MEANING OF HUMAN RESOURCES

**Human Resources**

Human resources represent the people at work. In other words, human resources are the sum total of the inherent abilities, acquired knowledge, skills & talents of employees. Human resources have different needs, attitudes, values & they behave differently. At the same time, human resources are dynamic & have greatest potential to develop & grow. Performance of an organisation is directly related to the quality of its human resources. Therefore, human resources are to be utilised fully in order to achieve organisational goals.

**Meaning of human resource management**

Human resource management is concerned with managing human resources. It focuses on the effective use of human resources in an organisation. It is concerned with the development of a highly motivated & smoothly functioning work force. It acquires, develops, utilizes & maintains human resources in the achievement of organisational goals. -

Non-human resources (e.g., materials, machines, money, etc.) remain idle without the proper use of human resources. Human resource management is essential to activate non-human resources & in utilising the workforce to achieve organisational goals efficiently. Human resource management is essential, as most of the problems in an organisational set up are human-based rather ‘than technical or economical. Employees in an organisation show different needs, goals & experiences. Human resource management tries to understand properly the psychology & the different needs of the personnel of an organisation. It establishes a suitable organisational structure for maintaining a desirable working relationship among all the members of an organisation.

**Definitions given by eminent management experts :**

Human resource management plans, organises, directs & controls the functions of procuring, developing, maintaining & utilizing the workforce of an organisation.”

**[RF.L.Breach]**

Human resource management is the planning, organising, directing & controlling of the procurement, development, compensation & maintenance of human resources for achieving desired organisational goals.”

**[Edwin B. Flippo]**

“Human resource management is concerned with the development of potentialities of employees so that they get maximum satisfaction from their work & give their best efforts to the organisation.”

It attracts & selects capable men, organises them in productive

groups, develops their potentials, gives them necessary motivation, boosts & maintains their high morale.

**Objectives of human resource management**

Human resource management aims to integrate employees’ interest as well as management’s interest through justice to employees & improving productivity. Integration of employees ‘interest & management’s interest is done for ensuring the satisfactory accomplishment of organisational objectives. The main objective of the human resource department is to ensure optimum utilisation of human resources by providing maximum satisfaction to employees. In general, the objectives of human resource management can be enumerated as follows :

**(i) Maximum individual development:** Efficient employees can make quality products. Human resource management provides opportunities for advancement of employees through training & job education. It encourages every employee to realize his full potential. Each Employee enjoys job satisfaction through job enlargement.

**(ii) Healthy industrial relation:** Relations between the employer & employees & among the employees themselves should be very cordial for ensuring team spirit, co-operation & coordination. Healthy industrial relations leads to industrial peace. It maintains harmonious relations between management & the workers by solving their problems through the process of collective bargaining.

**(iii) Optimum utilisation of human resources:** An efficient management should emphasize the effective & efficient utilisation of available human resources so that maximum production is possible at the minimum cost. It makes rational use of qualities, knowledge & potentialities of the existing work force. It utilises employees’ efforts, talents & skills effectively by creating the proper atmosphere for work.

**(iv) Integration of individual & organisational goals :** The diversity in individual goals & organisational goals should be reconciled. Human resource management aims to secure integration of individual & group goals with organizational goals. Thus, employees feel a sense of involvement, commitment & loyalty towards the organisation.

**(v) Desirable working relationships :** Human resource management aims to establish & maintain productive, satisfying & self-respecting working relationships among members of the organisation. It divides the organisational tasks into functions, positions & jobs to achieve these objectives. It defines the responsibility & authority for each job.

**(vi) Development of team spirit :** Human resource management develops a team spirit among the employees. It maintains a sound industrial & human relations so as to secure the willing co-operation of all employees. It develops a sense of belongingness & co-operative attitude among the employees.

**(vii) Satisfying employees’ interests:** An employee spends the major part of his life with the employer & the organisation. It is the social & even moral duty of an employer to provide highly comfortable working conditions so that employees perform their jobs efficiently & effectively. Employees should also be provided with proper monetary & fringe benefits. They should be provided with adequate safety, healthy working conditions & enough recreational facilities.

**(viii) Satisfying management’s interests:** The human resource department assists the management in the following ways —

(a) Securing maximum productivity of employees;

(b) Reducing labour cost per unit;

(c) Ensuring loyalty of employees;

(d) Developing high morale of employees ;

(e) Developing team spirit & co-operative attitude of employees;

(f) Intelligent initiative on the part of employees.

**(ix) Improving organisational effectiveness :** Human resource management contributes to organisational effectiveness by building up employees’ motivation & commitment. Employees & management share information regarding mutual rights, obligations & the philosophy underlying personnel policies, procedures & practices. It maintains a high morale & better human relations inside an organisation by improving the conditions of work.

**(x) Creating a disciplined atmosphere :** Discipline creates obedience & ensures rational behaviour among employees. It helps to maintain ethical behaviour inside the organisation.

Human resource management helps to develop a sense of discipline among the work force engaged in the organisation.

**Importance / necessity of human resource management**

The importance of human resource management has been so widely recognised that nearly all organizations realise the need for establishing a strong human resource Department to ensure better industrial relations. The importance of human resource management can be realised from the following points :

**(i) Achievement of organisational goals :** Employees are the common denominator of progress. The effective utilisation of skills & talents of employees help in the attainment of organisational goals.

**(ii) Effectiveness of operations:** Human resource management helps to increase the effectiveness of employees by their wholehearted collaboration. It creates enthusiasm among workers & motivates them in a particular direction.

**(iii) Satisfaction from work:** It helps employees to utilise their potentialities for attaining maximum individual satisfaction from their work. It offers proper monetary incentives, economic & social security to employees. It protects them against the hazards of life such as illness, old-age problems, unemployment, etc.

**(iv) Basis of success of any enterprise:** Human resource management is the key to success of any enterprise. It becomes important for achieving the objectives of the organisation. Personal aspect of management is applied by all managers throughout the organisation. Qualified personnel are usually employed in different departments for attaining the objectives of an organisation.

**(v) Important task of management:** The handling of employees is an integral part of every line manager’s responsibility. Managing the human component is the central task, as all else depends on how well it is done. The personnel department renders assistance to other functional departments to perform their functions.

**(vi) Nervous system of the organisation:** Human resource management is the nervous system of the organisation. It is a two-way channel of information reaching out to every part of the organisation. It is a live channel & is used in every action. It is

Inherent in the dynamism of the structure of the organisation.

( Note : The nervous system is the part that coordinates its actions by transmitting [signals](https://en.wikipedia.org/wiki/Action_potential) to & from different parts of its body.

**(vii) Dealing with human beings:** The human factor is most difficult to manage because motions, feelings, needs & outlooks differ from man to man. The human resource manager is the controller of human factors & he tries to ensure optimum use of human resources. Thus, human resource management performs the toughest job of dealing with the human part of the organisation.

**(viii) Professional growth :** This contributes to the professional growth by providing maximum opportunities for personal development of each employee. It enhances the knowledge & skills of people & helps to develop them for promotion. It utilises human resources for the benefit of mankind. It motivates employees to work efficiently & secure their willing co-operation.

**Functions of human resource management**

Human resource management covers number of activities as follows :

**(i) Human resource planning :** Human resource is regarded as an important asset of anorganisation. Human resource planning is the process of determining manpower requirements of an organisation for achieving the organisational goals effectively.

This helps in predicting the number of employees (skilled as well as unskilled)required in the business at different points of time. It also predicts problems ofmanpower in future projects.

**(ii) Staff recruitment:** Recruitment is a process of identifying sources of human forces & motivating them to apply for a particular job (or jobs) in an organisation. It is aprocess to discover the sources of manpower to meet the requirements of the staffing schedule. It facilitates effective selection of an efficient work force in an organisation.

A well-planned recruiting effort will result in high quality applicants.

**(iii) Staff selection :** Selection is the process of choosing the most suitable candidatesfrom among the applicants for the jobs. It involves careful screening & testing ofcandidates with reference to job specifications. The aim of selection is to pick theright person for the right job. It begins with an initial screening interview & ends with the final employment decision.

**(iv) Staff placement:** Placement refers to induction of individuals and assigning of responsibility with reference to particular job. Proper placement of individuals enhances their potentiality and develops overall effectiveness on the job. An individual is considered to be properly placed if he adjusts himself to the job & continues to perform as per expectations. Placement may create problem due to wrong selection or improper placement or both.

**(v) Staff training:** Training is an act of updating (or improving) the knowledge & skill of employees in order to perform a particular job in an effective manner. It aims at increasing the ability of employees so that they can perform the job in an effective& eff icient manner. Training can convert raw human resources into developed human resources. It improves the performance of employees on the present job &prepares them for taking up new assignments in the future.

**(vi) Staff remuneration:** Remuneration consists of wages, salaries, commissions & bonuses paid to employees as compensation for their service. Remuneration should include both monetary compensation & non-monetary benefits to workers.

Satisfactory remuneration attracts an efficient labour force. This helps in increasing output & lowering labour cost per unit. The method of remuneration should be such that it encourages efficiency & promotes satisfaction of workers.

**(vii) Staff promotion:** Promotion means uplift of an employee to a senior position with better pay, better service condition, higher power, greater status & prestige. It implies upgrading of an employee to a higher post involving increase in rank &responsibility. Promotion provides motivation & job satisfaction to employees. Promotion influences the attitude & conduct of the employee’s behaviour,

**(viii) Staff motivation :** Motivation is an inner psychological force that activates &compels employees to behave in a particular manner. Motivation is an act of stimulating employees to accomplish a desired course of action. Motivation inspires employees to contribute to the best of their capability for the achievement of organisational goal.

**(ix) Staff transfer :** Transfer is the movement of an employee

from one job to another (or from one office to other) without any increase in pay, responsibility & status. Usually, transfer takes place between jobs (or offices) paying approximately the same salary to employees. A transfer may take place either at the intention of the employer or at the request of the employee concerned.

**(x) Staff appraisal:** Performance appraisal is a systematic way of judging the ability/talent of an employee in performing his tasks. It is a process of evaluating the performance of an employee on a given job & his potential for future development. It helps the employees in improving their job performance. It is helpful in promoting employees to higher positions.

**(xi) Staff dismissal:** Dismissal refers to the termination of service of an employee by way of punishment for misconduct or unsatisfactory performance. Termination ofservice of an employee may take place in any one of three forms, namely,

(a)Suspension (i.e., disciplinary action against an employee);

(b) Discharge (i.e.,permanent loss of job of an employee);

(c) Lay-off (i.e., termination of service of an employee when there is no work in an organisation).

**(xii) Staff leadership:** Staff leadership is the process of influencing the behaviour of employees to work willingly towards the achievement of specified organizational goals. Leadership is the ability to build up confidence & zeal among subordinates & influencing the task-related activities of group members. The success of an organisation depends to a large extent on the quality of leadership, particularly on the part of the personnel manager.

**(xiii) Labour safety & welfare:** A better work environment is to be provided to the workers in the following ways: (a) Making arrangements for ventilation of fresh air; (b) Making provision for adequate light & drinking water ; (c) Rooms, staircases & passages should be kept clean; (d) Provision for sufficient latrine ; (e) Provision for extinguishing fire ; (f) prevention of accidents, etc.

Workers should also be provided with adequate welfare facilities, such as, (a) Medical facilities, (b) Employees State Insurance, (c) Pension, gratuity & other post retirement benefits, (d) Canteen facilities, (e) Recreational facilities, etc.

**(xiv) Industrial relation :**



It covers all sorts of relationship that an organisation must maintain for its smooth functioning. It is an active relation among the workers, management, trade unions & the State. It gives emphasis on adjustment & cooperation between the employer & its employees. Industrial relation aims at industrial peace & democracy.

**(xv) Staff maintenance :** The human resource manager is also responsible for maintaining an effective work force. He develops programs covering various aspects of existing personnel as follows :

(a) Safety aspect (i.e. providing safe working conditions to prevent physical injuries of employees);

(b) Health aspect (i.e. providing healthy working environment for mental freshness of employees & improving their productivity);

(xv) Welfare aspect (i.e. providing proper amenities to employees such as housing, canteen, recreational facilities, etc.).

RECRUITMENT AND SELECTION OF WORKERS



Recruitment is a process to discover the sources of manpower &

motivating them to apply for a particular job or jobs in an

organisation.

According to **Edwin B. Flippo** : “ Recruitment is the process of

searching for prospective employees & stimulating them to apply for jobs in the organisation”. Sources of recruitment

In order to recruit, both internal as well as external sources may be utilised as follows :

**Internal sources of recruitments**

|  |  |  |
| --- | --- | --- |
| 1. Promotion | 2. Transfer | 3. Present employees |
| 4. Re-employment of ex-employees | 5. Dependents | 6. Apprentices |

(i) Promotion : This means appointing an employee to a position of greater responsibility. It refers to shifting of persons to positions carrying better prestige, higher responsibility and more salary. Whenever a clear vacancy exists in adepartment, it is filled in by promoting a suitable employee from the lower cadre in

the same department. Employee’s seniority, merit, job knowledge & career record are considered at the time of promotion.

(ii) Transfer: This involves the shifting of an employee from one job to another without changing his responsibility. It is used as a source of internal recruitment to meet personnel demand at the place to which the employee is transferred.

(iii) Present employees : The present employees of an organisation may be informed about likely vacant positions. The existing employees can recommend their relatives or friends for the jobs suitable for them.

(iv) Re-employment of ex-employees : This refers to employing the employees who served the organisation in the past but quit voluntarily or due to retrenchment &want to return, if the organisation wishes to re-employ them.

(v) Dependents : Dependents and relatives of the deceased & disabled employees can be employed on compassionate grounds.

(vi) Apprentices : Persons working as apprentices in the organisation may also be hired whenever a clear vacancy exists.

**Merits:**

 Recruitment from within encourages the employees to work

efficiently to reach top positions;

 The organisations would be able to choose the right people for thevacant positions on the basis of the track records of the employees;

 Employees need little training as they know the major operations & functions of the organisation;

 The expenditure is relatively less when compared to external

sources of recruitment;

 Internal recruitment improves the morale of the employees as they are sure that they would be preferred over the outsiders for higherpositions.

**limitations :**

 In the long run it is not a healthy sign for the organisation to rely onthe existing employees. It discourages new blood from entering intothe organisation. The organisation may be deprived of young talent that flows into the industry.

 The internal sources of recruitment promote sychophancy( praising people in authority ) & favouritism. Workers may be recruited not because of their suitability for the jobs but because they may maintain good relations with the top management.

 The skills of existing employees may become obsolete & the

organisation may have to resort the external recruitment inevitably.

 One universally accepted disadvantage of internal recruitment is the Peter Principle which states that people are promoted until they finally reach to the level of incompetence.

**External sources of recruitment**

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| 1. Advertisements | 2. Employment  exchanges | 3. Educational  institutions |
| 4. Private  Employment agencies | 5. Professional bodies | 6. Labour contractors |
| 7. Employees’  recommendation | 8. Labour unions’ list |  |

(i) Advertisements: This is the best method of recruiting personnel for skilled workers, clerical & higher staff. The organisation can advertise its vacancies through newspapers, trade journals, professional journals, radio, television, magazines

internet, etc. It can be used on a nationwide basis & the management gets a wider range of candidates for selection.

(ii) Employment exchanges : These organisations provide information about job vacancies to the job seekers & help employers in finding suitable candidates. The employment exchanges provide the list of candidates to the organisation when they get requisitions from various employers.

(iii) Educational institutions : Sometimes, educational institutions provide placement services. They offer opportunities for recruiting recent graduates& other diploma holders. Junior level executives or managerial trainees may be recruited from professional & technical institutes (like the IIT and IIM) through campus interviews.

(iv) Private employment agencies: These agencies (like ABC Consultants Ltd.) serve in the technical & professional areas to provide suitable candidates to employers. These agencies advertise the position, screen applicants & provide a guarantee tothe employer for an applicant’s satisfactory performance.

(v) Professional bodies : The professional institutions (like ICAI, ICWAI, ICSI, IIM, IITetc.) maintain a register of qualified persons from which t.hey recommend the names to the employers when asked for. Professional institutions publish magazines &journals which contain advertisements for job openings.

(i) Labour contractors : Contractors are the best sources of getting workers when theyare required for short periods. Manual workers may be recruited or hired through contractors, who maintain close links with the workers.

(vi) Employees’ recommendation : Present employees of a concern may also recommend friends or relatives for jobs. Some organisations encourage their existing employees to assist them in getting applications from persons who are known to them.

(vii) Labour unions’ list: In certain occupations (like hotels, building trades, etc.) labour unions supply the needed employees. It saves expenses of recruitment and screening. Sometimes, labour unions may be asked to recommend candidates as a courtesy towards the union

**Advantages**

The external sources of recruitment offer the following advantages:

(i) Organisations can choose from wider spectrum under the externalsource of recruitment. The number of applicants would be very large & the organisation can choose the better candidates carefullyafter weighing the pros and cons of all the candidates.

(ii) Organisations can avoid bias to some personnel by following the external sources of recruitment. Here, there is no scope for subjective judgment & selection of the candidates.

**Limitations**

(i) Personnel chosen from external sources may cause dissatisfaction among the existing employees. It would be demoralizing to the existing employees when they come to know that organisations a reconsidering the outsiders for filling up the top positions.

(ii) External sources of recruitment is quite costly to the enterprise. Firms have to spend heavily on advertisements &. It is customary to pay (to and fro) the expenses of the candidates for attending interviews & a substantial part of it is a mere waste of resources.

**Selection**

Selection is the process of choosing the most suitable candidates from among the applicants for jobs. It is the process of eliminating unsuitable candidates & finally arriving at the most suitable one.

According to **Dale Yoder** : Selection is the process by which

candidates for employment are divided into two classes — those who will be offered employment & those who will not. So it is called negative process.

**Procedure for selection**

The selection procedure starts immediately after recruitment. It is a process of eliminating those candidates who appear unpromising.

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| 1. Application Blank /forms | 2. Scrutiny of  applications | 3. Preliminary Interview |
| 4. Employment tests | 5. Group Discussion | 6. Checking references |
| 7. Final Interviews | 8. Medical  examination | 9. Final selection &  Placement |

**Application black:** Every candidate is required to fill up a blank application which provides a written record of the candidate\s qualifications, etc. An application blank is a personal history questionnaire. An applicant is requested to fill up the form in his own hand writing. Though reading a person through the blank application form is very difficult, a carefully designed & skillfully interpreted application blank represents a potent source of information about an individual’s attitudes, motivation

drives, emotional stability, relation with other people,

his overall ability to function effectively on the job.

**Preliminary interview:** To eliminate the unsuitable candidates in the very beginning preliminary interviews of brief duration are conducted. A majority of the applicants would be rejected in this stage. If the applicant is eliminated at this very stage, organisation would be saving from the expenses of processing the candidate further.

**Employment tests:** Another important step in the selection process is conducting the employment tests to the candidates. Individuals differ in terms of their physical characteristics, capacity, mental ability, likes & dislikes, working habits, attitudes, perceptions etc. To match the individual’s mental & physical characteristics with the job appropriately, employment tests are essential. Here, intelligent tests, aptitude tests, reasoning tests, General Knowledge tests, psychological test, personality tests, & tests of interests & hobbies etc. are included.

**Group Discussion :** In group discussion the candidates will be given a problem & asked to reach a decision through discussion within a certain limit. The organisation observes the reaction of the candidates & identifies the candidates who possess the leadership qualities, good communication skills, & good decision making skills.

**Checking references**: Normally, in every curriculum, vitae (bio-data) the candidate is asked to mention the name of references. A referee is an important source of information about the stability, integrity, & personality of the candidate. Before a candidate is finally selected, organisations prefer to contact the references or dig up into the candidate’s past history, past employment, financial condition, police record, personal reputation etc. which will be helpful in verifying the candidature of the person. Almost all organisations perform some background investigation either by writing to the referees or making phone calls to them.

**Final Interviews:** An evaluation interview is perhaps the most crucial step in the selection process. A careful assessment of the candidate is made in the personal interview with the candidate. The purpose of conducting the employment interviews is to assess the candidate’s strengths & weaknesses for the

position. Apart from finding out the suitability of the candidate, the face to face interview also provides an opportunity to the interviewer to know more about the candidate. At the same time, the candidate would also be in a position to know about the terms & conditions of his employment.

**Medical examination:** The pre-employment physical examination in terms of medical test of a candidate is an important step in the selection process. This examination isolates the medically unfit people from the rest. Medical examination of the candidates is necessary because if a person suffers from contagious disease it would be harmful to the other people in the

organisation. It is absolutely essential to ensure that only those who are physically fit to undertake the job are appointed in organisations.

**Final selection & placement:** If a candidate has cleared all minor hurdles in the selection procedure he is formally appointed & letter appointment is given to that effect. In the letter

of appointment will be stated the terms & conditions of employment (such as pay scale, period of probation, starting salary, allowance & other perquisites, etc.) Normally a person

is not appointed immediately on a permanent basis but on probationary period. It is only after observing the behavior & work of a candidate for some time, permanent letters of appointment will be issued.

Training & Development



Edwin Flippo contends that ‘training is an act of increasing the

Knowledge & skill of an employee for doing a particular job ’:

Purposes.

» to increase the productivity of workforce;

» to improve the quality lot products being manufactured;

» to help an organisation to fulfill its future personnel needs;

» to improve the health of workers;

» to promote the safety of workers on the job;

» to prevent obsolescence of employees at work.

» to maintain & increase the personal growth of employees.

» to improve overall organizational climate.

**Methods of Training**

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| » On-the-job training |
| » coaching  **»** apprenticeship training  » job rotation  » vestibule training  » self-improvement programmes |

**Coaching** refers to the assignment of a specific person to act as either an instructor or resource person for the trainee. Here, the instructor or coach is supposed to train the employee.

**Under apprenticeship training**, employee is treated as apprenticeship trainee i.e. the trainee is prepared to get stipend. Normally, before absorbing an employee into a factory or the required position, the organisation may impose a condition that he should work as an apprenticeship trainee for a specific time period. If the employee agrees to this condition, he may take up the job or else not.

**Job rotation**, yet another method of on-the-job training, is concerned with rotating the employees on various jobs.

In job rotation, an individual learns several different jobs within a work unit or department. Here, the trainees are exposed to various coaches & task operations. Job rotation is recommended for middle-level managers in almost all organisations.

**In vestibule training**, the equipment & procedures similar to those used in the actual job are set up in special working area known as vestibule school.

Finally, S**elf-improvement programmes** include learning through books, journals, & other necessary material concerning the job in which the individual is engaged. Every organisation maintains a separate library to induce the employees to learn on their own whenever they have time.

**Merits of on-the-job training**

One of the biggest advantages of on-the-job training is that trainee learns on actual working environment rather than on artificial environment. The trainee observes the rules, regulations, and systems being followed in day-today organizational life.

**Demerits of on-the-job training**

The trainee may learn in a haphazard manner. Since there is no

direction under which the trainee learns while performing job, there would be disorganized learning on the part of the trainee.

Sometimes, inexperienced handling of machines & tools by the

trainees may result in colossal losses to the organisation. For

Example, if an employee is asked to work on an ‘Apple’ computer, just by giving a few directions to operate the computer, it is quite likely that the machine would go out of order within no time. This would be costly to the enterprise as such.

In spite of these limitations, on-the-job training is considered suitable to supervisors, operatives, & lower-level executives.

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| » Off-the-job training |
| » Lectures & classroom  » The conference method  » Group discussions  » Role playing  » Case studies  » T-group training (or sensitivity training) |

**Lecturing** is an effective means of imparting the information & knowledge to the trainees. Lecturing is particularly useful for teaching the factual material, concepts, principles, theories & their application to job situations.

**Conferences** provide a common platform for intensive & thorough group discussion & result in suggesting the improved methods of performing work in organisations. The trainee will learn how to look into the problem on a broader perspective, analyse more carefully & arrive at conclusions.

**Group discussion**, also known as team discussion, or seminar is aimed at requesting the members to present papers which would be followed by a critical discussion. The trainee is given full freedom to consult the files concerning the subject matter & compile the information before presenting it before the other members.

Yet another off-the-job training is **role playing** in which two or more people under the specific direction of a trainer play given roles. The role players are informed only about the situation

and of the roles they are expected to play. Normally, role playing involves hiring, firing, discussions about the grievance procedures employed, employer-employee relations etc.

Another sophisticated off-the-job training is the **Case studies**. The trainees are given some cases & asked to identify the problems in the cases & prescribe appropriate solutions to them. For the middle-level managers & supervisory personnel, case study method is quite helpful in developing their decision making skills.

**Finally, T-group training**, also known as sensitivity training is another popular technique employed by several organisations with the basic objectives of improving the interpersonal

relationships in the organisation. Here, the trainee participant is encouraged to look into his own behavior & behavior of others by allowing an open discussion of feelings in a trainer guided

T-groups.

Here, a group of ten to fifteen people meeting away from the job without a planned agenda & discuss about each other’s behavior openly & truthfully so that everybody comes to know the merits & demerits. This way everyone improves in terms of behavior.

**Merits of Off-the-Job Training**

1. This type of training gets employees away from their work

environment to a place. This more relax environment can help employees to absorb more information as they feel less under pressure to perform.

2. Can be a source to supply the latest information, current trends, skills & techniques

For example current employment legislation or other company law & regulations, current computer software or improved

administrative procedures. These new skills can be brought back & utilised within the company.

3. Experts in their field would cover these courses, & this would

mean that training for staff members -would be taught to a

reasonable standard.

4. As many courses or seminars invite employees form other

companies to attend, this would allow employees to network.

**Demerits of Off-the-Job Training**

I. Depending on the course, the overall cost could prove quite

expensive for example; many courses may require an overnight stay at a hotel if the course is outside the area or the course itself may prove to be expensive due to the level of expertise or equipment need to deliver the course.

2. As there is no real way to know the abilities both as a trainer &

their subject knowledge of the people delivering the external training courses, there is no guarantee that sufficient skills of knowledge will be transfers or valuable.

3. Not all the learners will be starting at the same knowledge or skill level & there is a risk that those starting at the lowest levels, if account is not taken of this, will be lost from the start.

**Placement, Orientation & Induction**

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank & responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Induction or orientation refers to the activities involved in introducing the new employees to the organisation & its policies, procedures, rules & regulations. When a new employee reports for work, he must be helped to get acquainted & adjusted with the work environment & the fellow employees. It provides the foundation for the new employee to start working efficiently & comfortably on the new job. It enables the new employee to learn the work values & behaviour patterns acceptable to the organisation. The main **objectives** of orientation are as follows:

1. Clarifying the job,

2. Developing realistic expectations about the organisation,

3. Reducing the amount of stress & anxiety of the new employee,

4. Reducing start up costs, and

5. Strengthening the relationships between new employee, his superior and peers.

In small firms the orientation is generally informal. But in big organisations it may be a formal programme of two to three weeks. When a formal orientation course is to be conducted several days after the new employee joins duty, initial introduction should be given by the supervisor of the new employee. He should be given a friendly welcome & introduced to the other employees. He should be given a general idea about the rules, regulations, working conditions, etc. In the absence of a formal programme, the new employee may form wrong impressions & he may take a lot of time in adjusting himself in new surroundings.

A formal orientation programme generally provides information regarding the following:

1. The history of the organisation,

2. Products & services of the company,

3. Organisation structure of the enterprise, -”

4. Location of departments & units,

5. Personnel policies & practices,

6. Employee’s facilities & services,

7. Rules & regulations,

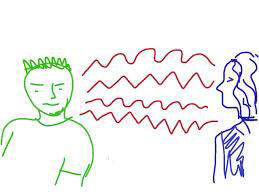
8. Grievance procedure,

9. Safety measures

COMMUNICATION

The term communication is derived from the Latin word ‘communis’which means “common”.

According to **Dalton McFarland** “communication is the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived & understandings are reached among human beings”.



**Importance of Communication In Organisations**

Communication is very important because it is a process by which the managerial functions of planning, organising, directing & controlling are accomplished.

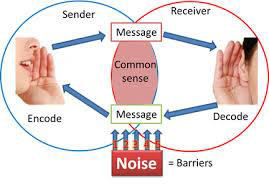
» In organisations, communication ties people & structure together.

» Communication is a bridge of meaning between two or more

people.

» Communication involves understanding & acceptance of ideas to act in it.

THE COMMUNICATION PROCESS



» the communicator or sender

» encoding

» message

» medium

» decoding

» the receiver

» the feedback.

» Noise

**Types of organisational communication**

1. Formal communication is the official message that is

communicated by a manager by virtue of his position in the

organisation structure.

2. Informal communication means of circulating the information is also called as ‘grapevine’.

3. Downward horizontal communication: When communication

flows from top to bottom

4. Upward communication :when it flows frombottom to up

5. Horizontalcommunication ;When it flow betweenvarious departments or people on the same level in an organisation

6. Verbal communication

7. Written communication

**Barriers to communication**

» Filtering : The information may be filtered by sender deliberately to mislead the receiver. A manager filters the information by hiding some meaning & disclosing in such a fashion that the information is appealing to the employee. Filtering the message is a powerful barrier to communication.

» Selective perception: This time the fault lies in the receiver who may indulge in selective perception. The receiver may like to perceive in what he is interested. This affects the organisational effectiveness adversely.

» Language : Communication is said to be poor & distorted if the message is not properly expressed. When information is worded in a manner no t understandable to the average receiver (or the receiver to whom the message is meant) it is quite likely that the message may be misunderstood.

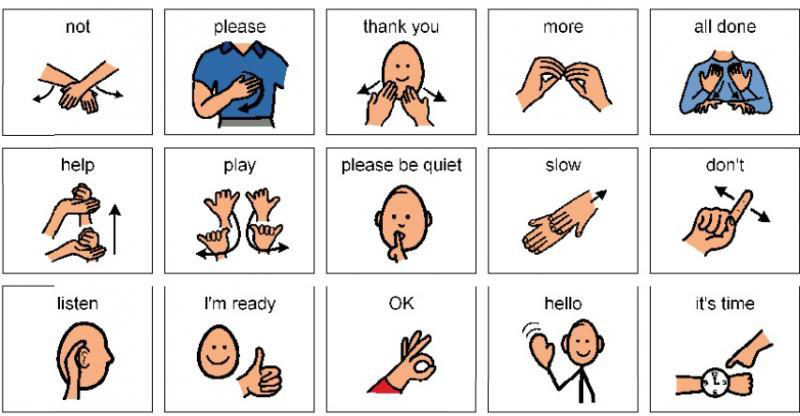
» Emotions :Emotions of both the sender & receiver influence the message transmitted & received. The receiver is likely to take into account the emotion of the sender & interpret the information accordingly. For instance, if the superior reprimands the subordinate in a jovial mood (smiling way) the subordinate may think that the superior is joking. The effectiveness of communication is hindered here.

» Information overload: Managers are invariably overloaded with information. When managers furnish the heavy information to subordinates, they become unable to distinguish between important & unimportant & this way the entire exercise of communicating would be redundant & wasteful. At the same time, due to fear of overload, if the managers tend to overlook some messages & concentrate on only some, many messages which are important may be overlooked or underemphasized.

» Semantic barriers : It occurs when the sender & receiver have

different understandings of the message sent. Example, a person who uses the word “bimonthly” might mean twice per month while the person hearing it thinks it means every other month.

» Non-verbal clues / Signals.



They are very important sources of hindering the message especially when these cues are inconsistent with the message. Normally, the receiver expects some consistency in the non-verbal cues with the message being transmitted. Whenever there is some inconsistency in the facial expressions of the sender & the message being communicated, the receiver will be in dilemma whether to believe the message or not. When the sender send conflicting signals to the receiver, distortion is said to have taken place.

**Effective Communications / Overcoming barriers to**

**communication**

» Fostering interpersonal trust

» regulate the flow of information

» have feedback, both verbal & non-verbal

» simplifying language

» listen carefully

» see the emotions do not cloud & distort the message

» watch / understand the non-verbal clues / signals.

**Tales of grapevine**

Gossip is an inevitable part of one’s work – life.

» It conquers team spirit from paying attention to water cooler

discussion like … “ A little birdi told me “

» Such water cooler discussion encourages a healthy rapport among employees at work place.

» Such water cooler have become has become a spot where

employees come together to discuss their day, interesting issues & share work experience.

But Gossip is the devil’s radio. So organization can also opt for “ breakout areas “ where employees are engaged in recreational activities in free time.