

PRE 571

PERSONNEL MANAGEMENT

Outline

- Definitions
- Difference between personnel Management & Human Resource Management
- Elements of Personnel Management
- Job Analysis
- Performance Appraisal
- Performance Appraisal Tools
- Performance Appraisal Biases
- Job Evaluation
- Personnel Records Employee Relations
- Employee Stress
- Employee Stress and Performance
- Employee Discipline
- Employee Grievance
- Employee Training

DEFINITIONS

Personnel Management

- Traditionally the term personnel management was used to refer to the set of activities concerning the workforce which included staffing, payroll, contractual obligations and other administrative tasks.
- In this respect, personnel management encompasses the range of activities that are to do with managing the workforce rather than resources.
- Further, personnel managers typically played the role of mediators between the management and the employees and hence there was always the feeling that personnel management was not in tune with the objectives of the management.

Human Resource Management

- HRM function is primarily concerned with ensuring the fulfillment of management objectives and at the same time ensuring that the needs of the resources are taken care of.
- HRM goes beyond the administrative tasks of personnel management and encompasses a broad vision of how management would like the resources to contribute to the success of the organization.

DIFFERENCE BETWEEN PM AND HRM

- Personnel management is a traditional approach of managing people in the organization. Human resource management is a modern approach of managing people and their strengths in the organization.
- Personnel management focuses on personnel administration, employee welfare and labour relation. Human resource management focuses on acquisition, development, motivation and maintenance of human resources in the organization.
- Personnel management assumes people as an input for achieving desired output. Human resource management assumes people as an important and valuable resource for achieving desired output.
- Under personnel management, personnel function is undertaken for employee's satisfaction. Under human resource management, administrative function is undertaken for goal achievement.
- Under personnel management, job design is done on the basis of division of labour. Under human resource management, job design function is done on the basis of group work/team work.

DIFFERENCE BETWEEN PM AND HRM

- Under personnel management, employees are provided with less training and development opportunities. Under human resource management, employees are provided with more training and development opportunities.
- In personnel management, decisions are made by the top management as per the rules and regulation of the organization. In human resource management, decisions are made collectively after considering employee's participation, authority, decentralization, competitive environment etc.
- Personnel management focuses on increased production and satisfied employees. Human resource management focuses on effectiveness, culture, productivity and employee's participation.
- Personnel management is concerned with personnel manager. Human resource management is concerned with all level of managers from top to bottom.
- Personnel management is a routine function. Human resource management is a strategic function.

ELEMENTS OF PERSONNEL MANAGEMENT

Organization

- Organization is the framework where many activities take place in view of achieving the set goals.
- An organization can be called a physical framework of various interrelated activities.
- The nature of the organization is dependent upon its goal. The business concern goal being profit-making.
- For example: Clubs, hospitals, schools, etc. their goal being service

Job

- The second element, i.e., job tells us the activities to be performed in the organization. Various types of jobs available are:
- Physical jobs
- Creative jobs
- Proficiency jobs
- Intellectual jobs
- Consultancy jobs
- Technical jobs

ELEMENTS OF PERSONNEL MANAGEMENT CONT.

People

- In order to achieve organisational goals, different kinds of people with different skills are appointed. People form the most important element because:
 - The organizational structure is meaningless without it.
 - It helps to achieve the goals of the enterprise.
 - It helps in manning the functional areas.
 - It helps in achieving the functional organisational goals.
 - They give life to a physical organization.
- The different types of people which are generally required are:
 - Physically fit people
 - Creative people
 - Intellectuals
 - Technical people
 - Proficient and skilled people
- Relationship between organization and job helps making a job effective and significant.
- Relationship between job and people makes the job itself important.
- Relationship between people and organization gives due importance to organizational structure and the role of people in it.

JOB ANALYSIS

- A personnel manager has to undertake job analysis so as to put right man on right job.
- The information collected under job analysis include:
 - Nature of jobs required in the organization.
 - Nature/ size of organizational structure.
 - Type of people required to fit that structure.
 - The relationship of the job with other jobs in the organization.
 - Kind of qualifications and academic background required for jobs.
 - Provision of physical condition to support the activities of the concern.
- **Advantages of Job Analysis**
 - Job analysis helps the personnel manager at the time of recruitment and selection of right man on right job.
 - It helps him to understand extent and scope of training required in that field.
 - It helps in evaluating the job in which the worth of the job has to be evaluated.
 - When he has to avoid overlapping of authority - responsibility relationship so that distortion in chain of command doesn't exist.
 - It also helps to chalk out the compensation plans for the employees.
 - It also helps the personnel manager to undertake performance appraisal effectively in a concern.

JOB ANALYSIS CONT.**Job Description**

This is an organized factual statement of job contents in the form of duties and responsibilities of a specific job. It tells in brief the nature and type of job and constitutes all those facts which are related to a job such as:

- Title/ Designation of job and location in the concern.
- The nature of duties and operations to be performed in that job.
- The nature of authority- responsibility relationships.
- Necessary qualifications that are required for job.
- Relationship of that job with other jobs in a concern.
- The provision of physical and working condition or the work environment required in performance of that job.

Advantages of Job Description

- It helps the supervisors in assigning work to the subordinates so that he can guide and monitor their performances
- It helps in recruitment and selection procedures.
- It assists in manpower planning..
- It is also helpful in performance appraisal.
- It is helpful in job evaluation in order to decide about rate of remuneration for a specific job.
- It also helps in chalking out training and development programmes.

JOB ANALYSIS CONT.**Job Specification**

Job specification translates the job description into human qualifications so that a job can be performed in a better manner. Job specification helps in hiring an appropriate person for an appropriate position. The contents are:

- Job title and designation
- Educational qualifications for that title
- Physical and other related attributes
- Physique and mental health
- Special attributes and abilities
- Maturity and dependability
- Relationship of that job with other jobs in a concern.

Advantages of Job Specification

- It is helpful in preliminary screening in the selection procedure.
- It helps in giving due justification to each job.
- It also helps in designing training and development programmes.
- It helps the supervisors for counseling and monitoring performance of employees.
- It helps in job evaluation.
- It helps the management to take decisions regarding promotion, transfers and giving extra benefits to the employees.

PERFORMANCE APPRAISAL

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

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

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

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

PERFORMANCE APPRAISAL CONT.

Advantages of Performance Appraisal

1. Promotion: Performance Appraisal helps the supervisors to chalk out the promotion programmes for efficient employees. In this regards, inefficient workers can be dismissed or demoted in case.

2. Compensation: Performance Appraisal helps in chalking out compensation packages for employees. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal.

3. Employees Development: It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.

4. Selection Validation: Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure so that future changes in selection methods can be made in this regard.

5. Communication: For an organization, effective communication between employees and employers is very important. Through performance appraisal:

- Managers can understand and accept skills of subordinates.
- Subordinates can also understand and create a trust and confidence in superiors.
- It also helps in maintaining cordial and congenial labour management relationship.
- It develops the spirit of work and boosts the morale of employees.

6. Motivation: Performance appraisal serves as a motivation tool.

PERFORMANCE APPRAISAL CONT. -TOOLS AND TECHNIQUES

Following are the tools used by the organizations for Performance Appraisals of their employees:

- 1.Ranking
- 2.Paired Comparison
- 3.Forced Distribution
- 4.Confidential Report
- 5.Essay Evaluation
- 6.Critical Incident
- 7.Checklists
- 8.Graphic Rating Scale
- 9.BARS
- 10.Forced Choice Method
- 11.MBO
- 12.Field Review Technique

Ranking Method

Under this method, the ranking of an employee in a work group is done against that of another employee. It may also be done by ranking a person on his job performance against another member of the competitive group.

Advantages of Ranking Method

- 1.Employees are ranked according to their performance levels.
- 2.It is easier to rank the best and the worst employee.

Limitations of Ranking Method

- 1.In practice, it is very difficult to compare individuals possessing various individual traits.
- 2.This method speaks only of the position where an employee stands in his group. It does not test anything about how much better or how much worse an employee is when compared to another employee.
- 3.When a large number of employees are working, ranking of individuals become a difficult issue.
- 4.There is no systematic procedure for ranking individuals in the organization. The ranking system does not eliminate the possibility of snap judgments

Forced Distribution method

This is a ranking technique where raters are required to allocate a certain percentage of rates to certain categories (e.g.: superior, above average, average) or percentiles (e.g.: top 10 percent, bottom 20 percent etc). Both the number of categories and percentage of employees to be allotted to each category are a function of performance appraisal design and format. The workers of outstanding merit may be placed at top 10 percent of the scale; the rest may be placed as 20 % good, 40 % outstanding, 20 % fair and 10 % poor.

Advantages of Forced Distribution

1. This method tends to eliminate raters bias
2. By forcing the distribution according to pre-determined percentages, the problem of making use of different raters with different scales is avoided.

Limitations of Forced Distribution

1. The limitation of using this method in salary administration, however, is that it may lead low morale, low productivity and high absenteeism.
2. Employees who feel that they are productive, but find themselves in lower grade (than expected) feel frustrated and exhibit over a period of time reluctance to work.

Critical Incident techniques

Under this method, the manager prepares lists of statements of very effective and ineffective behaviour of an employee. The manager maintains logs of each employee, whereby he periodically records critical incidents of the workers behaviour. At the end of the rating period, these recorded critical incidents are used in the evaluation of the worker's performance. Example of a good critical incident of a Customer Relations Officer is: The Officer patiently attended to a customer's complaint. He was very polite and prompt in attending the customer's problem.

Advantages of Critical Incident techniques

1. This method provides an objective basis for conducting a thorough discussion of an employee's performance.
2. This method avoids recency bias (most recent incidents are too much emphasized)

Limitations of Critical Incident techniques

3. Negative incidents may be more noticeable than positive incidents.
4. The supervisors have a tendency to unload a series of complaints about the incidents during an annual performance review sessions.
5. It results in very close supervision which may not be liked by an employee.
6. The recording of incidents may be a chore for the manager concerned, who may be too busy or may forget to do it.

Checklists and Weighted Checklists

In this system, a large number of statements that describe a specific job are given. Each statement has a weight or scale value attached to it. While rating an employee the supervisor checks all those statements that most closely describe the behaviour of the individual under assessment. The rating sheet is then scored by averaging the weights of all the statements checked by the rater. A checklist is constructed for each job by having persons who are quite familiar with the jobs. These statements are then categorized by the judges and weights are assigned to the statements in accordance with the value attached by the judges.

Advantages of Checklists and Weighted Checklists
Most frequently used method in evaluation of the employee's performance.

Limitations of Checklists and Weighted Checklists

1. This method is very expensive and time consuming
2. Rater may be biased in distinguishing the positive and negative questions.

PERFORMANCE APPRAISAL BIASES

Managers commit mistakes while evaluating employees and their performance. Biases and judgment errors (inaccurate distortion of a measurement) of various kinds may spoil the performance appraisal process.

1. First Impression (primacy effect): Raters form an overall impression about the rate on the basis of some particular characteristics of the rate identified by them. The identified qualities and features may not provide adequate base for appraisal.

2. Halo Effect: This is the tendency to rate a man uniformly high or low in other traits if he is extra-ordinarily high or low in one particular trait. For example, if a worker has few absences, his supervisor might give him a high rating in all other areas of work.

3. Horn Effect: The individual's performance is completely appraised on the basis of a negative quality or feature perceived. This results in an overall lower rating than may be warranted.

4. Excessive Stiffness or Lenience: Depending upon the raters own standards, values and physical and mental makeup at the time of appraisal, rates may be rated very strictly or leniently. The stiffness or leniency error can render a system ineffective

PERFORMANCE APPRAISAL BIASES CONT.

5. Central Tendency: Appraisers rate all employees as average performers. That is, it is an attitude to rate people as neither high nor low and follow the middle path.

6. Personal Biases: The way a supervisor feels about each of the individuals working under him; whether he likes or dislikes them, may have a tremendous effect on the rating of their performances. Personal Bias can stem from various sources as a result of information obtained from colleagues, considerations of faith and thinking, social and family background and so on.

7. Spillover Effect: The present performance is evaluated much on the basis of past performance. "The person who was a good performer in distant past is assured to be okay at present also".

8. Recency Effect: Rating is influenced by the most recent behaviour ignoring the commonly demonstrated behaviours during the entire appraisal period.

Therefore while appraising performances; all the above biases should be avoided.

JOB EVALUATION

Job evaluation is a process of determining the relative worth of a job. It is a process which is helpful even for framing compensation plans by the personnel manager.

Advantages:

1. Reduction in inequalities in salary structure - It is found that people and their motivation is dependent upon how well they are being paid. Therefore the main objective of job evaluation is to have external and internal consistency in salary structure so that inequalities in salaries are reduced.

2. Specialization - Because of division of labour and thereby specialization, a large number of enterprises have got hundred jobs and many employees to perform them. Therefore, an attempt should be made to define a job and thereby fix salaries for it. This is possible only through job evaluation.

3. Helps in selection of employees - The job evaluation information can be helpful at the time of selection of candidates. The factors that are determined for job evaluation can be taken into account while selecting the employees.

JOB EVALUATION CONT.

4. **Harmonious relationship between employees and manager** - Through job evaluation, harmonious and congenial relations can be maintained between employees and management, so that all kinds of salaries controversies can be minimized.
5. **Standardization** - The process of determining the salary differentials for different jobs become standardized through job evaluation. This helps in bringing uniformity into salary structure.
6. **Relevance of new jobs** - Through job evaluation, one can understand the relative value of new jobs in a concern.

Thus, job evaluation is different from performance appraisal. In job evaluation, worth of a job is calculated while in performance appraisal, the worth of employee is rated.

PERSONNEL RECORDS

Personnel Records are records pertaining to employees of an organization. These records are accumulated, factual and comprehensive information related to concern employee and are helpful to a manager in various decisions-making areas. Personnel records are maintained for formulating and reviewing personnel policies and procedures. Complete details about all employees are maintained in personnel records, such as, name, date of birth, marital status, academic qualifications, professional qualifications, previous employment details, etc.

Types of Personnel Records

1. Records of employment contain applicants past records, list sources, employees' progress, medical reports, etc.
2. Wages and salaries records contains pay roll records, methods of wages and salaries leave records, turnover records and other benefit records.
3. Training and development contains appraisal reports, transfer cases, training schedule, training methods.
4. Health and safety records include sickness reports, safety provisions, medical history, insurance reports, etc.
5. Service Records are the essential records containing bio-data, residential and family information, academic qualifications, marital status, past address and employment records.

PERSONNEL RECORDS CONT.

Purposes of Personnel Records

According to the critics of personnel records, this system is called as wastage of time and money. According to Dale Yoder, an economist of Michigan University, USA; the significance of personnel records include:

1. It helps to supply crucial information to managers regarding the employees.
2. To keep an update record of leaves, lockouts, transfers, turnover, etc. of the employees.
3. It helps the managers in framing various training and development programmes on the basis of present scenario.
4. It helps the government organizations to gather data in respect to rate of turnover, rate of absenteeism and other personnel matters.
5. It helps the managers to make salary revisions, allowances and other benefits related to salaries.
6. It also helps the researchers to carry in-depth study with respect to industrial relations and goodwill of the firm in the market.

Therefore, personnel records are really vital for an organization and are not a wasteful exercise.

EMPLOYEE RELATIONS

Employee relations generally deal with avoiding and resolving issues concerning individuals which might arise out of or influence the work scenario.

Importance and Ways of Improving Employee Relations

Maintaining healthy employee relations in an organization is a pre-requisite for organizational success.

Strong employee relations are required for high productivity and human satisfaction. Strong employee relation depends upon healthy and safe work environment, involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization.

Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level.

Good employee relation signifies that employees should feel positive about their identity, their job as well as about being a part of such a great organization.

Despite the importance of strong and healthy employee relations, there are circumstances in the life of every organization when employee and management relations are hampered.

EMPLOYEE RELATIONS CONT.

Improving Employee Relations

Employee relations must be strengthened in an organization. To do so, following points must be taken care of:-

- 1.Employee has expectation of fair and just treatment by the management. Thus, management must treat all employees as individuals and must treat them in a fair manner.
- 2.Do not make the employees' job monotonous. This can be done by assigning employees greater responsibilities or indulging them in training programmes.
- 3.Maintain a continuous interaction with the employees. Keep them updated about company's policies, procedures and decisions. Informed employees will make sound decisions and will remain motivated and productive. Also, they will feel as a member of organizational family in this manner.
- 4.Employees must be rewarded and appreciated for a well-done job or for achieving/over-meeting their targets. This will boost them and they will work together as a team.
- 5.Encourage employee feedback. This feedback will make the employers aware of the concerns of employees, and their views about "you" as an employer.
- 6.Give the employees competitive salary. They should be fairly paid for their talents, skills and competencies.
- 7.Be friendly but not over-friendly with the employees. Build a good rapport with the employee. The employee should feel comfortable with the manager/supervisor rather than feeling scared.

EMPLOYEE STRESS

Stress is the response of people to the unreasonable/excessive pressure or demands placed on them.

Excessive workload, insufficient workload, peer pressure, excessive/unreasonable use of authority by the management, lack of promotional opportunities, nature of job, etc all again lead to employee stress.

Stress is not always negative. It may also bring out the best in individuals at times. It may induce an individual to discover innovative and smarter way of doing things. This positive dimension of stress is called enstress.

But usually, the term stress has a negative implication and this negative aspect of stress is termed as distress.

We can say that "Stress causes some people to break, and other to break records."

EMPLOYEE STRESS CONT.

Symptoms of Stress

Some of the symptoms of stress at workplace are as follows-

- Absenteeism, escaping from work responsibilities, arriving late, leaving early, etc.
- Deterioration in work performance, more of error prone work, memory loss, etc.
- Cribbing, over-reacting, arguing, getting irritated, anxiety, etc.
- Deteriorating health, more of accidents, etc.
- Improper eating habits (over-eating or under-eating), excessive smoking and drinking, sleeplessness, etc.

It is thus very essential to have effective stress management strategies in an organization so that the detrimental repercussions of stress on the employees as well as their performance can be reduced and controlled.

EMPLOYEE STRESS. CONT

Sources/Causes of Stress

The factors leading to stress among individual are called as stressors. Some of the factors/stressors acting on employees are-

1. Organizational factors- With the growth in organizational stress and complexity, there is increase in organizational factors also which cause stress among employees. Some of such factors are-

- 1.Discrimination in pay/salary structure
- 2.Strict rules and regulations
- 3.Ineffective communication
- 4.Peer pressure
- 5.Goals conflicts/goals ambiguity
- 6.More of centralized and formal organization structure
- 7.Less promotional opportunities
- 8.Lack of employees participation in decision-making
- 9.Excessive control over the employees by the managers

2. Individual factors- Individual factors causing stress among employees are inherent personality traits such as being impatient, aggressive, rigid, feeling time pressure always, etc. Similarly, the family issues, personal financial problems, sudden career changes all lead to stress.

EMPLOYEE STRESS. CONT

Sources/Causes of Stress

3. Job concerning factors- Certain factors related to job which cause stress among employees are as follows-

1. Monotonous nature of job
2. Unsafe and unhealthy working conditions
3. Lack of confidentiality
4. Crowding rapid social changes are other extra-organizational factors causing stress.

4. Extra-organizational factors- There are certain issues outside the organization which lead to stress among employees. In today's modern and technology savvy world, stress has increased. Inflation, technological change, social responsibilities and rapid social changes are other extra-organizational factors causing stress.

EMPLOYEE STRESS CONT.

Strategies for managing stress at workplace

Stress experienced by the employees in their job has negative impact on their health, performance and their behaviour in the organization. Thus, stress needs to be managed effectively so as to set off these harmful consequences. Strategies for managing stress are as follows-

Organizational strategies for managing stress

1. Encouraging more of organizational communication with the employees so that there is no role ambiguity/conflict. Managers can use better signs and symbols which are not misinterpreted by the employees.
2. Encourage employees' participation in decision-making. This will reduce role stress.
3. Grant the employees greater independence, meaningful and timely feedback, and greater responsibility.
4. The organizational goals should be realistic, stimulating and particular. The employees must be given feedback on how well they are heading towards these goals.
5. Encourage decentralization.
6. Have a fair and just distribution of incentives and salary structure.
7. Promote job rotation and job enrichment.
8. Create a just and safe working environment.
9. Have effective hiring and orientation procedure.
10. Appreciate the employees on accomplishing and over-exceeding their targets.

EMPLOYEE STRESS CONT.

Individual strategies for managing stress

1. The employees should make a “to-do” list daily, prioritize the acts in the list and plan the acts accordingly. Take regular breaks during work to relax you. By effective time management, the employees can achieve their targets timely and can meet work pressures and, thus, avoid stress.
2. Do hard work. Strive to achieve your goals but do not do it to the harm of family, health, or peer.
3. Indulge in physical exercises. It helps in effective blood circulation, keeps you fit, diverts mind from work pressures.
4. Encourage a healthy lifestyle. Take a regular sleep, have plenty of water, have healthy eating habits. Promote relaxation techniques such as yoga, listening music and meditation.
5. The employees should have optimistic approach about their work. They should avoid connections with negative approach employees.

EMPLOYEE STRESS CONT.

Individual strategies for managing stress

6. The employees should have emotional intelligence at workplace. They should have self-awareness, self-confidence and self-control at workplace.
7. The employees should build social support. They should have close connections with trustworthy peer who can listen to their problems and boost their confidence level. This social network will help the employees to overcome stress.
8. Employee counseling is a very good strategy to overcome employee stress. Through counseling, employees can become aware of their strengths and how to develop those strengths; their weaknesses and how to eliminate them; and they can develop strategies for changing their behaviour. Employees are also given career counseling which helps in reducing their ambiguities with regard to career.
9. Find a fun way to release stress, such as, cracking jokes, playing tennis, golf, etc.
10. Do not remain pre-occupied with yourself. Turn your focus outwards. Help others. This will release some stress.

EMPLOYEE DISCIPLINE

When the employees do not behave as per accepted norms of behaviour, it is known as **employee indiscipline**. Absenteeism, change in employee's behaviour, slow performance and grievances are all forms of employee indiscipline. Thus, when the employees fail to meet management expectations in terms of standard performance and behaviour, it is referred to as indiscipline.

Employee Discipline and Features of a Sound Disciplinary System

Discipline is viewed from two angles/dimensions:

1. Positive Discipline: Positive Discipline implies discipline without punishment. The main aim is to ensure and encourage self-discipline among the employees. The employees in this case identify the group objectives as their own objectives and strive hard to achieve them. The employees follow and adhere to the rules and regulations not due to the fear of punishment but due to the inherent desire to harmonize in achieving organizational goals. Employees exercise self-control to meet these goals.

2. Negative Discipline: Employees adhere to rules and regulations in fear of punishment which may be in form of fines, penalties, demotions or transfers. In this case, the employees do not perceive organizational goals as their own goals. The action taken by the management to ensure desired standard of behaviour/code of conduct from the employees in an organization is called negative discipline. The fear of punishment prevents the employees from going off-track.

EMPLOYEE DISCIPLINE CONT.

Characteristics of a Sound Disciplinary System (Red Hot Stove Rule)

Discipline should be imposed without generating resentment. Mc Gregor propounded the "red hot stove rule" which says that a sound and effective disciplinary system in an organization should have the following characteristics-

- 1.Immediate-** Just as when you touch a red hot stove, the burn is immediate, similarly the penalty for violation should be immediate/ immediate disciplinary action must be taken for violation of rules.
- 2.Consistent-** Just as a red hot stove burns everyone in same manner; likewise, there should be high consistency in a sound disciplinary system.
- 3.Impersonal-** Just as a person is burned because he touches the red hot stove and not because of any personal feelings, likewise, impersonality should be maintained by refraining from personal or subjective feelings.
- 4.Prior warning and notice-** Just as an individual has a warning when he moves closer to the stove that he would be burned on touching it, likewise, a sound disciplinary system should give advance warning to the employees as to the implications of not conforming to the standards of behaviour/code of conduct in an organization.

EMPLOYEE DISCIPLINE CONT.

In short, a sound disciplinary system presupposes-

- 1.Acquaintance/Knowledge of rules-** The employees should be well aware of the desired code of conduct/ standards of behaviour in the organization. This code of discipline should be published in employee handbook.
- 2.Timely action-** Timely enquiry should be conducted for breaking the code of conduct in an organization. The more later the enquiry is made, the more forgetful one becomes and the more he feels that punishment is not deserved.
- 3.Fair and just action-** There should be same punishment for same offence/ misconduct. There should be no favouritism. Discipline should be uniformly enforced always.
- 4.Positive approach-** The disciplinary system should be preventive and not punitive. Concentrate on preventing misconduct and not on imposing penalties. The employees should not only be explained the reason for actions taken against them but also how such fines and penalties can be avoided in future.

Types of Penalties for Misconduct/Indiscipline

For not following the standards of behaviour/code of conduct in an organization, there are two kinds of penalties categorized as-

- 1.Major penalties-** This includes demotion, dismissal, transfer, discharge, withholding increments, etc.
- 2.Minor penalties-** This includes oral warning, written warning, fines, loss of privileges, etc.

EMPLOYEE GRIEVANCE

Similarly, the employees also expect from the management to provide them a safe working environment, fair treatment, proper incentives, participation in decisions, and needs satisfaction. The failure on part of management to meet these expectations is termed as employee grievance.

Effective Ways of Handling Grievance

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization. Grievances take the form of collective disputes when they are not resolved. Also they will then lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc. In short, grievance arises when employees' expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. This dissatisfaction must crop up from employment issues and not from personal issues.

Grievance may result from the following factors-

- a. Improper working conditions such as strict production standards, unsafe workplace, bad relation with managers, etc.
- b. Irrational management policies such as overtime, transfers, demotions, inappropriate salary structure, etc.
- c. Violation of organizational rules and practices

EMPLOYEE GRIEVANCE CONT.

The manager should immediately identify all grievances and must take appropriate steps to eliminate the causes of such grievances so that the employees remain loyal and committed to their work. Effective grievance management is an essential part of personnel management. The managers should adopt the following approach to **manage grievance effectively**-

- 1. Quick action-** As soon as the grievance arises, it should be identified and resolved. Training must be given to the managers to effectively and timely manage a grievance. This will lower the detrimental effects of grievance on the employees and their performance.
- 2. Acknowledging grievance-** The manager must acknowledge the grievance put forward by the employee as manifestation of true and real feelings of the employees. Acknowledgement by the manager implies that the manager is eager to look into the complaint impartially and without any bias. This will create a conducive work environment with instances of grievance reduced.
- 3. Gathering facts-** The managers should gather appropriate and sufficient facts explaining the grievance's nature. A record of such facts must be maintained so that these can be used in later stage of grievance redressal.

EMPLOYEE GRIEVANCE CONT.

4. Examining the causes of grievance- The actual cause of grievance should be identified. Accordingly remedial actions should be taken to prevent repetition of the grievance.

5. Decisioning- After identifying the causes of grievance, alternative course of actions should be thought of to manage the grievance. The effect of each course of action on the existing and future management policies and procedure should be analyzed and accordingly decision should be taken by the manager.

6. Execution and review- The manager should execute the decision quickly, ignoring the fact, that it may or may not hurt the employees concerned. After implementing the decision, a follow-up must be there to ensure that the grievance has been resolved completely and adequately.

An effective grievance procedure ensures an amiable work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers. It also helps the management to frame policies and procedures acceptable to the employees. It becomes an effective medium for the employees to express their feelings, discontent and dissatisfaction openly and formally.

EMPLOYEE TRAINING

Benefits and Steps in Employee Training Programme

Training implies enhancing the skills and knowledge of the employees for performing a specific job. Training tries to improve employees' performance in current job and prepares them for future job. The crucial consequence of training is learning.

Objectives of Employee Training Programmes

1. To prepare employees to meet the varying and challenging needs of the job and organization
2. To provide knowledge and skills to new entrants and to help them to perform their role and job well.
3. To coach employees for more complex and higher level jobs.
4. To educate employees new and innovative ways and techniques of performing job.

EMPLOYEE TRAINING CONT.

•Benefits of Trained Employees

Training is a significant tool for employee development. Training has assumed great importance because of exceptional rate of change in the internal and external organizational environment. The importance/benefits of trained personnel towards organizational development are as follows-

- 1.Trained employees do not require tight control and supervision as they are well aware of how to perform a job.
- 2.Trained employees can show higher performance by making optimum and best utilization of the materials, tools, equipments and other resources provided to them.
- 3.Trained employees minimize wastages of resources in the organization and work both efficiently and effectively.
- 4.Training makes employees more committed to an organization as the employees are provided with growth, advancement and learning opportunities.

EMPLOYEE TRAINING CONT.

6. Trained employees adjust to the job better and there are fewer rates of absenteeism and turnover.
7. Trained employees produce quality and quantity output.
8. Trained employees enable the organization to face competition from rival firms.
9. Trained employees can respond and adapt to the changing technology well.
10. Trained employees become more proficient and, thus, their earning potential increase.

EMPLOYEE TRAINING CONT.

Steps in Employee Training Programme

- 1.Identifying the training needs-** The training needs of each employee should be identified. Programmes should be developed that are best suited to their needs.
- 2.Prepare the trainer-** The trainer must do his home work well. He should know both what to teach and how to teach. Time management is required by the trainer. Training should be delivered in such a manner that the trainee should not lose the interest in the job.
- 3.Prepare the trainee-** The trainee should remain active during training. He should know that why is he being trained. He should put across the trainer questions and doubts. The trainee should be put at ease during the training programme.
- 4.Explain and demonstrate the operations-** The trainer should explain the logical sequence of the job. The trainee should perform the job systematically and explain the complete job he is performing. His mistakes should be rectified and the complex step should be done for him once. When the trainee demonstrates that he can do the job in right manner, he is left to himself. Through repetitive practices, the trainee acquires more skill.
- 5.Follow up and feedback-** The trainee should be given feedback on how well he performed the job. He should be asked to give a feedback on the effectiveness of training programme.

Thank You