employees who perform in an acceptable manner.

3) To recognize superior performance behaviours so that they will be continued.

6. Use of appraisal Data

The usage of assessment data is the final phase in the evaluation process. The HR department must make use of the data and information supplied by performance evaluation. It should be remembered that the most important benefits that employers provide to their employees are:

1) Money to buy products and services needed not just for present and future survival, but also for the comforts of modern living.

2) The chance to put inherent and developed abilities and talents to use in a productive way that the person, his or her managers, and co-workers value.

3) Possibilities for interaction with others in a pleasant working environment.

4) Opportunities to learn, grow, and maximise their potential.

5) A sense of accomplishment and stability as a result of the

organization's and job's continued existence.

6) The ability to carry out job tasks in an atmosphere that not only protects but also promotes physiological, emotional, and psychological health.

In certain ways, the data and information outputs of a performance - assessment programme can have a significant impact on these sought employer-employee reward prospects. The statistics and information will be especially relevant in the following HRM areas:

• Remuneration administration.

• Validation of selection programmes

• Employee training and development programmes.

• Promotion, transfer and lay - off decisions.

• Grievance and discipline programmes.

• HR planning.14610

6.5 SUMMARY

Performance appraisal refers to an objective evaluation of an individuals performance based on a predefined criteria, it is done in order to promote the competence and performance of an individual, The quality of work, quantity, timeliness and cost effectiveness are rated while carrying out performance appraisals. The data later is used for providing bonus, incentives, promotions to the employees

6.6 QUESTIONS

1) What is performance appraisal? Explain its goal

2) What is performance appraisal? What are various designs and methods of performance appraisals.

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EMERGING ISSUES AND CHALLENGES IN HRD

ERGONOMICS AND HUMAN FACTORS AT WORK

Unit Structure

7.0 Objectives

7.1 Introduction

7.2 How can ergonomics and human factors improve health and safety?

7.3 Examples of Ergonomic Factors

7.4 Why Ergonomic Factors are Important in the Workplace?

7.5 Summary

7.6 Questions

7.7 References and Further Readings

7.0. OBJECTIVES

* To familiarize stud+ents with ergonomics

* To know more about the interaction of human factors with work

7.1 INTRODUCTION

Ergonomics (or human factors) is the scientific discipline concerned with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data and methods to design in order to optimize human well-being and overall system performance. Ergonomists contribute to the design and evaluation of tasks, jobs, products, environments and systems in order to make them compatible with the needs, abilities and limitations of people.

Ergonomics is a science concerned with the 'fit' between people and their work. It puts people first, taking account of their capabilities and limitations. Ergonomics aims to make sure that tasks, equipment, information and the environment fit each worker.

To assess the fit between a person and their work, you have to consider a range of factors, including:

The job/task being done:

* The demands on the worker (activities, workload, work pacing, shiftwork and fatigue).

- The equipment used (its design in terms of size, shape, controls, displays, and how appropriate it is for the task).

- The information used (how it is presented, accessed, and changed).

- The physical environment (temperature, humidity, lighting, noise, vibration).

The individual's physical and psychological characteristics:

- Body size and shape.

- Fitness and strength.

- Posture.

- The senses, especially vision, hearing and touch.

- Mental abilities.

- Personality.

- Knowledge.

- Training.

- Experience.

The organisation and social environment:

- Teamwork and team structure.

- Supervision and leadership.

- Supportive management.

- Communications.

- Resources.

Ergonomics is the science of finding an ideal fit between people and the work they do. Applied to technology, it makes sure that products and devices are designed according to the user, the working environment and the task. When everything is considered together, it means people can do their jobs effectively and safely.

However, in some industries and areas of business, the terms "human factors" and "ergonomic factors" are also used. The factors in question are those that organisations need to take into account in order to ensure the best possible fit between employees and their work.

7.2 HOW CAN ERGONOMICS AND HUMAN FACTORS IMPROVE HEALTH AND SAFETY?

Applying ergonomics to the workplace can:

- reduce the potential for accidents;

- reduce the potential for injury and ill health;

- improve performance and productivity.

- Taking account of ergonomics and human factors can reduce the likelihood of an accident. For example, in the design of control panels, consider:

- the location of switches and buttons – switches that could be accidentally knocked on or off might start the wrong sequence of events that could lead to an accident;

- expectations of signals and controls – most people interpret green to indicate a safe condition. If a green light is used to indicate a 'warning or dangerous state' it may be ignored or overlooked;

- information overload – if a worker is given too much information, they may become confused, make mistakes, or panic. In hazardous industries, incorrect decisions or mistaken actions have had catastrophic results.

Ergonomics can also reduce the potential for ill health at work, such as aches, pains and damage to the wrists, shoulders and back, noise-induced hearing loss and work-related asthma. Consider the layout of controls and equipment – they

should be positioned in relation to how they are used. Place those used most often where they are easy to reach without the need to stoop, stretch or hunch. Making sure protective measures such as extraction hoods or respirators are easy and comfortable to use means they are more likely to be effective at reducing exposure to hazardous substances.

If you don't follow ergonomics principles, there may be serious consequences for people and whole organisations. Many well-known accidents might have been prevented if ergonomics and human factors had been considered in designing people's jobs and the systems, they worked in.

CHECK YOUR PROGRESS:

1. Can safety be assured with ergonomics? How?

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7.3 EXAMPLES OF ERGONOMIC FACTORS:

According to the Health and Safety Executive (HSE), human factors (or ergonomic factors) generally consist of three interconnected aspects—the job, the individual and the organisation.

- **THE JOB**

  To be thought of as ergonomic, a job (and the tasks it involves) should be designed to acknowledge the physical and mental limitations and strengths of the person doing it. This includes things such as:

  - what the role entails

  - the workload

  - how equipment is designed (size, shape, suitability for tasks etc.)

  - the working environment (temperature, humidity, lighting, noise, vibration etc.)

  - how information is used and accessed

- **THE INDIVIDUAL**

  An ergonomic approach to the individual employee means designing jobs and working equipment that will help make best use of the person's capabilities, while at the same time protecting their health and safety and increasing the organisation's overall productivity.

  This covers aspects such as the person's:

  - physical characteristics (body size and shape)

  - fitness, strength and posture

  - vision, hearing and touch

  - skills and competence

  - knowledge and experience

  - personality and attitude

  - training

- **THE ORGANISATION**

  How employees behave at work can't usually help but be influenced by the characteristics of the organisation employing them. Assessing an organisation from an ergonomic, human factors perspective means looking at how business-level considerations affect people's behaviour and actions.

  This includes aspects such as:

- organisational culture

- management, supervision and leadership

- teamwork

- working patterns and hours

- communications

- resources

CHECK YOUR PROGRESS:

1. What are the examples of ergonomics at the organization level? Elaborate.

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7.4 WHY ERGONOMIC FACTORS ARE IMPORTANT IN THE WORKPLACE?

By taking the above factors into account, an organisation can go a long way to protecting its staff from work-related injury or ill health. At the same time, implementing ergonomic principles can also improve a business's performance and productivity overall.

Substandard workplace ergonomics can come with a high cost. Employees whose jobs aren't designed with ergonomic factors in mind are more vulnerable to a range of health complaints, including work-related musculoskeletal disorders (WRMSDs). Understanding human factors and the associated hazards that could occur within the workplace is a vital step in creating an ergonomic organisation.

Ergonomic factors have a huge influence over employees' working behaviour, health and wellbeing. When businesses make decisions with these human factors in mind, it ensures that they are meeting the needs of all their workers and keeping people safe and free of risk.

Designing workspaces and workstations means considering ergonomic principles while taking into account issues around cost, efficiency and the effectiveness of technology. Creating a workstation for a specific employee means considering that person's:

- body size and shape

- posture

- muscle strength

- freedom of movement

The aim is to create a workstation that gives the employee the widest range of comfortable movement and allows them to maintain a proper posture.

Lacking the freedom to work properly can cause a number of health issues, particularly pain and discomfort in the muscles of the body. This is why people who work sedentary jobs and are seated for large portions of the day are advised to change their working position on a regular basis.

Employees should have enough space to perform their duties and easy access to all the areas in which they work. This means considering their physical characteristics and making sure the workspace accounts for those specific body dimensions, as well as the clothing or other equipment they wear as part of their job. Height-adjustable work surfaces (such as sit-stand desks) are ideal for creating workstations that fit the employee's body dimensions in the best possible way.

CHECK YOUR PROGRESS:

1. Explain the importance of ergonomics.

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7.5 SUMMARY

Ergonomics is a science-based discipline that brings together knowledge from other subjects such as anatomy and physiology, psychology, engineering and statistics to ensure that designs complement the strengths and abilities of people and minimize the effects of their limitations. Rather than expecting people to adapt to a design that forces them to work in an uncomfortable, stressful or dangerous way, ergonomists and human factors specialists seek to understand how a product, workplace or system can be designed to suit the people who need to use it.

Human factors and ergonomics is concerned with the "fit" between the user, equipment and their environments. It takes account of the user's capabilities and limitations in seeking to ensure that tasks, functions, information and the environment suit each user.

To assess the fit between a person and the used technology, human factors specialists or ergonomists consider the job (activity) being done and the demands on the user; the equipment used (its size, shape, and how appropriate it is for the task), and the information used (how it is presented, accessed, and changed). Ergonomics draws on many disciplines in its study of humans and their environments, including anthropometry, biomechanics, mechanical engineering, industrial engineering, industrial design, information design, kinesiology, physiology, and psychology.

7.6 QUESTIONS

- What are factors affecting the ergonomics at job level?

- Why is ergonomics significant for organizations?

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8

CORPORATE SOCIAL RESPONSIBILITY

Unit Structure

8.0 OBJECTIVES

- To learn about Corporate Social Responsibility and different aspects of it.
- To learn about the Government interventions Regulation on CSR

8.1 INTRODUCTION

In this chapter, we are going to learn about Corporate Social Responsibility (CSR). As sociology students you are involved in studying about societies and you may have also developed certain skill sets to understand the social problems and resolve them. Through this chapter, you can expect a brief introduction to the topic of CSR and even get conceptual understanding of it, we would also learn few case studies related to the core topic. Every organization involves themselves in helping the society, it's not only the big Multinational Corporations but also small shops too. For example- In a local Kirana shop there would be a tiny transparent box which receives donation

for eye hospital, orphanage, Red Cross Society etc. Even Big companies have products where while buying online they ask whether you are interested in donating one rupee for the cause for girl's education or for CRY or any NGO. Or even a percentage of purchase profit of every product is being given for some cause

8.2 MEANING OF CORPORATE SOCIAL RESPONSIBILITY

In simple words, Corporate Social Responsibility is a way through which companies are giving back their share of profit back to the society through which they earn. Corporate Social responsibility (CSR) also works in areas like Corporate responsibility, professional citizenship1a, Social entrepreneurship, Sustainable development, triple-bottom line2a , corporate ethics and in certain situations, corporate governance. What brings these phrases together is the expectation that businesses (both private and public) would act ethically in their dealings with a wide range of stakeholders, including employees and their families, communities, and the general public. Corporate social responsibility also refers to a company's commitment to operate in ways that benefit society as a whole. It involves shareholders and other stakeholders to build a strategic investment that has a good profit and even create healthy overall influence on the society.

In terms of overall growth of the Indian country, CSR in India focuses on three primary areas (human capital, natural capital, and social capital). Corporate enterprises are attempting to alleviate prevalent social concerns in Indian society with the aid of CSR, such as a lack of employment possibilities, a high prevalence of illiteracy, and a high poverty rate. The government of India has participated in this social development movement for decades and had some success, but corporate social responsibility has transformed the entire landscape in this regard. Through new ideas and smart movements for the general benefit of the Indian country, the business sector is attempting to bring about a shift in society's welfare

Both social entrepreneurship and corporate social responsibility (CSR) are critical to the growth of the Indian economy. Many large corporations are currently attempting to implement some novel ideas in the realm of corporate social responsibility. The companies are concentrating on a shared solution that serves both society and business organisations equally. A step toward improving social welfare through the establishment of schools and educational institutions in small, backward rural areas, the provision of low-interest credit to poor farmers in the agriculture sector, and the use of plantation methods to reduce deforestation in certain areas of the Indian economy.

8.3 HISTORY OF CORPORATE SOCIAL RESPONSIBILITY IN THE WEST

Despite the fact that responsible businesses have existed for more than several centuries. Yet, proper discussion on this topic was done by American economist Howard Bowen. He coined the phrase Corporate Social Responsibility in his book Social Responsibilities of the Businessman in 1953. Hence, Bowen is also known as the "Father of CSR" because of his contributions to the field.

Though Corporate Social Responsibility did not become much popular in United States until the 1970s. However, later, it was the Committee for Economic Development who first suggested the notion of a "social contract" between corporations and society in the year 1971. This contract advanced the notion that businesses need to operate and exist through public consent, and that businesses have a responsibility to contribute to society's needs. Early CSR continued to evolve in the 1980s, as more of businesses which began to incorporate social concerns into their operations while becoming more responsive to stakeholders.

8.4 ORIGIN OF CORPORATE SOCIAL RESPONSIBILITY IN INDIA

Informally, in the Indian context business whether small or large businesses have always looked after their employees. In fact, employers even treat their labourers/ staff as family members. Business also run on traditional values, lessons learnt from epics, elders in the family (Milton Singer). In India, though there was no clear term as such Corporate Social Responsibility yet, the employers have been donating their profit for welfare of other villagers, sponsoring education of employee's kids' or even helping the needy.

Some reference of discussion on Social responsibility can be seen in the British Raj. Industries were expected to invest a portion of its profits towards the growth of society and social welfare. The first phase of CSR in India was from 1850 to 1914, when colonial-era businesses were required to set aside a portion of their profits for social purposes such as the construction of temples and religious institutions. During the second phase, from 1910 to 1960, during the Independence period, Indian political leader Gandhi urged businessmen to devote a portion of their riches to the benefit of the poor and marginalized in Indian society.

The third phase, began from 1950 to 1990, when PSU (public sector undertaking) were built for greater income distribution in Indian society. Liberalization, Privatization, and Globalization are all part of the fourth phase of CSR, which began in 1980. When India's economic policy was modified in 1991, the Indian market welcomed many international corporations to participate in the Indian economy, which aided in the development of rural regions.

8.5 GOVERNMENT'S TAKE ON CORPORATE SOCIAL RESPONSIBILITY

On January 22nd, 2021, the Government of India issued revisions of the Companies (Corporate Social Responsibility) Rules, 2014 and Section 135 of the Companies Act, 2013. The most important thing to remember is that CSR is not applicable to all companies. There are three criteria mentioned in the Act; if a company falls even into one of them then they have to keep a CSR Department (Committee).

The Criteria are –

1. Company with Net Worth of Rs. 500 Crores. or

2. Company with Turnover Profit before Tax is 1000 Crores or.

3. Profit before Tax is 5 Crore

If a company falls under any one of the category then they have to utilize 2 percent of the Adjusted Net Profit (under Section 198) for CSR. The 2 percent would be the average profit made out of three consecutive financial years. The company also has to have a CSR Committee within the Organisation. The Committee Comprises of Two Board of Directors and One independent Director. If company does not have independent director then just two too is enough.

Imagine in a given year a company goes **under loss.** Still the CSR tag would remain. A company would be able to escape CSR criteria if a company is not falling under the above listed criteria for three continuous years even after being tagged with CSR.

The **Unspent** CSR has to be moved to PM Cares or PM fund in 30 days. If the project is ongoing then unspent amount has to be kept in the bank under the name ESCROW Account and has to be spent in three years.

The Penalty for failure of having CSR Committee and Actions is that of upto 1 Crore on the Company and Rs. 50,000 to 5 Lakh or both or jail for the concerned officer, according to Section 135 (7). However, due to protests from corporates the jail is being withdraw[a1a]. Upon the Company penalty upto One Crore can be laid. Audit of the company won't be held if it the CSR activity is not carried for continuous six years.

The main motto of Government is to have a CSR Activity in organizations. It is bring a culture, system/ Committee of social responsibility than imposing 2 percent or 5 percent of CSR.

Companies can include the following activities in their CSR policies, according to the Schedule-VII of the Companies Bill, 2012:

i. Ending extreme hunger and poverty;

ii. Promoting education;

iii. Promoting gender equality and empowering women

iv. Reducing child mortality and improving maternal health

v. Combating the human immunodeficiency virus, acquired immune deficiency syndrome, malaria, and other diseases

vi. Ensuring environmental sustainability;

vii. Creation of Job opportunities for those with vocational skills so that they could be employed.

viii. Developing Social enterprise ventures

- The new amendment has also included several other areas like Defence - whereby funds can be allocated for Central Armed Police Force, Para Military, and War Widows. Sports, Clean Ganga River Fund and even Arts and Culture aspects like allocation of funds for National Heritage and Monuments.

- The companies can also donate funds to that of Prime Ministers Citizen Assistance and Relief in Emergency Situation Funds (PM Cares Fund). Or Prime Minister's National Relief Fund.

- In addition they could also provide support to different Research and Development PSU in India like DRDO, Bhabha Atomic Research Centre etc. Organization can also work in nearby local area like slums, rural area and even provide support for Disaster management projects.

- The Recent CSR initiatives from Government includes procedures like Companies need to register themselves. The funds spent on Covid research, vaccine could also be included as CSR fund. However, any kind of political funding/ Sponsorship is not viewed as CSR funding.

- For the first time, it is permitted for Companies can designate an international organization (WHO, IMF, UNICEF) representatives to create, monitor, and evaluate CSR initiatives or programs in accordance with their policies, as well as to enhance the capability of their own CSR teams, according to the guidelines. The charges or fees paid to such companies, however, may be subject to a 5% administrative overhead restriction.

8.6 UNDERSTANDING CORPORATE SOCIAL RESPONSIBILITY IN DIFFERENT AREAS –

Three main forms of Corporate Social Responsibilities are observed usually they are as follows:

- Ethical Corporate Social Responsibility – It is defined as the fulfilment of a company's economic, legal, and ethical duties in ethical way.

- Altruistic Corporate Social Responsibility: The fulfilment of an organization's philanthropic duties, which extends beyond ethical

CSR to assisting in the alleviation of public welfare inadequacies regardless of whether or not this benefits the company.

- Fulfilling charitable commitments that will benefit the firm through favourable publicity and goodwill through strategic corporate social responsibility.

Types of CSR activities of Companies generally -

- Corporate Social Responsibility (CSR) in the Environmental Sector: Corporate social responsibility (CSR) helps to mitigate harmful environmental and climatic effects. It makes an effort to lessen the negative influence on the environment. It also encourages people to use renewable energy.

- Corporate Social Responsibility (CSR) in the Community: The company collaborates with other non-profit organisations to guarantee the well-being of residents in the neighbourhood. Corporations sponsor these NGOs in order to enhance the living circumstances of the community's residents.

- Corporate Social Responsibility (CSR) based on Human Resources (HR): Corporations place a high value on the well-being of their own employees. Companies strive to enhance their workers' living circumstances. Various leaves, such as maternity and paternity leaves, may be extended by employers. They can also cover their employees' medical expenses.

8.7 CSR BENEFITS

There are several benefits of CSR for the company too let us look into some of them -

- The company's brand image or reputation improves.

- The number of loyal customers grows

- Increased employee retention.

- Improves customer, investor, banker, supplier, and competitive relationships.

- Attract more qualified employees.

- Overall financial results improve.

- Cost Savings- Being careful with the resources that nature offers us helps to protect the lives of future generations while also providing immediate advantages in the form of decreased expenses for your business. Companies are converting now to more efficient ways of operation, switching to renewable energy sources, and implementing procedures that provide financial benefits.

- Brand Differentiation: As customers become more educated and aware of current societal challenges, they want to participate in any manner they can to help address social problems. As a result, when consumers learn that they can purchase simple things that they require in their everyday life from a firm that promotes social progress, they will undoubtedly choose it. This distinguishes the firm from the competitors.

- Get the greatest workforce: We all want to help the less fortunate, but only a few are able to give up all of their own things and commit their lives to the development of others. Thus, the vast majority of people who work to support their families also want to help others. As a result, people choose to work for organisations where they are aware that their activities have a far greater impact on the overall scope of life.

- Company promotion: Companies' CSR initiatives, as well as the expenditures associated with their execution, can easily be perceived as a marketing expense. Helping those in need and working for the greater good is a better method to get people's attention and admiration.

8.8 ROLE OF A CSR MANAGER

The way the Corporate Social Responsibility operates differs from company to company. Some companies just hire one individual and he is given the role of Corporate Social Responsibility Manager and he/she outsources the work to Non-Governmental Organisations and thereafter he/she just monitors the progress. Let us try to understand this from an example –

For example – A company called White sparrow is a Multi-National company. It hires a Manager for looking after the Corporate Social Responsibility activities – it could a project like free vocational training in the slum for women etc. or even providing monthly certain portion of profit to different institutions like old age, orphanage etc.

The second method is where a foundation or Trust is made on the name of the company and then the organisation directly works as a team and hire certain social workers, staff and try to help the society.. Let us take an example- Company named Y adopts a whole village and thereafter works towards upliftment of it like providing education, vocational skills training, plants trees etc. In this case, company employees too can volunteer spend an hour or two every week for the betterment of the village.

Check Your Progress

1. Do you think companies should give back certain profits to the society, what is your opinion on this?

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2.   Discuss the motto behind CSR insistence by Government.

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3.   Discuss the percentage of CSR funds which companies have to spend.

8.9   CHALLENGES   OF   CORPORATE   SOCIAL   RESPONSIBILITY

One of the important challenges is that if the company the funds allocated for Corporate Social Responsibility can be effect if the leadership, lack of raw materials, fall in global sales, uncertain times like War in other countries – where distribution or a part of production takes place etc. As during such times the company would be incurring loss. Infact, there could be even lay off of employees for costing cutting. During such period, the company would not be able to invest any money on Corporate Social Responsibility. Hence, it results in lack of funds and even Non-Governmental Organizations dependent upon Corporate Social Responsibility funds to quit the work mid-way too. Let us take the recent example – there were frequent lock downs as a result, there was no production as labourers had migrated, companies were shut down, because of pandemic. Post pandemic there is semi-conductor issue, Oil crisis , War which has effected global market too.

8.10   CSR   INITIATIVES   BY   INDIAN   AND   MULTINATIONAL CORPORATIONS

Raising the bar for socially responsible marketing necessitates a three-pronged approach based on correct legal, ethical, and social responsibility conduct. The Tata Group is one organisation that places socially responsible marketing at the forefront of all it does. Microsoft, Johnson & Johnson, 3M, Google, Coca-Cola, Sony, and Proctor & Gamble are among the other top-rated international firms for corporate social responsibility. Tata, Godrej, The Gujarat Co-operative Milk Marketing Federation, Narayana Hrudalaya, and Arvind Eye Care System are just a few of the companies that make corporate social responsibility a priority.

8.11 CASE STUDY OF TATA GROUP :

The Tata Group is one of the powerful companies in India which has very strong contribution to the development of the Indian economy. The three strong pillars of loyalty, dignity, and corporate social responsibility form the foundation of the group culture. Tata trusts support a variety of projects and institutions in the areas of health (Tata Cancer Hospital), literacy, clean, low-cost drinking water, rural skill development, and the establishment of rural BPOs, as well as the spread of solar home systems in rural areas with support for their upkeep and a variety of other rural development projects benefiting the most vulnerable members of society. It's no surprise that the Tata name is synonymous with "trust" in India. The profound impact of Tata ethics could be seen from the 26/11 attack where it treated all its employees equally and took care of them. Or from the amount of contribution during Pandemic which is Rs.15,00 crores to 2500 crores .

8.12 SOCIAL ENTREPRENEURSHIP

Social entrepreneurs are disruptors and change makers. Social businesses can be for-profit or non-profit organisations. When scaled up, a revolutionary product or system developed by these social companies might result in large financial advantages. In many developing nations where there are few large or even medium-sized firms, social entrepreneurship is considered as a job-creation strategy. Social entrepreneurs would be critical in helping the country flourish in the next years.

Although the notion of social entrepreneurship has long existed, it was only recently defined and labelled as a branch of entrepreneurship. The general public is familiar with words like corporate social responsibility (CSR) and how most businesses use it to benefit their communities. They feel that CSR is an endeavour that major companies take to prevent negative environmental consequences.

8.13 CASE STUDY ZOHO

Sridhar Vembu is the CEO of a software company called Zoho which operates in twenty one countries. The company deals with software and related products. The unique aspect about his company is that it works with village youth by enrolling them into their own school called Zoho Schools. This is done by providing free education to the youth of villages and every student is also provided Rs. 10000 as stipend while studying in Zoho schools. Thereafter, individuals are hired back to the organization. Out of the total employees at least 10 percent of the employees are the one's who came from zoho schools where skill sets are given more importance than degrees. At present Zoho model is being planned to experiment for 10 villages in Kerala, Andhra Pradesh. Even today his office is located near Chennai in a village. Zoho is an example of how Villages could progress and also solve the problem of gap between industry and academics.

8.14 SUMMARY

With relation to the overall development of the Indian country, Corporate Social Responsibility in India focuses on three primary areas (human capital, natural capital, and social capital). Corporate enterprises are attempting to alleviate prevalent social concerns in Indian society with the aid of CSR, such as a lack of employment possibilities, a high prevalence of illiteracy, and a high poverty rate. The Indian government has been active in this social development movement for decades, but corporate social responsibility has altered everything.

In terms of overall growth of the Indian country, CSR in India focuses on three primary areas (human capital, natural capital, and social capital). Corporate enterprises are attempting to alleviate prevalent social concerns in Indian society with the aid of CSR, such as a lack of employment possibilities, a high prevalence of illiteracy, and a high poverty rate. As a result, the business sector is attempting to influence the welfare of society through creative ideas and strategic movements aimed at the general benefit of the Indian country.

Check Your Progress

1. Discuss the case study of Tata Group in terms of CSR activities

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2. Give some examples of Social Entrepreneurship by searching from Newspapers.

8.15 QUESTIONS

1. Explain the history of CSR in the West

2. Discuss Social Entrepreneurship

3. Explain the benefits of CSR for organization and society

4. Discuss the origin of CSR in India and discuss two case studies. (You can include your own case studies observations too).

5. Discuss the Government take on CSR

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ii. https://www.coursera.org/learn/global-sustainability-be-sustainable This is the link for free corporate social responsibility course The steps which needs to be followed are –

iii. Check the dates when the course is beginning.

iv. Click the join button new user and register yourself with your personal details.

v. Enroll for the course.

vi. Complete assignment, lesson sessions,

vii. Appear for the online MCQ exam

viii. Get the certificate.

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1 As professionals are seen as experts in certain fields hence they can solve the problems of society

2 Focuses on Planet, Profit and People

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9

TOTAL QUALITY MANAGEMENT

Unit Structure

9.0 OBJECTIVES

* To introduce the students with the concept of TQM

* To understand the need for TQM in the product management

* To Analyse the need for TQM in the development of Human Resource

9.1 INTRODUCTION

Total Quality Management (TQM) is a continuous process of improvement for individuals, groqps of people and t'otal organization. TQM is about changing the way things are done within the organizations life time. People must knowwhat to do , how to do it, have the right methods to do it and be able to measure the improvement of the process and the current level of achievement in order to improve the process. TQM is a strategic approach to produce the best possible product and service through constant innovation by doing right things, first time and every time. It places emphasis on prevention rather than rectification.

It indicates a consumer-oriented, quality-oriented management philosophy. It is a philosophy for achieving customer satisfaction. It is,a management by commitment. Both managers and workers are committee to quality.

9.2 DEFINITION OF TOTAL QUALITY MANAGEMENT (TQM)

According to John Gilbert, "Total quality management is a process designed to focus on customer expectations, preventing problems, developing commitment to quality in the workforce and promoting open decision making." TQM is focused on customer satisfaction. Total Quality is defined as ,"a people focused management system that aims at continual increased in customer satisfaction at continually lower cost. TQ is a total system approach (note a separate area or programme), and an integral part of high level strategy. It works horizontally across functions and departments, involving all employees, top to bottom and extends backwards and forwards to include the supply chain and customer chain."

It is a type of program aimed at maximizing customer satisfaction through continuous improvement. It also means zero defects.

TQM is a three process approach:-

(a) **Quality process:-** Understanding who the customer is, what are his needs and thereby, taking steps to completely satisfy the needs of the customer.

(b) **Management process:-** For continuous improvement , the term management refers to all levels of management. The management process comprises of planning organizing, directing and controlling. Management process stresses continuous improvement to keep up with: -

(i)   Changing requirements

(ii)   Competitive environments

(iii)   Technological advancements

(c) **People process:-** The people process involves dedication and commitment on the part of the personnel of the organization people should exhibit:-

(i) Intellectual honesty

(ii) Self -control

(iii) Respect for others

Check Your Progress:-

Q.1.   What do you mean by total quality management (TQM)? Define the term TQM.

9.3 ORIGIN OF TQM

(a)   TQM concept developed in Japan:-

TQM is a new concept developed first in Japan in the 1960s. The idea of Involving all employees not just quality control staff and management in quality control was made popular in Japan. Japanese organizations believe in total quality control.

(b)   Contribution of Denning and Juran to TQM:-

The credit of introducing quality Revolution in Japan goes to two Americans- Dr.W.Edwards Deming and Dr J. M.Juran, both gurus of Japanese in the field of quality management.

(c)   Commitment to quality:-

Under the influence of Juran and Deming, commitment to quality became a part of every plants culture. This commitment was reinforced by the introduction of quality circles for improving quality and reducing costs. This deeply embedded commitment to quality is known as TQM.

The Deming prize is the highest TQM award in Japan and is given to most respected and successful corporations.

9.4 NEED OF TQM

The need of TQM is, now universally accepted as a key to quality and overall efficiency in the case of manufacturing enterprises.

TQM is needed at organization level, business level and also at national level.

TQM is needed for:-

(a)   Consumer satisfaction and pleasure.

(b)   TQM suggested emphasis on consumer expectation, total commitment to quality and participative management.

(c)   TQM is needed to face market competition effectively.

(d)   TQM lowers rejection rate in production process and also for reducing the complaints of consumers.

(e)   TQM is needed for motivation of employees & also for giving them better facilities, training and participation in decision making.

(9 TQM is needed to facilitate industrial growth, economic progress and prosperity to the nation.

Check Your Progress:-

Q.1. Explain the need of TQM.

9.5 FEATURES , CHARACTERISTICS OF TOTAL QUALITY MANAGEMENT (TQM)

(1) Customer focus:-

TQM places emphasis on meeting the requirements, of both the internal and the external customer. In order to meet the requirement of the external customer, it is necessary to meet the need of the internal customer. If the internal customers requirement are agree and meet, then it is possible to meet the requirement of the external customers.

(2) Continuous process:-

TQM is a continuous process as there is a ample scope for using new method and techniquesfor improvement in the quality standards and performance. Implementation of innovative ideas or taking benefit of new opportunities is an integral aspect of TQM. TQM is a never ending quest for achieving new levels of performance.

(3) Defects-free approach:-

TQM places emphasis on the defect-free work most of the time. The defect-free approach is phrased in various ways as right first time, working smarter or zero defects. The idea is to strive for perfection in the work.

(4) Employees' involvement:-

In TQM everyone is involved in the process from the managing director to the Junior clerk or worker in the organization. It is not just manufacturing people, but also the accounting, finance, marketing and even the canteen people are involved in the TQM process. Everyone in the company is responsible for producing quality goods and services and in reducing the internal costs.

(5) Gradual process:-

Introduction of TQM is a gradual process. It is self improvement and group improvement programme through team building. Amental revolution among the employees is required for the execution of TQM. However, such change in the mental make-up of managers and employees is time consuming. This suggests that TQM is a gradual process and not a time bound programme. The following are 4 broad phases in the introduction of TQM:-

(a) Awareness phase

(b) Planning phase

(c) Implementation phase

(d) Institutional phase

(6) Focus on customers:-

It is the central idea of TQM. It aims at producing goods as per the expectations of consumers and supplying them at fair prices. Customer satisfaction is the base around which TQM concept moves. Customer are the source of all the revenue that flows thorough the corporation. Their satisfaction is essential to keep the money flowing especially in an open market where competitors are wooing them.

(7) Recognition and rewards:-

It is an integral part of company's TQM programme. Positive reinforcement through recognition and reward is essential to maintain achievement and continuous improvement in quality.

(8) Formation of quality improvement teams:-

A cornerstone of TQM is the team building that leads to commitment to improvement. There are several types of such teams such as quality steering teams, corrective action teams and so on. Special importance is given to teamwork in TQM.

(9) Management's involvement:-

TQM is a system approach in managing business and improving overall performance. It needs total commitment from the top management to provide viable leadership to the whole approach. Top level management has to take number of initiatives in prder to start the process of TQM.

(10) Techniques:-

TQM can take place by following various techniques such as quality circles, value engineering, statistical process control etc. Through such techniques it is possible to improve systems and procedure. It is also possible to reduce time- consuming low value activities.

(11) System approach:-

TQM is a system approach to managing business and improving performance. The system approach starts with the commitment and leadership of the chief executive officers. Without the total commitment on the part of chief executive officer and his senior executives, TQM cannot take off to a good start.

Check Your progress:-

Q.1. Explain the features and characteristic of TQM.

9.6 ELEMENTS *I* APPROACH PLAN OF TQM

(1) Role of top management/executive:-

The successof TQM largely dependson personal initiativelinterest shown by top executives. They must lead by example.

(2) Change Oriented Concept:-

Those who have creative abilities are given more encouragement to display their caliber.

(3) Zero defects:-

TQM puts emphasison preventive steps rather than corrective action. Defects occur when machines and people make mistakes. When human and mechanical errors are controlled, it is possible to obtain zero defect production.

(4) Educational and Training:-

With regular training, employees should be told to delete something or to add while performing everyday. This is necessary so that their knowledge does not become outdated. It is only through training that employees can shine at work.

(5) Joint decision making:-

Each individual is given the opportunity to suggest and participate in final decision making.

(6) Dignity to human being:-

Employees are given the respect and human dignity. They are made to realize that they are the part and parcel of the organization.

(7) Reward and Performance Management:-

Those who do well are given satisfactory reward. Recognition is provided through compliments, appreciation for efforts, certificates of merits, letter of thanks, etc.

(8) Performance appraisal:-

Periodic performance evaluation keeps the managers and subordinates alert. Such evaluation makes them conscious of their standing in the organization as compared to their colleagues.

(9) Adoption of other's good features:.

Competitor's best quality features should be taken in order to improve own quality.

(10) Right quality inventory:-

Employees are expected to fill up skill inventory or quality inventory to know their improvement.

Check Your Progress:-

Q.1. Explain the elements and approach plan for TQM.

9.7 HUMAN RESOURCE MANAGEMENT AND TQM

Human resources play a vital role in total quality management. The following factors shape the human resource management towards TQM:-

(a) Economic liberalizations announced by the govt. of India in 1991. (b) Opening the Indian Economy to the rest of the globe through the globalization policy.

(c) Entrusting more priority for private sector to play a constructive role in the restructuring and development process of Indian Economy.

(d) Mounting competition among the industries across the globe.

(e) Successful companies accord high priority to productively and systematically understanding and responding to current and future external customer needs.

(f) Successful organizations proactively and systematically understand and respond to current and future external customer needs.

(g) Human resource diversity and mobility are creating new employee needs and expectations about the future work culture.

(h) The information technology revolution is shaping the core competencies needed in a knowledge economy.

(i) Organizational and human resource leaders are being challenged to become effective strategic partners in the creation of world -class work cultures.

The TQM approach brought changes in the attitudes and expectations of the managers about the roles of human resource managers. Further, the expectations of stakeholders about the HRM profession have also been changing.

Check Your Progress:-

Explain the relationship between Human Resource Management and TQM.

9.8 ADVANTAGES/BENEFITS/MPORTANCE OF TQM

(1) Satisfaction of Internal and External Customers:-

TQM stresses the need to satisfy both the internal as well as the external customer.

(2) Helps to face competitions:-

A proper emphasison TQM enables a company to face competition in the market. The company may even come out as a winner or a leader. This is because of high quality product, at the lowest possible cost, produced by a dedicated team of workplace.

(3) Goodwill:-

TQM generates name and reputation to the company in the market. This is because of its constant efforts in bringing the improvement in the products design, variety, shape, size, colors and other features.

(4) Highly Motivated Personnel:-

TQM develops a sense of dedication and discipline in the employees. There is a willingness on the part of the employees to identify quality improvements and waste elimination opportunities. The employees become aware of their importance in the company's performance and progress. This leads to greater involvement and participation of the employees.

(5) Lower Rejection Rate:-

Internal rejection rate gets reduced considerably over a period of time, Various initiatives such as quality circles, process control, right first time approach, just in time approach etc. enables the company to reduce rejection rate.

(6) Reduction in customer complaints:-

TQM results in less or no customer complaints. This is because the products are built to specification with zero defects. Again, efforts are made to improve upon the customer specification so as to provide complex satisfaction.

(7) Better facilities to employees:-

TQM results in higher benefits to the organization in terms of increased profits. This is becauseof higher sales and cost reduction efforts on the part of the company. The higher profits are utilized in a way to provide better facilities to the employees in terms of training, salary, working conditions, amenities like canteen facilities, transportfacilities, recreation facilities and so on.

(8) Expansion and diversification:-

TQM generates a good name in the market. It also brings in higher returns. This enables a company to expand and diversify the company may be in a better position to introduce more brands or product lines.

(9) Absence of additional investment :-

TQM does not require any additional investment. It improves operational quality as well as reduces cost.

Check Your Progress:-

Q.1. Discuss the advantages/benefits/lmportance of TQM.

9.9 LIMITATIONS OF TQM

(1) Slow Moving Process:-

TQM is a slow moving process. It requires total change in the outlook of management and employees. Its benefits will be available only after a long period. Naturally, the TQM is not useful for solving immediately problems.

(2) Lack of initiative:-

The success of TQM largely depends on existence of participative management. TQM needs employees who have ability to take lead. Frankly, trade unions and workers are not much concerned with quality improvement. They are interested in their benefits only.

(3) Difficulties in the implementation of TQM:-

The implementation of TQM is not easy particularly in developing' countries due to the unfavorable attttude of management and employees.

Check Your Progress:-

Q.1. Explain the limitations of TQM.

9.10 METHODS OF TQM

There are several methods to obtain quality management. IS0 9000 is one of the method which can help building quality management. IS0 9000 is a process of standardization and obtaining certificate from the international agencies regarding the quality management. There are several steps to build a quality management system (QMS).

(a) Commitment to QMS

(b) Defining the scope of the activities to be included in the QMS.

(c) Auditing the existing system and procedures against the requirements of the standard.

(d) Developing the plan for writing the procedures.

(e) Training to write procedures.

(f) Training internal auditors.

(g) Revising the operations.

(h) Applying for registration.

(i) Maintaining the System,

A QMS contains normally four levels of documentation:.

(1) A quality policy manual

(2) A Quality procedures manual

(3) Quality records

(4) Work instructions

Check your progress:-

Q.1. Explain the methods of TQM.

9.11 POSITION OF TQM IN LNDIA

Presently, lndia is entering the global market. Economic reforms and liberal economic policies of the govt. encourage global business. In this regard, quality management has special significance. Quality management is the only philosophy. Which can help lndian industries in promoting exports. For this, the concept of quality circles and TQM must be used meaningfully in all aspects of lndian economy particularly in the industrial field. Several lndian companies like TELCO, TISCO, SAIL, BAJAJ AUTO, GODREJ, LBT have taken initiatives to quality management. However, quality improvement is difficult unless. We reform our attitude as TQM is all about attitude. Along with industrial sector, service sector is also realizing the importance of TQM in lndia.

9.12 PROBLEM OF IMPLEMENTING TQM IN LNDIAN INDUSTRIES:-

1) **Conservative Outlook:-**

   Conservative, traditional and profit oriented outlook and approach are common to lndian business. In addition, there is a lack of consumer focus in business. lndian business community is not willing to adopt changes taking place in the environment. This creates problem in implementation of TQM in lndian industries.

2) **Unsound relations:-**

   Absence of cordial labor management relations in many industrial enterprises creates problems in implementation of TQM. Effective use of TQM presupposes presence of conflict-free relations between employers and employees.

3) **Union nonsupportive:-**

There is a negative approach of trade unions and their leaders towards TQM techniques. There is also limited interest and initiation of trade unions with regard to quality control, quality improvement and TQM.

Mostly unions are politically oriented. Leaders are more interested in achieving political aims and neglect worker's interests.

4) **lnadequate Training:-**

Inadequate training facilities to employees and lack of good trainers is a common feature of lndian business. Training results in dramatic effect on the skill and knowledge of employees. The success of TQM in lndian business is restricted because of lack of training.

5) **Lack of Incentives:-**

There is a absence of liberal incentives to employees and failure of management to appreciate good work. Good work done by workers is not recognized by the management instantly. This makes workers disheartened. Their involvement to make TQM successful remains supetfluous.

6) **Lack of communication:-**

There is ineffective communication with employees and low morale of employee. Lack of communication widens the gap between management and employee. TQM can not succeed unless there is adequate communication between all the parties involved.

7) **Domestic environment:-**

TQM can not succeed in India unless it is widely supported and adopted by the government and customers. Incidentally, govt. does not consider TQM on priority basis. There is negligence of TQM by the govt.

Customers are price minded and not quality-minded. Because of this typical situation, implementation of TQM has become difficult.

8) **Limited Participation:-**

There is limited efforts on the part of management for the introduction of participative management at the business unit level. Most of the managements are opposed to introduction of participative management.   TQM is a form of participative management.

9) **Lack of Team Work** :-

In order to make TQM effective, it is necessary to create teamwork. At times, management wants to weaken the trade unions and follows the policy of divide and rule.

10) Indifference of top management:-

There is a lack of top management leadership and participation in TQM programme. The top management maintains the position of supremacy and treat employees as their servants. Moreover, feedback from employees is not taken seriously.

9.13 SUGGESTIONS FOR MAKING TQM EFFECTIVELPOPULAR IN INDIAN

Industries :-

1) The traditional approach to qualityshould begiven up. We have to accept qualitystandards. Which are best in the international market and try to reach that level

2) The management style needs to be open and transparent. It is necessary to have open 'flush' system in preference to the blind game.

3) For effective TQM, accurate data should be provided to all. Management must learn to have free communication if they want to bring out the best in their people.

4) The practice of TQM calls for a participative style of management. All problems should be discussed with the employees with facts and figures.

5) For the introduction of TQM programme, managers and workers should begiven training regarding quality awareness, team building, time management and effectivedelegation. It is rightly said that "TQM begins with Education and ends with Education."

6) Employees should be given full freedom to express their suggestions for quality improvement, cost reduction and elimination of wastage.

7) For the introduction of TQM, the attitude of employees and their unions must change considerably. Positive change in their attitudes is necessary for the success of TQM.

8) It is necessary to give more attention to the requirements of employees working in different departments.

9) Quality flourishes if all players are offered even playing surfaces. 'Do as decided' is a rule that everyone in the company has to follow. Such collective approach is necessary for the success of TQM in India.

Check Your Progress:-

Q.1. Explain the problemsof implementation of TQM in Indian Industries.

Q.2. Give your suggestions for making TQM effectivelpopular in Indian Industries.

9.13 SUMMARY

In this unit, first we have highlighted the role of education in human resource development. Education means the development of all such capacities and abilities that can be of some use to the society and the individual. Education is a prerequisite of economic developments. Economic development assumes a particular set of attitudes and values, or broadly a new culture of its own. Without rationality, without impersonality, bureaucracy and the qualities of thrift, planned economic development can hardly become a reality. Education seems to be an important agency for fostering such values and attitudes among the people and preparing them for economic development. Education makes the individual conscious of their role in society. People should know their duties and obligations to society and be able to perform them well. Education must be able to give the opportunity for livelihood. Students must be able to earn through education.

In this unit, we have also talked about the "eed and impohance fo TQM. "Total Quality Management (TQM) is the need of the day." In response to competitive pressures, a growing number of organizations are adopting the unique philosophy concerning quality called TQM. TQM aims at producing best possible product and service through regular innovation by doing right things every time. TQM indicates consumer oriented qualityoriented management philosophy. It is a commitment to quality by all managers and workers. TQM is a philosophy for achieving customer satisfaction, which involves all -managers, employees and users. It is management by commitment and not management by control.

9.15 QUESTION

Q.1. Discuss the role of education in economic and social development.

Q.2. Discuss the need for vocational and technical education in India.

Q.3. What do you mean by Total Quality Management (TQM)? Explain its characteristics?

Q.4. Explain the need of TQM in India?

Q.5. Explain the advantages and limitations of TQM?

Q.6. Discuss the problems of implementation of TQM in Indian Industries.

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10

MANAGEMENT SERVICES AND OPERATIONS

TALENT MANAGEMENT - NEED, IMPORTANCE AND BENEFITS

Unit Structure

10.0 Objectives

10.1 Introduction

10.2 Benefits of Talent Management

10.3 Talent Management Model

10.4 Talent Management - Opportunities and Challenges

10.5 Summary

10.6 Questions

10.7 References and Further Readings

10.0 OBJECTIVES

- To familiarize students with talent management at work
- To know more about the benefits and significance of talent management

10.1 INTRODUCTION

Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization. The concept is not restricted to recruiting the right candidate at the right time but it extends to exploring the hidden and unusual qualities of your employees and developing and nurturing them to get the desired results. Hiring the best talent from the industry may be a big concern for the organizations today but retaining them and most importantly, transitioning them according to the culture of the organization and getting the best out of them is a much bigger concern.

Talent Management in organizations is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization's requirements simultaneously. For instance, if an organization wants the best talent of its competitor to work with it, it needs to attract that person and offer him something that is far beyond his imagination to come and join and then stick to the organization. Only hiring him does not solve the purpose but getting the things done from him is the main task. Therefore, it can be said that talent management is a full-fledged process that not only controls the entry of an employee but also his or her exit.

We all know that it's people who take the organization to the next level. To achieve success in business, the most important thing is to recognize the talent that can accompany you in achieving your goal. Attracting them to work for you and strategically fitting them at a right place in your organization is the next step. It is to be remembered that placing a candidate at a wrong place can multiply your problems regardless of the qualifications, skills, abilities and competency of that person. How brilliant he or she may be, but placing them at a wrong place defeats your sole purpose. The process of talent management is incomplete if you're unable to fit the best talent of the industry at the place where he or she should be.

Some organizations may find the whole process very unethical especially who are at the giving end (who loses their high-worth employee). But in this cut-throat competition where survival is a big question mark, the whole concept sounds fair. Every organization requires the best talent to survive and remain ahead in competition. Talent is the most important factor that drives an organization and takes it to a higher level, and therefore, can not be compromised at all. It won't be exaggerating saying **talent management as a never-ending war for talent!**

10.2 BENEFITS OF TALENT MANAGEMENT

Talent management can be a discipline as big as the HR function itself or a small bunch of initiatives aimed at people and organization development. Different organizations utilize talent management for their benefits. This is as per the size of the organization and their belief in the practice.

It could just include a simple interview of all employees conducted yearly, discussing their strengths and developmental needs. This could be utilized for mapping people against the future initiatives of the company and for succession planning. There are more benefits that are wide ranged than the ones discussed above. The benefits are:

- **Right Person in the right Job:** Through a proper ascertainment of people skills and strengths, people decisions gain a strategic agenda. The skill or competency mapping allows you to take stock of skill inventories lying with the organization. This is especially important both from the perspective of the organization as well as the employee because the right person is deployed in the right position and employee productivity is increased. Also since there is a better alignment between an individual's interests and his job profile the job satisfaction is increased.

- **Retaining the top talent:** Despite changes in the global economy, attrition remains a major concern of organizations. Retaining top talent is important to leadership and growth in the marketplace. Organisations that fail to retain their top talent are at the risk of losing out to competitors. The focus is now on charting employee retention programs and strategies to recruit, develop, retain and engage quality people. Employee growth in a career has to be taken care of, while succession planning is being performed those who are on the radar

need to be kept in loop so that they know their performance is being rewarded.

- **Better Hiring:** The quality of an organization is the quality of workforce it possesses. The best way to have talent at the top is have talent at the bottom. No wonder then talent management programs and trainings, hiring assessments have become an integral aspect of HR processes nowadays.

- **Understanding Employees Better:** Employee assessments give deep insights to the management about their employees. Their development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes. It is easier therefore to determine what motivates whom and this helps a lot Job enrichment process.

- **Better professional development decisions:** When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. Since development calls for investment decisions towards learning, training and development of the individual either for growth, succession planning, performance management etc, an organization remains bothered where to make this investment and talent management just make this easier for them

  Apart from this having a strong talent management culture also determines how organization rate their organizations as work places. In addition, if employees are positive about the talent management practices of the organization, they are more likely to have confidence in the future of their organization. The resultant is a workforce that is more committed and engaged determined to outperform their competitors and ensure a leadership position in the market for their organization.

CHECK YOUR PROGRESS:

1. What are the benefits of talent management?

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10.3 TALENT MANAGEMENT MODEL:

Talent management can include; talent acquisition (and recruitment), learning and development, organisational values and vision, performance management, career pathways and succession planning. While there are many talent management models, the elements of talent management can generally be categorised into five areas; planning, attracting, developing, retaining and transitioning.
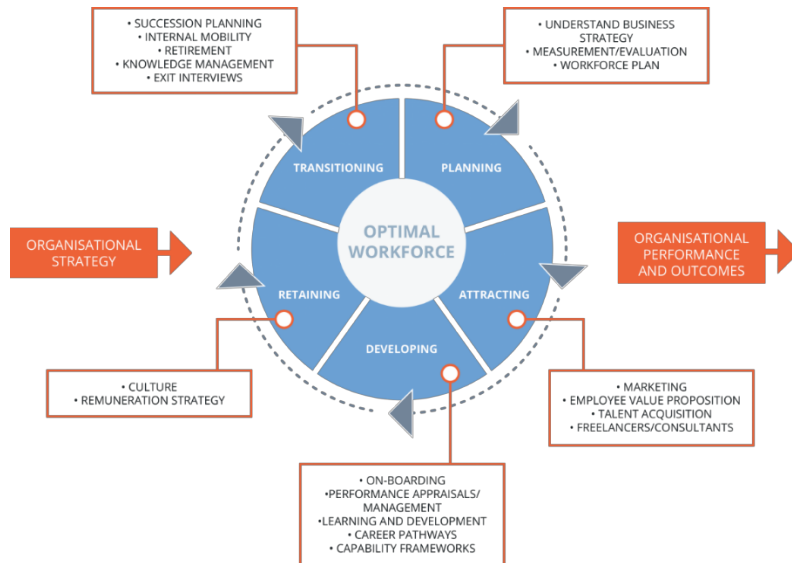
Planning

The planning stage of talent management is comprised of 3 key areas.

1. Understanding the organisational/business strategy

2. Evaluation and measurement/analytics

3. Developing a Workforce Plan

With any talent management approach, it is critical to be aligned with the broader organisational strategy. The environment surrounding the organisation is also taken into account when assessing the organisational strategy.

Attracting

Attracting Involves:

1. Employee Value Proposition
2. Marketing
3. Talent acquisition
4. Consultants/Freelancers

Developing

Developing Involves:

1. Onboarding

2. Performance Appraisals/Management

3. Learning and Development

4. Capability frameworks

5. Career pathways

Retaining

Retaining Involves:

1.   Culture

2.   Remuneration strategy

Retaining talent includes aspects of Developing, which we have already discussed, and it also involves the intentional culture that is set by an organisation and its remuneration strategy.

Transitioning

Transitioning Involves:

1.   Succession planning

2.   Internal mobility

3.   Retirement

4.   Knowledge management

5.   Exit interviews

CHECK YOUR PROGRESS:

1. What is talent management modal?

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10.4 TALENT MANAGEMENT - OPPORTUNITIES AND CHALLENGES:

There is no dearth of professionals but there is an acute shortage of talented professionals globally. Every year b-schools globally churn out management professionals in huge numbers but how many of are actually employable remains questionable! This is true for other professions also.

The scenario is worse even in developing economies of south East Asia. Countries like U.S and many European countries have their own set of problems. The problem is of aging populations resulting in talent gaps at the top. The developing countries of south East Asia are a young population but quality of education system as a whole breed a lot of talent problems. They possess plenty of laborers - skilled and unskilled and a huge man force of educated unemployable professionals. These are the opportunities and

challenges that the talent management in organizations has to face today - dealing with demographic talent problems.

Now if we discuss the problem in the global context, it's the demographics that needs to be taken care of primarily and when we discuss the same in a local context the problem becomes a bit simpler and easier to tackle. Nonetheless global or local at the grass roots level talent management has to address similar concerns more or less. **It faces the following opportunities and challenges:**

1. **Recruiting Talent**

   The recent economic downturn saw job cuts globally. Those who were most important to organizations in their understanding were retained, other were sacked. Similarly huge shuffles happened at the top leadership positions. They were seen as crisis managers unlike those who were deemed responsible for throwing organizations into troubled waters. It is the jurisdiction of talent management to get such people on onboard, who are enterprising but ensure that an organization does not suffer for the same.

2. **Training and Developing Talent**

   The downturn also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a new challenge to talent management, training and developing people who work on a contractual or project basis. What's bigger a challenge is increasing the stake of these people in their work.

3. **Retaining Talent**

   While organizations focus on reducing employee overheads and sacking those who are unessential in the shorter run, it also spreads a wave of de motivation among those who are retained. An uncertainty about the firing axe looms in their mind. It is essential to maintain a psychological contract with employees those who have been fired as well as those who have been retained. Investing on people development in crisis is the best thing an organization can do to retain its top talent.

4. **Developing Leadership Talent**

   Leadership in action means an ability to take out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost. Identifying people from within the organization who should be invested upon is a critical talent management challenge.

5.   Creating Talented Ethical Culture

Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still more challenges and opportunities for talent management.

CHECK YOUR PROGRESS:

1. What are challenges for effective challenge management?

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10.5 SUMMARY

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 your company in the long run. The exact way to achieve this will differ from company to company.

Talent management can be defined as an integrated organizational process in HR which is required for motivating, developing, attracting, retaining and engaging employees. The goal of talent management is to establish an organization which is high performing and sustainable, which meets the strategic and operational goals and requirements of the company.

Talent Management is in a way a business strategy which needs to be integrated with all the employee related processes of the business. Talent management is all about having the right person at the right place at the right time for the optimum time and at the right price. Organizations have now realized that people could be that crucial differentiating edge for them in the increasingly competitive marketplace.

10.6 QUESTIONS

- What is talent management?

- How is talent management effective in HR?

- Elaborate on the benefits as well as significance of talent management.

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11

PROJECT HUMAN RESOURCE MANAGEMENT: OVERVIEW, SIGNIFICANCE, BENEFITS

Unit Structure

11.0 Objectives

11.1 Introduction

11.2 Principles of Human Resource Management

11.3 Main Functions of Human Resource Management

11.4 Importance, Significance and Benefits of Human Resource Management

11.5 Summary

11.6 Questions

11.7 References and Further Readings

11.0. OBJECTIVES:

- To familiarize students with project human resource management
- To understand its functions and benefits

11.1 INTRODUCTION:

Project human resource management includes the processes that organize, manage, and lead the project team. The following processes and the primary goals of Project human resource management are defined below:

- Develop human resource plan. Goal: human resource plan
- Acquire project team. Goal: project staff assignments
- Develop project team. Goal: team performance assessments
- Manage project team. Goal: updates

Human resource management (HRM), the management of work and people towards desired ends, is a fundamental activity in any organization in which human beings are employed. It is not something whose existence needs to be elaborately justified: HRM is an inevitable consequence of starting and growing an organization. While there are a myriad of variations in the ideologies, styles, and managerial resources engaged, HRM happens in some form or other.

Human resource management as a department in an organisation handles all aspects of employees and has various functions like human resource planning, Conducting Job analysis, recruitment and conducting job

interviews, selection of human resources, Orienting, training, compensating, Providing benefits and incentives, appraising, retaining, Career planning, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues, communicating with all employees at all levels and maintaining awareness of and compliance with local, state and federal labor laws.

The historical rule of thumb for Human Resource staffing requirements is one full-time professional Human Resource person should be hired for every 100 employees. The actual ratio for a business can vary depending upon factors such as the degree of HR centralization, the geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization.

11.2 PRINCIPLES OF HUMAN RESOURCE MANAGEMENT:

The HR department has transformed significantly from the task-oriented nature of administration it used to be in the 1980s. It is now viewed as a strategy-focused extension of every firm. The HR department thrives on specific principles, as highlighted below:

1. **Commitment**

   One aspect that the HR department tries to deal with is job security. To guarantee job security, many employees know that they need to show commitment to the company and their job duties. The HR management comes in to put measures in place that ensure that staffing levels correspond to the company's needs and that, in the process, assure employees of their long-term positions within the organization. The firm demonstrates its long-term commitment to the workers by providing regular training, performance evaluations, and goal-setting activities.

2. **Competence**

   Competence is one of the core principles that supports a company's growth and development. It is also an aspect that affects employees' job satisfaction and how the company benefits society. The success of a firm depends on the competency of its employees. The HRM department tries to sustain workforce competency by providing training opportunities. It also schedules orientation programs, which provide avenues to enlighten new employees on a company's mission and objectives.

Training and orientation are essential in improving employees' skills, knowledge, and competency. The benefit of having a competent workforce is that it leads to the production of safe and reliable products and services that consumers can rely on. In the absence of a high level of competence, a company will be susceptible to lawsuits and legal claims resulting from the products and services that it renders.

CHECK YOUR PROGRESS:

1. How is 'commitment' relevant to HRM?

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11.3 MAIN FUNCTIONS OF HUMAN RESOURCE MANAGEMENT:

1. **Employee Recruitment**

   Recruitment is the process of identifying talent gaps in a company and finding the right people to fill the roles. There are four stages in the employee recruitment process:

   - **Job analysis** – This involves defining the various aspects of a job through job description and specification. Through job description, the HRM department identifies the tasks required for a specific job while the latter defines the requirements an individual needs to fulfill that job.

   - **Sourcing** – This encompasses the different techniques a company employs to attract potential candidates to fill a given position. This can be achieved through internal and external advertisements.

   - **Screening and selection** – This is the process of evaluating the candidates who apply for the job. The evaluation is performed to determine the skills, qualifications, competency, and job-related experience that potential candidates bring to the table.

   - **Selection of the right candidates** – Once the best candidate has been selected, the next process that follows is onboarding. This is simply helping the new recruits become productive members of the company.

2. **Employee Orientation**

   Another core function of human resource management is employee orientation. Also known as onboarding, it is the process of teaching new recruits the necessary skills, knowledge, and behaviors so that they can transition to the new company effectively.

   Employee orientation is a broad process conducted by the HR department, and it's done through different methods, including lectures, meetings, videos, mentoring, and team-building exercises. The main objective of the orientation is to provide new recruits with adequate information regarding the company's targets, rules, policies, and activities.

3. Employee Development

Employee development refers to all the efforts for improving personal, team, and organizational effectiveness. One aspect the human resource department tackles is talent development. This involves aligning the employees' skills with the company's needs. In addition to hiring, training, and orienting employees, HRM should also improve their career opportunities.

Essentially, it is more economical to improve a company's current workforce than to hire new employees in the future. So, employee development is a trade-off through which human resource management saves money by avoiding the potential costs of hiring new employees.

CHECK YOUR PROGRESS:

1. What are the functions of HRM?

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11.4 IMPORTANCE, SIGNIFICANCE AND BENEFITS OF HUMAN RESOURCE MANAGEMENT:

Behind production of every product or service there is an human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organisation desire is to have skilled and competent people to make their organisation competent and best.

Among the five Ms of Management, i.e., men, money, machines, materials, and methods, HRM deals about the first M, which is men. It is believed that in the five Ms, "men" is not so easy to manage. "every man is different from other" and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.

The purpose of the Human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organisation, one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person.

Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Later, assessment of employees' performance should be done to know whether employees are performing to the desired standards set by the management. Accordingly, employees should be rewarded or paid for the job they did in the organisation and their safety in the job is the responsibility of HR manager or safety officer who should instruct safety measures for the employees and see that they are scrupulously followed.

Healthy and welfare measures are so-so important to keep employees happy and motivated which has direct impact on their productivity. Doing so all, maintaining proper and healthy relationships between employees and management avoids conflicts which will affect the overall performance of the organisation. Most important thing is adherence and not to ignore employment and labour laws which govern all the above said activities for a job. Contravenes of employment laws will cost to the organisation and its branding. Hence the Human resource management is like a guardian angel for the organisation to sail smoothly and long-live.

The ten "Cs" of human resources management are: cost effectiveness, competitive, coherence, credibility, communication, creativity, competitive advantage, competence, change, and commitment. The ten "Cs" framework was developed by Alan Price in his book "Human Resource Management in a Business Context".

CHECK YOUR PROGRESS:

1. Explain the benefits of HRM.

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11.5 SUMMARY

Human Resource Management (HRM) is a collective term for all the formal systems created to help in managing employees and other stakeholders within a company. Human resource management is tasked with three main functions, namely, the recruitment and compensation of employees, and designating work. Ideally, the role of HRM is to find the best way to increase the productivity of an organization through its employees. Despite the ever-increasing rate of change in the corporate world, the HRM role is not likely to change in a significant way.

Human resource management refers to the process of recruiting and developing a company's workforce. The HR department is concerned with identifying talent gaps in a company, advertising for positions, evaluating potential candidates, and hiring top talent.

Human resource management does not just handle the recruitment of new employees; it also oversees redundancy for companies that want to

downsize. HR management also oversees orientation programs to introduce new employees to the company's goals, objectives, and policies. Overall, human resource management guarantees the smooth running of employees within a company.

11.6 QUESTIONS

- What is the main purpose of human resource management?

- What functions does the project manager have in human resources?

- What are the tools and techniques used for human resources planning?

- Why is HRM important?

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12

IMAGE BUILDING: FEATURES, NEED AND BENEFITS

Unit Structure

12.0 OBJECTIVES

1. To learn about the image building process used by employees

2. To learn the image building process in a practical way with day to day examples.

12.1 INTRODUCTION

Everyone goes to work in some form or other. To survive in a workplace there are certain skill sets required one of them is image building. In this

chapter you are going to learn about this. It is important to remember that your work environment and co-workers are affected by how you present yourself at work. The kind of social behaviors which are acceptable in the office is referred to as workplace etiquette. It's the rules or etiquette that make others feel at ease, such as how you dress, your personality and temperament, your hygiene, how you interact with colleagues, and the way one utilize technology and time.

Image building in simple terms means improving the brand image or public image of a human being with good public relations, advertising etca1a within in the organization. It is a process of oneself for others, like how you want others to view you especially at workplace Image building is also concerned with brands and branding oneself too. To build an image of oneself at workspace there is need of certain rules to be followed. Here the business etiquette is a useful and beneficial social skill that can help you advance in your work, your connections, and boost your professionalism. Employees flourish in a good environment where everyone is treated with decency and respect, and they are able to focus on their work as a result of workplace civility. Furthermore, the capacity to effectively relate to and communicate with bosses, coworkers, and clients is a vital interpersonal skill that employers greatly respect. Employees who are well-versed in the rules of business etiquette stand out in the workplace and project a confident professional demeanor.

12.2 FEATURES OF IMAGE BUILDING

- **One of the important feature of image building is that of effective communication -** Effective communication makes the workplace more productive and enjoyable. The fundamentals we learned as children still apply like: please, thank you, and welcome. Make use of your inner voice. Don't use foul language or raise your voice. Respect your coworkers by providing them your whole attention. Make eye contact with the other individuals. Keep an eye on your body language. Maintain a positive relationship with your boss by keeping him or her informed so that there are no surprises. Inform others of delays, setbacks, new developments, and so on.

- **Managing your emotions-** Think before you speak, and bite your tongue before you say something improper or controversial. Wait, process your thoughts, and think through your words before you voice a complaint, comment, or recommendation when you're irritated or angry while dealing with a work issue.

- **Taboo topics:** Don't overtly criticize your peers, nor gossip about others, or share too much information about your personal life. Politics, religion, sex, and salary discussion should all be avoided in the office premises.

- **Performing Your Duties:** Arrive 10-15 minutes early to work to manage your time. This shows that you care about the job and your boss, as well as a desire to work there. Respect your job, whether you

like it or not, by taking pride in a job well done. When you're at work, be totally present both mentally and physically.

- **Accept accountability-** Accepting responsibility for our mistakes demonstrates maturity and, in turn, invites respect.

- **Workplaces that are open and communal:** People often work in open areas or cabins/ cubicles at numerous workplaces. While this structure invites interruptions, be cognizant of your coworkers' personal space and boundaries. Don't just walk in; or make an announcement without a knock or a phrase like "excuse me" or "knock knock." Clean up after yourself in the kitchen and don't expect others to do so. Make sure you don't burn food in the microwave and don't use it to reheat odorous foods like fish. Label your refrigerator things with our name and date; don't let outdated food turn into a science experiment.

- **Bathrooms:** In the restrooms, clean up after yourself. Replace toilet paper and paper towel rolls and replenish supplies. Put the toilet seat down after use. In small offices, if there is a common toilet used by both males and females do remember to clean the seat with tissue/ water for others' use. Do not use toilets that are meant for differently-abled if you are not a differently-abled individual.

- Copiers and fax machines should be kept in "like new" condition. Fix your paper jams, restock your empty paper drawers, and let those who come later have little copy tasks if their work is little.

- Hallways and elevators are ideal areas to engage in good and cordial conversations with coworkers, so don't isolate yourself by checking your phone for messages or wearing headphones. Otherwise, you're delivering the message that you'd rather be alone.

- **Tips to make Good First Impression:** Clothing- it's advisable to be cautious about how you dress, it is necessary to wear office-appropriate apparel. As what you wear reflects your personal style while also representing your work. Use of Scents should be made at the very least, as smells can be distracting or irritating at work. They can potentially be dangerous for other colleagues in the case of allergies. As a result, stay away from perfume and aftershave. It is necessary to be at work with clean clothing, clean hair, and with a clean physique. Also, keep your personal grooming to yourself.

- Instead of eating at your desk, one can have your spicy lunch or snacks in the lunchroom.

- **Cell phones:** Do not use a cell phone to discuss personal issues while at work. If you must chat on your phone, keep the noise low and, if feasible, talk in a private space. While in a meeting, never peek at your phone or read your email or text messages.

- **E-mails/ Internet :** Write a message that is clear, specific, and short. Check your email for spelling, grammar, and punctuation issues before sending it. Before pressing the send button, double-check the recipients' names. Limit your personal behavior on the business computer by using unnecessarily the internet. For example - While on company time, do not surf the internet, going on Facebook, or checking your personal email.

- **Harassment:** Several laws prohibit workplace harassment. Any discrimination/ harassment on the basis of verbal or physical conduct-based on race, colour, religion, sex, national origin, age, disability, or sexual orientation- can invite trouble.

- **Gender Neutrality:** Etiquette is Gender Neutral: Back in the day the rule was that men hold doors for women. The workplace is filled with women and the guidelines about manners have changed. Here are some general suggestions. - Holding a door: the first to arrive holds it for others - Getting off elevators: The person closest to the door exits first - Paying for meals: whoever invites, pays

- **Greeting someone:** male or female, it's best to stand to greet someone, particularly a higher level co-worker, customer or client.

- **Helping to carry stuff:** When we're overburdened with bags, we all appreciate it if someone helps us same is the case for others hence, provide a hand, regardless of gender.

- **Etiquette in the Workplace:-** Arrive at work clean and rested; - Adhere to the dress code established by your workplace. - Don't interrupt others' work unnecessarily - Speak quietly so that your voice does not disturb your coworkers' work areas. Make sure you clean up after yourself. - Be considerate of your coworkers' belongings and food.

12.3 NEED OF IMAGE BUILDING

Image Building would help all the employees to remain at same page. It would develop certain degree of interdependence. Hence, in the workplace, having lack of respect and worth for one another can lead to loss of employment. Employees that are dissatisfied with their treatment at work are less productive. Employees may reduce contact when angry, instead of offending someone it is better to take some time to calm oneself. It is better, to be honest. One can even look for another job if the workplace has some kind of emotional abuse, or demotivating boss as in the end it may affect the morale and productivity.

Unprofessional and Rude Behaviours can be caused by a variety of circumstances, including:

- Workplace stress levels

- Increased office hours

- A lot of work

- Constraints on how much can be accomplished in a given amount of time

- Demands from customers

- Problems balancing work and personal life

- External triggers like personal issues, commuting hassles, working in close quarters can lead to conflict

- Problem can arise if, in the workplace, there is a lack of understanding and sensitivity to diversity (e.g., age, gender, culture, work styles, perspectives).

Thus, both corporate productivity and employee work satisfaction are harmed by these variables. Hence, it is necessary to have image building.

Check Your Progress

1. Discuss how practising mindfulness in the workplace can help

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2. According to you how can conflict be resolved smoothly at the workplace.

12.4 PRINCIPLES OF IMAGE BUILDING

Positive relationships are built on the foundation of your actions. All of the business relations should be defined by the following business etiquette principles:

- Most people are aware of the need of treating superiors and clients with respect. They might not be as aware of their interactions with peers and subordinates, however. It's important to remember that work settings can and do change quickly. You never know who you'll have to collaborate with in the future. Establishing and maintaining good working connections with everyone you come into contact with

is the greatest practise. You may develop excellent work connections, boost your chances of success, and make your workplace a better place by being attentive of and consistently practising the rules of business etiquette a more pleasant place.

- Pay attention to what others are saying. Use both verbal and nonverbal cues to show you're paying attention to what the other person is saying. Think about what you're going to say before you say it. Think about what you want to say and pick your words carefully. Don't raise your voice, use strong tones, or use profanity while you communicate. You will be seen as a professional if you speak like one. Don't be obnoxious. Avoid misunderstandings by summarising and repeating what you've heard. If you don't comprehend something, ask questions. • Prioritize face-to-face conversation over voicemail or e-mail. Maintain a diplomatic tone. Stress the importance of treating others with decency and respect in all communications.

12.5 PRACTICING SOFT SKILLS AT WORKPLACE FOR IMAGE BUILDING

12.5.1 Conflict Resolution-

- Approach conflict as a situation-related rather than a person-related issue. Concentrate on the issue rather than the individual. • Maintain a positive attitude and set goals for yourself. Provide solutions and proposals for resolving the issue. Instead of reacting, be proactive. Rather than complaining, provide solutions.

- Be patient when you are angry, especially when it comes to little things. Being calm and expressing the problem helps to resolve the problem easily.

- Maintain an open mind. Listen without interrupting or arguing to the other person's point of view, and work toward a win-win solution.

- Accept feedback with composure and without becoming defensive, whether positive or negative. It says a lot about how professional you are.

- Never make a public remark about a Co-worker or colleague.

- If you have a problem with someone, don't bring it up in front of others. Find a quiet place to talk about the problem.

- When working on a collective project, make sure to credit and compliment everyone who helped.

- Praise your Co-workers and congratulate them on their achievements.

- Never claim credit for the efforts of others.

- Congratulate Co-workers on their birthdays, promotions, engagements, weddings, new children, or a loved one's death. Such thoughtfulness makes an indelible mark.

12.5.2 Magic Words-

These phrases are all too often overlooked in the workplace, yet what a difference they can make. Make use of them!

• Please • Thank you • Well done! • Excellent idea • Excuse me • I'm sorry

Usual Workplace Etiquette Challenges

Here are some common etiquette issues encountered in the workplace:

Distracting Activities

According to recent studies, activities that interfere with job performance rank first among employees' pet peeves. One of the top irritants is an office loud talker, followed by loud or obnoxious cell phone ring tones. Take into account the following ideas:

- Be conscious of how loudly you speak. Don't yell through the walls of your cubicle.

- Put your phone on silent or vibrate mode.

- Be careful where you have business-related talks so they don't interfere with others' work.

- Personal conversations should be held outside of the workplace (or better still outside the office). Keep personal phone calls and e-mails short and to the point.

- If you're going to play music in your office, make sure you're the only one who can hear it.

12.5.3 Common/Shared Areas:

Workplace common facilities, such as kitchens and lunchrooms, can be the cause of the location for most conflict between coworkers. Assist in the maintenance of supplies, including washing and returning goods to their right locations, cleaning spills, and wiping counters and tables as needed. When leaving food in a shared refrigerator, label everything with your name and date, and take everything out at the end of the week. Restrooms are a close second as possible conflict hotspots. Wipe any spilled water or soap from the countertop and sink after each usage. Make sure the restroom is clean for the next person. If supplies are low or out, or if there are any maintenance difficulties, notify the appropriate attendant.

Avoid eating food with a strong stench that could permeate the office when dining at your desk or in shared spaces.

Maintain the condition of shared office equipment. If office equipment isn't working properly, refill paper and fix it or contact the appropriate person. If you need to change the settings, such as when printing numerous copies, utilising legal size paper, or generating two-sided copies, go back to the original settings.

12.5.4 Personal Consideration:

* Never borrow goods from a coworker's desk without permission, and always return borrowed items in good working order.

* Maintain a clean and orderly personal workspace. When it comes to office and cubicle decor, less is usually more. To avoid overcrowding or cluttering your workspace, use caution while displaying personal items such as family photos and souvenirs.

* Be punctual. If an unavoidable delay occurs, make every effort to contact anyone or any group who may be waiting for you. If you have to travel, always allow additional time.

* It's a fantastic thing to share professional information. Gossiping and revealing too personal details are not acceptable.

12.5.5 Maintaining A Professional Appearance and Presence -

Wardrobe-

The way you wear communicates a statement and creates a tone. Simple, well-cut garments that flatter your shape/figure could be a better choice for both men and women. Always, remember the old saying, "dress for the job you desire, not the job you have."

Be aware of your company's dress code and adhere to it. If there isn't a formal dress code in place, take cues from people around you. The following are not regarded proper in most businesses: Clothes that are too tight or too short; ripped or torn clothing; excessively short skirts or shorts; fitness wear including sweatpants, bicycle shorts, and running tights.

12.5.6 Personal Hygiene and Grooming-

One's approach, happy face includes grooming, attire, and body language, accounts for 50% of the initial impression. Maintaining good oral and physical hygiene is necessary. Hair should be clean, groomed, and nice, including facial hair. Filing, cleaning, or trimming your nails, applying any makeup, or combing your hair should not be done in public. A light perfume or cologne helps at times.

12.5.7 Body Language and Non-Verbal Messages-

Nonverbal communication accounts for 93 percent of communication; words make for only 7% of a person's conversation. One's body language, which includes facial expression, posture, hand, arm, leg, and foot movement, sends a lot of messages. Without saying anything, one can

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appear engaged, interested, concerned, compassionate, disgusted, bored, tense, or anxious.

Controlling one's body language might be tough. Hence it is necessary to be aware of one's actions, and words as a part of body language. Try not to slouch, fidget, go very close to the other person, gaze about the room, or fiddle with your hair or jewelry when speaking with others. Use your posture and eye contact to show that you're paying attention to what the other person is saying.

12.5.8 Personal Space-

Be conscious of your own and others' personal space and conversational comfort zones. When having a conversation, don't stand too close or too far away from the other person. If you're doing international business, keep in mind that different cultures have different communication comfort zones.

12.5.9 Meeting and Greeting-

While Meeting and introducing someone or while introducing oneself to a stranger certain steps needs to be followed like :

- If you're seated, stand up, smile, extend your hand, and make eye contact while welcoming someone.

- Give a firm handshake that lasts three to four seconds or two to three pumps, then release.

- Don't be alarmed if you forget someone's name during an introduction. Look the individual in the eyes and say, "I'm sorry, but your name just slipped my mind." Could you please repeat your name?

You can also use the traditional greeting of extending your hand and saying your name when you come across someone whose name you don't remember. The majority of people will shake your hand and say their own name as a natural responsea3a.

12.5.10 Mindfulness-

Emotional contagion is a term used to describe the spread of emotions from one person to another. Emotions are contagious, according to studies, and negative emotions cause more emotional contagion than happy emotions. Hence, being happy is important not only for self but for others too.

In the corporate world, mindfulness is critical to success. Mindfulness means being aware, being in the present. It's necessary to be aware of how one's actions affect others. In many circumstances, disrespectful or discourteous behavior is can be avoided by mindfulness and regular use of business etiquette norms. First impressions are persistent in the business world; a second chance may not be feasible. The ability to create and keep a pleasant impression is hence enhanced by understanding and practising etiquette. Fostering positive work relationships is a crucial aspect of

workplace success. When it comes to assigning desirable projects and awarding promotions and raises bonuses, these positive ties can be crucial.

Check Your Progress

1. Discuss Personal Space in workplace

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2. Do you think it's a good idea to check Facebook, Instagram, Twitter for personal use during office hours?

12.6 WORKPLACE COMMUNICATION TOOLS

Phone-

Business over the phone includes a variety of interactions with coworkers and clients, such as placing an order, scheduling an appointment, seeking assistance with a problem, or discussing a critical issue. A well-handled phone conversation can settle all the difference in handling these situations effectively.

When conducting business over the phone, keeping the following guidelines in mind at times helps:

•   Speaking politely and clearly.

•   Before using a speakerphone, seek permission from nearby people and even the person on the other side of the phone. As many people are hesitant to converse in this manner.

•   When making a call or answering the phone, be aware as other could be also listening to the conversation hence it's better to avoid any personal conversations. Many businesses have rules on how staff should answer the phone. If your organization has such regulations, familiarise yourself with them and obey them.

•   Return phone calls as soon as possible. If you don't know the answer to the caller's question yet, seek help or connect them to the right people.

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- Do not put callers on hold. If you suspect you'll have to leave a caller on hold for more than a few seconds, ask permission upfront and offer to end the call and return it later.

- Leave only the most important information in the voicemail

- Never talk on the phone while eating, chewing gum, or drinking.

- Learn how to use your phone's functions before you use them, such as answering another line, transferring calls, or conducting a conference call.

- Do not utilize voice mail as a call-screening toola4a.

E-mail-

E-mail is a useful and necessary communication medium. Composing an e-mail, waiting for a response, answering, and so on may not be the most effective way to discuss a problem that may be resolved more quickly through a real-time discussion.

In addition, e-mail depersonalizes communication. Furthermore, email communications can be misunderstood too.

Use e-mail properly by being considerate and following proper etiquette:

- Think carefully about the information before you send any e-mail. Never say anything in an e-mail that you wouldn't say in front of a group of people. Keep in mind that e-mail messages do not vanish. Hence, it is advisable to be formal and careful.

- It is advisable to have the subject line relevant to the message's content.

- It is useful to be on point while writing messages.

- Verifying the names and e-mail addresses in the subject line helps. As through wrong email id, sensitive information could reach the third party and this would result in leakage of information.

- In business writing, especially e-mails, and abbreviations, one should use emojis as it improper and informal in nature. They may not be understood by the recipient, and they make your communication appear unprofessional.

When forwarding communications, remove any information that is irrelevant or unrelated to the message's subject.

- Do not erase relevant information when responding to communications.

- Avoid using all caps when typing—like it's shouting!

- When forwarding messages, be considerate. Before forwarding an e-mail, consider contacting the sender for permission.

- Focus on the task at hand. Personal messages should not be sent over work e-mail.

- Do not distribute jokes, chain letters, or content that is provocative or offensive. Be aware that your coworkers may not share your values and may find this information offensive or improper.

- Make sure your messages are proofread and spell-checked.

- Use a professional tone and include a salutation, complete the sentences and write a complete message.

- Don't use e-mail as a way to avoid having to talk to someone.

- Many businesses have policies and procedures in place that control the proper use of telephone and e-mail systems. If your organization has such regulations, familiarise yourself with them and adhere to thema5a.

Check Your Progress

1. What are the magic words which we have use every day and even in workplace?

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2. Which form of communication is better to solve problems - Email or in-person face to face communication

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12.7 BENEFITS OF IMAGE BUILDING

Image building develops certain trust among employers, colleagues upon you as a human being as a co-worker. It brings about credibility as a individual who can be counted upon, trusted during crisis and sought for help etc. It develops certain degree of openness, approachable kind of atmosphere for others towards you. Image building can also help in getting promotion, desired projects, friendly work atmosphere. Hence, image

building can be seen as a art, asset which is developed cultivated over a period of time.

12.8 SUMMARY

In this chapter we began with understanding Image building, in simple terms it means improving the brand image or public image of a human being with good public relations, advertising etc within in the organization. It is a process of oneself for others, like how you want others to view you especially at workplace Image building is also concerned with brands and branding oneself too. As the subject under this topic falls is that of Human resource we would here specially discuss about image building special at individual context. To build an image of oneself at workspace there is need of certain rules to be followed. Various ways image building can take place like effective communication, soft skills, telephone etiquettes, emailing effectively etc.

12.9 QUESTIONS

1.   Discuss the need for etiquette and mindfulness as an employee.

2.   Explain the best ways to handle workplace communication tool

3.   Discuss conflict resolution practices at the workplace. You can add some of your observations too.

12.10 REFERENCES AND FURTHER READINGS:

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