



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE
www.sathyabama.ac.in

SCHOOL OF COMPUTING

DEPARTMENT OF COMPUTER SCIENCE AND ENGINEERING

UNIT – 3 – PRINCIPLES OF MANAGEMENT AND PROFESSIONAL ETHICS

UNIT 3 FACULTYING AND LEADING: Human resource management, HR Planning, Recruitment selection, training & development, performance management, career planning and management, Directing individual and group behavior, motivation, motivation theories, motivational techniques, job satisfaction, job enrichment, leadership, types & theories of leadership, effective communication.

Introduction to Human Resource Management

Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, HRM has undergone many changes over the last twenty years, giving it an even more important role in today's organizations. In the past, HRM meant processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly—in other words, more of an administrative role rather than a strategic role crucial to the success of the organization.

Of all the factors of production namely M's of Management i.e. Materials, Machinery, money, methods and Men, Man occupies an important place. The other 4 M's by themselves will not help the organization to achieve its goals unless there is an effective coordination and utilization of human resources. To look after the various functions set for the organization adequate resources in men and materials have to be arranged by individuals who serve as managers or supervisors within organizations. Such people have to make things happen to aid in the achievement of the organizational objectives, to co-ordinate the resources of the organization- 4 important Ms. Viz., money, material (raw or semi-manufactured), machinery (or fixed assets and plants), and men (or human resources). It is an effective combination and dovetailing of these factors on which the success or failure of the organization depends. The resources by themselves will not help the organization to accomplish the objective, unless there is an effective co-ordination and utilization of these human and non-human resources.

MEANING AND DEFINITION

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits,

motivating, maintaining proper relations with labor and with trade unions, maintaining employee's safety, welfare and health by complying with labor laws of concern state or country.

HRM is the study of activities regarding people working in an organization. It is a managerial function that tries to match an organization's needs to the skills and abilities of its employees.

Edward B. Philipppo defined Human Resource Management as personnel function which is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of contributing towards the accomplishments of the organization's objectives. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions.

According to **Wendell L French** "the human resource management refers to the philosophy, policies, procedures, & practice related to the management of people within an organization.

According to **Stephen P Robbins**, HRM is a process consisting of the acquisition, development, motivation & maintenance of human resources.

NATURE OF HRM

HRM is a management function that helps manager's to recruit, select, train and develop members for an organization. HRM is concerned with people's dimension in organizations.

The following constitute the core of HRM

1. HRM Involves the Application of Management Functions and Principles. The functions and principles are applied to acquiring, developing, maintaining and providing remuneration to employees in organization.
2. Decision Relating to Employees must be Integrated. Decisions on different aspects of employees must be consistent with other human resource (HR) decisions.
3. Decisions Made Influence the Effectiveness of an Organization. Effectiveness of an organization will result in betterment of services to customers in the form of high-quality products

supplied at reasonable costs.

4. HRM Functions are not Confined to Business Establishments Only but applicable to nonbusiness organizations such as education, health care, recreation and like. HRM refers to a set of programmes, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

Scope of HRM

The scope of HRM is indeed vast. All major activities in the working life of a worker – from the time of his or her entry into an organization until he or she leaves the organizations comes under the purview of HRM. The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.

The scope of Human Resources Management extends to: All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization. All the dimensions related to people in their employment relationships, and all the dynamics that flow from it.

The scope of HRM is really vast. All major activities in the working life of a worker – from the time of his

or her entry into an organization until he or she leaves it comes under the purview of HRM.

American

Society for Training and Development (ASTD) conducted fairly an exhaustive study in this field and

identified nine broad areas of activities of HRM.

These are given below:

- Human Resource Planning
- Design of the Organization and Job
- Selection and Staffing
- Training and Development
- Organizational Development
- Compensation and Benefits

- Employee Assistance
- Union/Labour Relations
- Personnel Research and Information System

a) Human Resource Planning: The objective of HR Planning is to ensure that the organization has the right types of persons at the right time at the right place. It prepares human resources inventory with a view to assess present and future needs, availability and possible shortages in human resource. Thereupon, HR Planning forecasts demand and supplies and identifies sources of selection. HR Planning develops strategies both long-term and short-term, to meet the man-power requirement.

b) Design of Organization and Job: This is the task of laying down organization structure, authority, relationship and responsibilities. This will also mean definition of work contents for each position in the organization. This is done by “job description”. Another important step is “Job specification”. Job specification identifies the attributes of persons who will be most suitable for each job which is defined by job description.

c) Selection and Staffing: This is the process of recruitment and selection of staff. This involves matching people and their expectations with which the job specifications and career path available within the organization.

d) Training and Development: This involves an organized attempt to find out training needs of the individuals to meet the knowledge and skill which is needed not only to perform current job but also to fulfil the future needs of the organization.

e) Organizational Development: This is an important aspect whereby “Synergetic effect” is generated in an organization i.e. healthy interpersonal and inter-group relationship within the organization.

f) Compensation and Benefits: This is the area of wages and salaries administration where wages and compensations are fixed scientifically to meet fairness and equity criteria. In addition labour welfare measures are involved which include benefits and services.

g) Employee Assistance: Each employee is unique in character, personality, expectation and temperament. By and large each one of them faces problems everyday. Some are personal some are official. In their case he or she remains worried. Such worries must be removed to make him

or her more productive and happy.

h) Union-Labour Relations: Healthy Industrial and Labour relations are very important for enhancing peace and productivity in an organization. This is one of the areas of HRM.

i) Personnel Research and Information System: Knowledge on behavioral science and industrial psychology throws better insight into the workers' expectations, aspirations and behaviour. Advancement of technology of product and production methods have created working environment which are much different from the past. Globalization of economy has increased competition many fold. Science of ergonomics gives better ideas of doing a work more conveniently by an employee. Thus, continuous research in HR areas is an unavoidable requirement. It must also take special care for improving exchange of information through effective communication systems on a continuous basis especially on moral and motivation.

Functions of HRM

Managerial, Operative and Advisory Function

Some of the major functions of human resource management are as follows: 1. Managerial Functions 2. Operative Functions 3. Advisory Functions.

Human Resource or Personnel Department is established in most of the organizations, under the charge of an executive known as Human Resource/Personnel Manager. This department plays an important role in the efficient management of human resources.

The personnel department gives assistance and provides service to all other departments on personnel matters. Though personnel or human resource manager is a staff officer in relation to other departments of the enterprise, he has a line authority to get orders executed within his department.

(i) Managerial,

(ii) Operative and

(iii) Advisory functions.

1. Managerial Functions:

The Human Resource Manager is a part of the organisational management. So he must perform the basic managerial functions of planning, organising, directing and controlling in relation to his department.

These functions are briefly discussed below:

1. Planning: To get things done through the subordinates, a manager must plan ahead. Planning is necessary to determine the goals of the organisation and lay down policies and procedures to reach the goals. For a human resource manager, planning means the determination of personnel

programs that will contribute to the goals of the enterprise, i.e., anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment.

The process of personnel planning involves three essential steps.

Firstly, a supply and demand forecast for each job category is made. This step requires knowledge to both labour market conditions and the strategic posture and goals of the organisation. Secondly, net shortage and excess of personnel by job category are projected for a specific time

horizon. Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resources.

2. Organizing:

Once the human resource manager has established objectives and developed plans and programs to reach them, he must design and develop organisation structure to carry out the various operations.

The organization structure basically includes the following:

- (i) Grouping of personnel activity logically into functions or positions;
- (ii) Assignment of different functions to different individuals;
- (iii) Delegation of authority according to the tasks assigned and responsibilities involved;
- (iv) Co-ordination of activities of different individuals.

3. Directing:

The plans are to be put into effect by people. But how smoothly the plans are implemented depends on the motivation of people. The direction function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the enterprise.

In other words, the direction function is meant to guide and motivate the people to accomplish the

personnel programs. The personnel manager can motivate the employees in an organisation through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees.

The motivational function poses a great challenge for any manager. The personnel manager must have the ability to identify the needs of employees and the means and methods to satisfy those needs. Motivation is a continuous process as new needs and expectations emerge among employees when old ones are satisfied.

4. Controlling:

Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organisation. Thus, controlling completes the cycle and leads back to planning. It involves the observation and comparison of results with the standards and correction of deviations that may occur.

Controlling helps the personnel manager to evaluate the control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

2. Operative Functions:

The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of personnel of the organisation.

The operative functions of human resource or personnel department are discussed below:

1. Employment: The first operative function of the human resource of personnel department is the employment of proper kind and number of persons necessary to achieve the objectives of the organisation. This involves recruitment, selection, placement, etc. of the personnel.

Before these processes are performed, it is better to determine the manpower requirements both in

terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labour and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.

2. Development: Training and development of personnel is a follow up of the employment function. It is a duty of management to train each employee properly to develop technical skills for the job for which he has been employed and also to develop him for the higher jobs in the organisation. Proper development of personnel is necessary to increase their skills in doing their jobs and in satisfying their growth need. For this purpose, the personnel departments will devise appropriate training programs. There are several on-the-job and off-the-job methods available for training purposes. A good training program should include a mixture of both types of methods. It is important to point out that personnel department arranges for training not only of new employees but also of old employees to update their knowledge in the use of latest techniques.

3. Compensation:

This function is concerned with the determination of adequate and equitable remuneration of the employees in the organisation of their contribution to the organisational goals. The personnel can be compensated both in terms of monetary as well as non-monetary rewards. Factors which must be borne in mind while fixing the remuneration of personnel are their basic needs, requirements of jobs, legal provisions regarding minimum wages, capacity of the organization to pay, wage level afforded by competitors etc. For fixing the wage levels, the personnel department can make use of certain techniques like job evaluation and performance appraisal.

4. Maintenance (Working Conditions and Welfare): Merely appointment and training of people is not sufficient; they must be provided with good working conditions so that they may like their work and workplace and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees. These include measures taken for health, safety, and comfort of the workforce. The personnel department also provides for various welfare services which relate to the physical and social wellbeing of the employees. These may include provision of cafeteria, rest rooms, counseling, group insurance, education for children of employees, recreational facilities, etc.

5. Motivation: Employees work in the organisation for the satisfaction of their needs. In many of the cases, it is found that they do not contribute towards the organisational goals as much as they can. This happens because employees are not adequately motivated. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.

6. Personnel Records: The human resource or personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion, etc. It also preserves many other records relating to the behaviour of personnel like absenteeism and labour turnover and the personnel programs and policies of the organisation.

7. Industrial Relations: These days, the responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. This is because of the fact that he is in possession of full information relating to personnel and has the working knowledge of various labour enactments. The human resource manager can do a great

deal in maintaining industrial peace in the organization as he is deeply associated with various committees on discipline, labour welfare, safety, grievance, etc. He helps in laying down the grievance procedure to redress the grievances of the employees. He also gives authentic information to the trade union leaders and conveys their views on various labour problems to the top management.

8. Separation: Since the first function of human resource management is to procure the employees, it is logical that the last should be the separation and return of that person to society. Most people do not die on the job. The organisation is responsible for meeting certain requirements of due process in separation, as well as assuring that the returned person is in as good shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

3. Advisory Functions:

Human resource manager has specialized education and training in managing human resources. He is an expert in his area and so can give advice on matters relating to human resources of the organization.

Human Resource Planning

Human resource is the most important asset of an organization. Human resources planning are the important managerial function. It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time, there is generally a shortage of suitable persons.

The enterprise will estimate its manpower requirements and then find out the sources from which the needs will be met. If required manpower is not available then the work will suffer.

Developing

countries are suffering from the shortage of trained managers. Job opportunities are available in these countries but properly trained personnel are not available. These countries try to import trained skill from other countries.

In order to cope up with the human resource requirements, an enterprise will have to plan in advance its needs and the sources. The terms human resource planning and manpower planning are generally used interchangeably. Human resource planning is not a substitute for manpower planning. Rather the latter is a part of the former i.e., manpower planning is integrated with human resource planning.

Definition Human Resource Planning: of human resource planning

Important definitions

According to E.W. Vetter, human resource planning is “the process by which a management determines how an organization should make from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kind of people at the right places, at the right time to do things which result in both the organization and the individual receiving the maximum long range benefit.”

Features of Human Resource Planning:

The following features of human resource planning can be derived:

1. **Well Defined Objectives:** Enterprise's objectives and goals in its strategic planning and operating planning may form the objectives of human resource planning. Human resource needs are planned on the basis of company's goals. Besides, human resource planning has its own objectives like developing human resources, updating technical expertise, career planning of individual executives and people, ensuring better commitment of people and so on.
2. **Determining Human Resource Needs:** Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time when they are required. For this purpose, an enterprise will have to undertake recruiting, selecting and training process also.
3. **Keeping Manpower Inventory:** It includes the inventory of present manpower in the organization. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future.
4. **Adjusting Demand and Supply:** Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance.
5. **Creating Proper Work Environment:** Besides estimating and employing personnel, human resource planning also ensures that working conditions are created. Employees should like to work in the organisation and they should get proper job satisfaction

MANPOWER PLANNING

Manpower Planning which is also called as Human Resource Planning consists of putting right number of

people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a system approach and is carried out in a set procedure. The procedure is as follows:

1. Analysing the current manpower inventory
2. Making future manpower forecasts
3. Developing employment programmes
4. Design training programme

STEPS IN MANPOWER PLANNING

1. **Analysing the current manpower inventory-** Before a manager makes forecast of future manpower, the current manpower status has to be analysed. For this the following things have to be noted-

- Type of organization
- Number of departments
- Number and quantity of such departments
- Employees in these work units

Once these factors are registered by a manager, he goes for the future forecasting.

2. **Making future manpower forecasts-** Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units.

The Manpower forecasting techniques commonly employed by the organizations are as follows:

- i. **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
- ii. **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
- iii. **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.
- iv. **Work Force Analysis:** Whenever production and time period has to be analysed, due allowances have to be made for getting net manpower requirements.

- v. **Other methods:** Several Mathematical models, with the aid of computers are used to forecast manpower needs, like budget and planning analysis, regression, new venture analysis.
3. **Developing employment programmes-** Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.
4. **Design training programmes-** These will be based upon extent of diversification, expansion plans, development programmes, etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

IMPORTANCE OF MANPOWER PLANNING

1. **Efficient utilization-** Efficient management of personnel becomes an important function in the industrialization world of today. Setting of large-scale enterprises require management of large-scale manpower. It can be effectively done through staffing function.
2. **Motivation-** Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i.e., incentive plans to be framed for further participation and employment of employees in a concern. Therefore, all types of incentive plans become an integral part of staffing function.
3. **Better human relations-** A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.
4. **Higher productivity-** Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities (Performance appraisal, training and development, remuneration)

OBSTACLES OF MANPOWER PLANNING

Following are the main obstacles that organizations face in the process of manpower planning:

1. **Under Utilization of Manpower:** The biggest obstacle in case of manpower planning is the fact that the industries in general are not making optimum use of their manpower and once manpower planning begins, it encounters heavy odds in stepping up the utilization.
2. **Degree of Absenteeism:** Absenteeism is quite high and has been increasing since last few years.

3. **Lack of Education and Skilled Labour:** The extent of illiteracy and the slow pace of development of the skilled categories account for low productivity in employees. Low productivity has implications for manpower planning.

4. Manpower Control and Review:

- a. Any increase in manpower is considered at the top level of management
- b. On the basis of manpower plans, personnel budgets are prepared. These act as control mechanisms to keep the manpower under certain broadly defined limits.
- c. The productivity of any organization is usually calculated using the formula:

$$\text{Productivity} = \text{Output} / \text{Input}$$

. But a rough index of employee productivity is calculated as follows:

$$\text{Employee Productivity} = \text{Total Production} / \text{Total no. of employees}$$

- d. Exit Interviews, the rate of turnover and rate of absenteeism are source of vital information on the satisfaction level of manpower. For conservation of Human Resources and better utilization of men studying these condition, manpower control would have to take into account the data to make meaningful analysis.
- e. Extent of Overtime: The amount of overtime paid may be due to real shortage of men, ineffective management or improper utilization of manpower. Manpower control would require a careful study of overtime statistics.

JOB ANALYSIS

It is a systematic analysis of each job for the purpose of collecting information as to what the job holder does, under what circumstances it is performed and what qualifications are required for doing the job.

FEATURES OF JOB ANALYSIS

1. Job analysis is a process of gathering relevant information about various aspects of a job and is concerned with the identification of tasks required to be performed as part of it.
2. It approaches the task of defining the role, context, conditions, human behavior, performance standards, and responsibilities of a job systematically.
3. It helps in establishing the job's worth to an organization. In other words, it measures the value and contribution of a job to the growth of the organization.
4. It establishes job-relatedness, which is a crucial input for HR decisions involving recruitment, selection, compensations, training, health, and safety.

PURPOSE OF JOB ANALYSIS

- **Recruitment and Selection:** Job Analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and

technical, physical, emotional and personal skills required to carry out a job in desired fashion. The objective is to fit a right person at a right place.

- **Performance Analysis:** Job analysis is done to check if goals and objectives of a particular job are met or not. It helps in deciding the performance standards, evaluation criteria and individual's output. On this basis, the overall performance of an employee is measured and he or she is appraised accordingly.
- **Training and Development:** Job Analysis can be used to assess the training and development needs of employees. The difference between the expected and actual output determines the level of training that need to be imparted to employees. It also helps in deciding the training content, tools and equipment's to be used to conduct training and methods of training.
- **Compensation Management:** Of course, job analysis plays a vital role in deciding the pay packages and extra perks and benefits and fixed and variable incentives of employees. After all, the pay package depends on the position, job title and duties and responsibilities involved in a job. The process guides HR managers in deciding the worth of an employee for a particular job opening.
- **Job Designing and Redesigning:** The main purpose of job analysis is to streamline the human efforts and get the best possible output. It helps in designing, redesigning, enriching, evaluating and also cutting back and adding the extra responsibilities in a particular job. This is done to enhance the employee satisfaction while increasing the human output.

PROCESS IN JOB ANALYSIS

1. Information Collection

This is the first step of job analysis under which required information related to various aspects of jobs are collected. Probably the most important consideration is to identify the objectives of the job analysis.

Information is obtained through different methods such as interview, observation, questionnaire, critical incidents etc. It is associated with the preparation of plans and programs and assignment of responsibilities to the concerned person.

2. Review Background Information

This is the second step of job analysis process under which the previously collected information is reviewed to design organizational charts, current position descriptions and specifications, procedures, manuals and process charts. These help in the detailed assessment of job.

3. Selection of Representative Position to be Analyzed

Analyzing all jobs at a time is a complex and costly affair. So, only a representative sample of jobs is selected for the purpose of detailed analysis. Under it, the job analyst investigates to determine which organization managers or employees require job analysis. He should also determine for what purpose the

job must be analyzed.

4. Analysis of Job by Collecting Data

Under this step of job analysis process, a job analyst obtains the data and information related to the selected jobs. The information is collected on the job activities, required employee behaviors, working conditions, human traits and qualities, abilities to perform the job and other various dimensions of the job. Data can be collected either through questionnaire, observation or interviews.

5. Develop Job Description

In this step of job analysis, a job description schedule is developed through the information collected in the above step. This is the written statement which describes the prominent characteristics of the job along with duties, location, and degree of risk involved in each job.

6. Develop Job Specification

Developing the job specification is the last step of job analysis process under which a detailed specification statement is prepared showing the minimum requirement of each job. It consists of a requirement of the job holder for successfully performing the job. A job specification summarizes the personal qualities, traits, skills, knowledge, and background required to perform the specific task. It also involves the physical and psychological attributes of the incumbent.

METHODS OF COLLECTING JOB ANALYSIS INFORMATION

- **Observation Method:** A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. However, it seems one of the easiest methods to analyze a specific job but truth is that it is the most difficult one.

It is due to the fact that every person has his own way of observing things. Different people think different and interpret the findings in different ways. Therefore, the process may involve personal biasness or likes and dislikes and may not produce genuine results. This error can be avoided by proper training of job analyst or whoever will be conducting the job analysis process.

This particular method includes three techniques: direct observation, Work Methods Analysis and Critical Incident Technique. The first method includes direct observation and recording of behaviour of an employee in different situations. The second involves the study of time and motion and is specially used for assembly-line or factory workers. The third one is about identifying the work behaviours that result in performance.

- **Interview Method:** In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers.

This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview more than one individual to get a pool of responses. Then it can be generalized and used for the whole group.

- **Questionnaire Method:** Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be taken while framing questions for different grades of employees.

In order to get the true job-related info, management should effectively communicate it to the staff that data collected will be used for their own good.

- **Quantitative Techniques**

The methods of collecting job-related data, described above are used by most employers. But there are occasions where these narrative approaches are not appropriate. For example, where it is desired to assign a quantitative value to each job so that jobs can be compared for pay purposes, a more quantitative approach will be appropriate. The position analysis questionnaire, management position description questionnaire and functional job analysis are the three popular techniques of job analysis.

ADVANTAGES OF JOB ANALYSIS

- **Provides First Hand Job-Related Information:** The job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related info.
- **Helps in Creating Right Job-Employee Fit:** This is one of the most crucial management activities. Filling the right person in a right job vacancy is a test of skills, understanding and competencies of HR managers. Job Analysis helps them understand what type of employee will be suitable to deliver a specific job successfully.
- **Helps in Establishing Effective Hiring Practices:** Who is to be filled where and when? Who to target and how for a specific job opening? Job analysis process gives answers to all these questions and helps managers in creating, establishing and maintaining effective hiring practices.
- **Guides through Performance Evaluation and Appraisal Processes:** Job Analysis helps managers evaluating the performance of employees by comparing the standard or desired output with delivered or actual output. On these bases, they appraise their performances. The process helps in deciding whom to promote and when. It also guides managers in understanding the skill gaps so that right person can be fit at that particular place in order to get desired output.

- **Helps in Analysing Training & Development Needs:** The process of job analysis gives answer to following questions:
 - Who to impart training?
 - When to impart training
 - What should be the content of training
 - What should be the type of training: behavioural or technical
 - Who will conduct training?
- **Helps in Deciding Compensation Package for a Specific Job:** A genuine and unbiased process of job analysis helps managers in determining the appropriate compensation package and benefits and allowances for a particular job. This is done on the basis of responsibilities and hazards involved in a job.

DISADVANTAGES OF JOB ANALYSIS

- **Time Consuming:** The biggest disadvantage of Job Analysis process is that it is very time consuming. It is a major limitation especially when jobs change frequently.
- **Involves Personal Biasness:** If the observer or job analyst is an employee of the same organization, the process may involve his or her personal likes and dislikes. This is a major hindrance in collecting genuine and accurate data.
- **Source of Data is Extremely Small:** Because of small sample size, the source of collecting data is extremely small. Therefore, information collected from few individuals needs to be standardized.
- **Involves Lots of Human Efforts:** The process involves lots of human efforts. As every job carries different information and there is no set pattern, customized information is to be collected for different jobs. The process needs to be conducted separately for collecting and recording job-related data.
- **Job Analyst May Not Possess Appropriate Skills:** If job analyst is not aware of the objective of job analysis process or does not possess appropriate skills to conduct the process, it is a sheer wastage of company's resources. He or she needs to be trained in order to get authentic data.
- **Mental Abilities Can not be Directly Observed:** Last but not the least, mental abilities such as intellect, emotional characteristics, knowledge, aptitude, psychic and endurance are intangible things that can not be observed or measured directly. People act differently in different situations. Therefore, general standards can not be set for mental abilities.

RECRUITMENT AND SELECTION

Recruitment and Selection process is defined as the process through which the best individuals are

selected among a pool of applicants for particular positions of job. Mostly managers consider the selection process as one of their critical decision functions in the organization.

SCOPE OF RECRUITMENT AND SELECTION

- Dealing with the excess or shortage of resources
- Preparing the Recruitment policy for different categories of employees
- Analyzing the recruitment policies, processes, and procedures of the organization
- Identifying the areas, where there could be a scope of improvement
- Streamlining the hiring process with suitable recommendations
- Choosing the best suitable process of recruitment for effective hiring of resources

FACTORS AFFECTING RECRUITMENT

☐ **Internal Factors**

Organizations have control over the internal factors that affect their recruitment functions. The internal factors are:

Size of Organization

The size of the organization is one of the most important factors affecting the recruitment process. To expand the business, recruitment planning is mandatory for hiring more resources, which will be handling the future operations.

Recruiting Policy

Recruitment policy of an organization, i.e., hiring from internal or external sources of organization is also a factor, which affects the recruitment process. It specifies the objectives of the recruitment and provides a framework for the implementation of recruitment programs.

Image of Organization

Organizations having a good positive image in the market can easily attract competent resources. Maintaining good public relations, providing public services, etc., definitely helps an organization in enhancing its reputation in the market, and thereby attract the best possible resources.

Image of Job

Just like the image of organization, the image of a job plays a critical role in recruitment. Jobs having a positive image in terms of better remuneration, promotions, recognition, good work environment with career development opportunities are considered to be the characteristics to attract qualified candidates.

☐ **External Factors**

External factors are those that cannot be controlled by an organization. The external factors that affect the recruitment process include the following:

Demographic factors

Demographic factors are related to the attributes of potential employees such as their age, religion, literacy level, gender, occupation, economic status, etc.

Labor market – Labor market controls the demand and supply of labor. For example, if the supply of people having a specific skill is less than the demand, then the hiring will need more efforts. On the other hand, if the demand is less than the supply, the hiring will be relative easier.

Unemployment rate

If the unemployment rate is high in a specific area, hiring of resources will be simple and easier, as the number of applicants is very high. In contrast, if the unemployment rate is low, then recruiting tends to be very difficult due to a smaller number of resources.

Labour laws

Labour laws reflect the social and political environment of a market, which are created by the central and state governments. These laws dictate the compensation, working environment, safety and health regulations, etc., for different types of employments. As the government changes, the laws too change.

Legal considerations

Job reservations for different castes such as STs, SCs, OBCs are best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.

Competitors

When organizations in the same industry are competing for the best qualified resources, there is a need to analyse the competition and offer the resources packages that are best in terms of industry standards.

SOURCES OF RECRUITMENT

□ Internal Sources of Recruitment

Internal sources of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization. At the time recruitment of employees, the initial consideration should be given to those employees who are currently working within the organization. This is an important source of recruitment, which provides the opportunities for the development and utilization of the existing resources within the organization. Internal sources of recruitment are the best and the easiest way of selecting resources as performance of their work is already known to the organization. Let us now discuss more on the various internal sources of recruitment

Promotions

Promotion refers to upgrading the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant positions with the process of promotions, internally.

Transfers

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the position.

Recruiting Former Employees

Recruiting former employees is a process of internal sources of recruitment, wherein the ex employees are called back depending upon the requirement of the position. This process is cost effective and saves plenty of time. The other major benefit of recruiting former employees is that they are very well versed with the roles and responsibilities of the job and the organization needs to spend less on their training and development.

Internal Advertisements (Job Posting)

Internal Advertisements is a process of posting/advertising jobs within the organization. This job posting is an open invitation to all the employees inside the organization, where they can apply for the vacant positions. It provides equal opportunities to all the employees working in the organization. Hence, the recruitment will be done from within the organization and it saves a lot of cost.

Employee Referrals

Employee referrals is an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the references of employees, who are currently working with the organization. In this process, the present employees can refer their friends and relatives for filling up the vacant positions. Organizations encourage employee referrals, because it is cost effective and saves time as compared to hiring candidates from external sources. Most organizations, in order to motivate their employees, go ahead and reward them with a referral bonus for a successful hire.

Previous Applicants

Here, the hiring team checks the profiles of previous applicants from the organizational recruitment database. These applicants are those who have applied for jobs in the past. These resources can be easily approached and the response will be positive in most of the cases. It is also an inexpensive way of filling up the vacant positions.

☐ **External Sources of Recruitment**

External sources of recruitment refer to hiring employees outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization. External employees bring innovativeness and fresh thoughts to the organization. Although hiring through external sources is a bit expensive and tough, it has tremendous potential of driving the organization forward in achieving its goals. Let us now discuss in detail the various external sources of recruitment.

Direct Recruitment

Direct recruitment refers to the external source of recruitment where the recruitment of qualified candidates are done by placing a notice of vacancy on the notice board in the organization. This method of sourcing is also called as factory gate recruitment, as the blue-collar and technical workers are hired through this process.

Employment Exchanges

As per the law, for certain job vacancies, it is mandatory that the organization provides details to the employment exchange. Employment exchange is a government entity, where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external recruitment is helpful in hiring for unskilled, semi-skilled, and skilled workers.

Employment Agencies

Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like private, public, or government. It provides unskilled, semi-skilled and skilled resources as per the requirements of the organization. These agencies hold a database of qualified candidates and organizations can use their services at a cost.

Advertisements

Advertisements are the most popular and very much preferred source of external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the requirements. Using advertisements is the best way to source candidates in a short span and it offers an efficient way of screening the candidates' specific requirements.

Professional Associations

Professional associations can help an organization in hiring professional, technical, and managerial personnel, however they specialize in sourcing mid-level and top-level resources. There are many professional associations that act as a bridge between the organizations and the job-seekers.

Campus Recruitment

Campus recruitment is an external source of recruitment, where the educational institutions such as colleges and universities offers opportunities for hiring students. In this process, the organizations visit technical, management, and professional institutions for recruiting students directly for the new positions.

RECRUITMENT PROCESS

- Initial Screening
- Application blank
- Pre-employment Testing
- Interview
- Background Checks

- Conditional Job Offer
- Drug Test/Medical Exam
- Final Selection Decision

Initial Screening

Generally, the Selection and the Recruitment Process starts with the initial screening of applicants so that the unqualified ones are drop out at the initial stage. Initial screening is helpful to save the time, cost & effort of the selection committee in the following steps of the selection process.

In this step, certain general questions are asked from the applicants. There are chances that some applicants would be unqualified for the job but some of them would be qualified. So the main purpose of screening applicants is to reduce the number of applicants available in the selection process.

Sources used in the Screening Effort

The main source of initial screening is the curriculum vitae of the applicant along with the job application. The following information is included in the above-mentioned documents.

- Education & Employment History
- Evaluation of character
- Evaluation of job performance

Screening Interviews

Screening interviews are employed to

- To verify the accuracy & validity of the information given in the curriculum vitae of the applicant.
- The duration of these interviews is quite short.

Application Blank

The person's application for employment is formally recorded in the shape of the application blank. In the next step of the selection process, an application form for employment is completed by the prospective applicant. The information contained in the application blank differs from one organization to another organization and in job posts, it may vary even within the same organization.

But generally, the informational needs and the requirements of EEO are covered in the application blank. The historical data from the candidate can be quickly collected through the application blanks so that further verification about the accuracy of the data is carried out.

Pre-employment Test

The physical & mental abilities, knowledge, skills, personal characteristics & other aspects of behavior can be effectively measured through the pre-employment tests. For this purpose, there are hundreds of tests that can measure the different aspects of human behavior.

With the passage of time, the application of the pre-employment test is growing at a fast rate in the selection process because they can explain the qualities & skills of the applicant clearly. These tests are more used in the large & public sector organizations.

The advantage of the application of tests in the selection process is that it can ensure the potential & qualified candidate selection from a pool of applicants for a job.

Kinds of Pre-employment Tests

As individuals vary on the basis of cognitive abilities, job knowledge, vocational interests, psycho-motor abilities & personality, etc. So, all these factors are measured through a set of different pre-employment tests which are as follows.

- **Cognitive Aptitude tests**

In this test, the ability to learn & perform a job by an individual is judged. The abilities related to the job are as follow.

1. Verbal
2. Reasoning
3. Numerical
4. Perceptual Speed
5. Spatial

- **Psychomotor Abilities Test**

In this test, the coordination, strength & dexterity of an individual is judged. Other abilities related to routine office jobs & production jobs can also be measured through these tests.

- **Job Knowledge Tests**

This test is used to measure the knowledge of the person about the duties of a particular job.

- **Work Sample Tests**

A set of tasks that represent a job are identified in this test through which the productivity level, ability to face adverse conditions by the applicants are judged.

- **Vocational Interest test**

This test identifies the occupations that are preferred by the candidate & that can provide him maximum satisfaction.

- **Personality Tests**

These tests are not considered to be so reliable & valid as compared to other pre-employment tests because these tests require external psychologist who interprets the results of the tests subjectively.

- **Drug & Alcohol Tests**

For the security, productivity & safety of the workplace drug testing programs are used as pre-employment tests.

Job Interviews

In the interview, the interviewer & applicant exchange information in order to achieve a goal through conversation. The employment interviews are conducted during the selection process through proper planning. The pleasant location of the interviewing place is selected and the interviewer has a good personality with empathy & ability to communicate & listen effectively. A job profile must be prepared on the basis of the job description before conducting the interview.

Contents of the Interview

Although the contents of the employment interview vary from one organization to another & also according to the nature of the job but still following are the essential contents of the interview.

- ☐ Occupational Experience
- ☐ Academic Achievement
- ☐ Interpersonal Skills
- ☐ Personal Qualities
- ☐ Organizational Fit

Types of Interviews

- ☐ **Structured Interview:** In this type, the interview is designed and detailed in advance. A structured interview is pre-planned, accurate, and consistent in hiring the candidates.
- ☐ **Unstructured Interview:** This type of interview is an unplanned one, where the interview questionnaire is not prepared. Here, the effectiveness of the interview is very less and there is a tremendous waste of time and effort of both the interviewer and the interviewee.
- ☐ **Group Interview:** In this type of interview, all the candidates or a group of candidates are interviewed together. Group interviews are conducted to save time when there is a large number of applications for a few job vacancies. A topic will be given to discuss among the candidates and the interviewer judges the innovativeness and behavior of each candidate in the group.
- ☐ **Depth Interview:** Depth interview is a semi-structured interview, where the candidates have to give a detailed information about their education background, work experience, special interests, etc. And the interviewer takes a depth interview and tries in finding the expertise of the candidate.
- ☐ **Stress Interview:** Stress interviews are conducted to discover how a candidate behaves in stressful conditions. In this type of interview, the interviewer will come to know whether the

candidate can handle the demands of a complex job. The candidate who maintains his composure during a stress interview is normally the right person to handle a stressful job.

- **Individual Interview:** In an individual interview, the interview takes place one-on-one i.e., there will be a verbal and a visual interaction between two people, an interviewer and a candidate. This is a two-way communication interview, which helps in finding the right candidate for a vacant job position.
- **Informal Interview:** Such interviews are conducted in an informal way, i.e., the interview will be fixed without any written communication and can be arranged at any place. There is no procedure of asking questions in this type of interview, hence it will be a friendly kind of interview.
- **Formal Interview:** A formal interview held in a formal way, i.e., the candidate will be intimated about the interview well in advance and the interviewer plans and prepares questions for the interview. This is also called as a planned interview.

Back Ground Checks

The accuracy of the application form of the candidate is verified through references & former employer.

The educational, criminal record & legal status to work are verified. Personal references of applicants are contacted to confirm the validity & accuracy of the provided information.

The effort is made to know the past behavior of the employees to that the future behavior can be predicted from it. Background checks assist the selection committee in dropping the applicants that have past insubordination issues, attendance problem, theft, or special behavioral problems. The level of responsibility for the new job directs the intensity of the background investigation.

Conditional Job Offer

After going through all the previous steps of the selection process, there comes the most important step of the selection process in which the decision of hiring is made. The applicant that best meets the requirements of the job is selected. At the start, a conditional job letter is issued which must be followed by a medical exam.

Medical Exam

When the conditional job letter is issued the next step of the selection process starts in which the physical/medical examination of the selected candidate is conducted. The medical exam of the candidate is essential to check either he takes the drugs or not. If he passes the exam, he would be finally selected for the job.

Final Selection Decision

After passing the medical exam by the candidate, the final offer for the job is made to the candidate by the relative department.

TRAINING AND DEVELOPMENT

Training is an organised process of increasing the knowledge and skills of people for doing a particular job. it is a learning process involving the acquisition of skills and attitude.

Training and education:

- The purpose of training is to bring about in improvement in the performance of work.
- It includes the learning of such skills as are required to do a specific job in a better way

Training and development

- Training implies learning the basic skills and knowledge required for a particular job □ On the other hand development involves the growth of the individual in all respects.

NEED FOR TRAINING

1. New environment:

When a new employee comes to work, he is unaware of the environment in the organisation

2. Lack of trained personnel:

It is always not possible to recruit and select train employees.

Majority of the newly employed persons do not know how to perform their jobs

3. Advancement in technology

Need for systematic training has increased due to rapid technological changes which create new jobs requiring new skills.

When improvements take place in the techniques of work employees have to be trained to become proficient in latest methods of doing work

4. Faulty methods:

Some employees might have picked up defective ways of doing work which may result in wastage and inefficiency.

Training is required to remove these defects and to teach them correct method and behaviour patterns.

5. Prevention of accidents:

Training is needed to prevent industrial accidents for this purpose safety consciousness must be created among workers so that they realise the significance of safe working

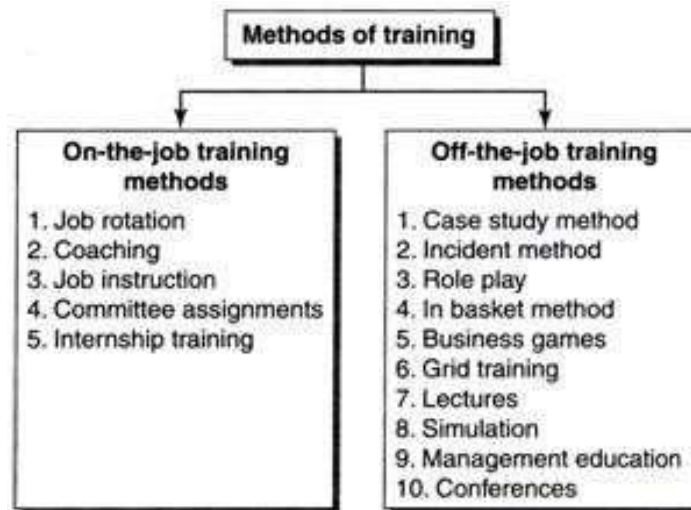
6. Career development:

When persons working at lower levels are promoted to higher positions, they require training in higher job. This is necessary not only to replace the outgoing executives but also to provide opportunity for advancement

ADVANTAGES OF TRAINING

1. Increase productivity
2. Job satisfaction
3. Reduction in accidents
4. Better use of resources
5. Reduced supervision
6. Greater flexibility
7. Management by exception
8. Stability and growth

METHODS OF TRAINING



- **On- the- job- training methods**

- 1. Job rotation:**

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

- 2. Coaching:**

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. Job instructions:

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

4. Committee assignments:

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

5. Internship training:

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

- **Off-the-job training Methods**

On the job training methods have their own limitations, and in order to have the overall development of employee's off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods.

The following are some of the off-the-job techniques:

1. Case study method:

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. Incident method:

Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

3. Role play:

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

4. In-basket method:

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

5. Business games:

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

6. Grid training:

It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

7. Lectures:

This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

8. Simulation:

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

9. Management education:

At present universities and management institutes gives great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

10. Conferences:

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

TYPES OF TRAINING

1. Induction training:

Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2. Job instruction training:

This training provides an overview about the job and experienced trainers demonstrates the entire job. Addition training is offered to employees after evaluating their performance if necessary.

3. Vestibule training:

It is the training on actual work to be done by an employee but conducted away from the work place.

5. Apprenticeship training:

Apprentice is a worker who spends a prescribed period of time under a supervisor.

PERFORMANCE APPRAISAL

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

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

OBJECTIVES OF PERFORMANCE APPRAISAL

Performance Appraisal can be done with following objectives in mind:

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

ADVANTAGES OF PERFORMANCE APPRAISAL

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

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

2. **Compensation:** Performance Appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which includes bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority.
3. **Employees Development:** The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.
4. **Selection Validation:** Performance Appraisal helps the supervisors to understand the validity and importance of the selection procedure. The supervisors come to know the validity and thereby the strengths and weaknesses of selection procedure. Future changes in selection methods can be made in this regard.
5. **Communication:** For an organization, effective communication between employees and employers is very important. Through performance appraisal, communication can be sought for in the following ways:
 - a. Through performance appraisal, the employers can understand and accept skills of subordinates.
 - b. The subordinates can also understand and create a trust and confidence in superiors.
 - c. It also helps in maintaining cordial and congenial labour management relationship.
 - d. It develops the spirit of work and boosts the morale of employees.All the above factors ensure effective communication.
6. **Motivation:** Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person's efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

METHODS OF PERFORMANCE APPRAISAL

1. TRADITIONAL METHOD

a. Ranking Method

It is the oldest and simplest formal systematic method of performance appraisal in which employee is compared with all others for the purpose of placing order of worth. The employees are ranked from the highest to the lowest or from the best to the worst.

In doing this the employee who is the highest on the characteristic being measured and also the one who

is L lowest, are indicated. Then, the next highest and the next lowest between next highest and lowest until all the employees to be rated have been ranked. Thus, if there are ten employees to be appraised, there will be ten ranks from 1 to 10.

b. Paired Comparison Method

In this method, each employee is compared with other employees on one- on one basis, usually based on one trait only. The rater is provided with a bunch of slips each coining pair of names, the rater puts a tick mark against the employee whom he insiders the better of the two. The number of times this employee is compared as better with others determines his or her final ranking.

The number of possible pairs for a given number of employees is ascertained by the following formula:

$$N(N-1)/2$$

Where N = the total number of employees to be evaluated.

c. Grading Method

In this method, certain categories of worth are established in advance and carefully defined. There can be three categories established for employees: outstanding, satisfactory and unsatisfactory. There can be more than three grades. Employee performance is compared with grade definitions. The employee is, then, allocated to the grade that best describes his or her performance.

Such type of grading is done is Semester pattern of examinations and in the selection of a candidate in the public service sector. One of the major drawbacks of this method is that the rater may rate most of the employees on the higher side of their performance.

d. Forced Distribution Method

This method was evolved by Tiffen to eliminate the central tendency of rating most of the employees at a higher end of the scale. The method assumes that employees' performance level confirms to a normal statistical distribution i.e., 10,20,40,20 and 10 per cent. This is useful for rating a large number of employees' job performance and promo ability. It tends to eliminate or reduce bias.

It is also highly simple to understand and easy to apply in appraising the performance of employees in organisations. It suffer from the drawback that improve similarly, no single grade would rise in a ratings.

e. Check-List Method

The basic purpose of utilizing check-list method is to ease the evaluation burden upon the rater. In this method, a series of statements, i.e., questions with their answers in 'yes' or 'no' are prepared by the HR department. The check-list is, then, presented to the rater to tick appropriate answers relevant to the appraisee. Each question carries a weight-age in relationship to their importance.

Fig. 28.2: Sample Check-list for Appraising University Teachers

	<i>Yes</i>	<i>No</i>
1. Is regular on the job?	—	—
2. Does maintain discipline well?	—	—
3. Does show consistent behaviour to all students?	—	—
4. Is interested in (teaching) job?	—	—
5. Does ever make mistakes?	—	—
6. Does show favouritism to particular students?	—	—
7. Is willing to help colleagues?	—	—

When the check-list is completed, it is sent to the HR department to prepare the final scores for all appraises based on all questions. While preparing questions an attempt is made to determine the degree of consistency of the rater by asking the same question twice but in a different manner (see, numbers 3 and 6 in Figure 28-2).

However, one of the disadvantages of the check-list method is that it is difficult to assemble, analyse and weigh a number of statements about employee characteristics and contributions. From a cost stand point also, this method may be inefficient particularly if there are a number of job categories in the organisation, because a check-list of questions must be prepared for each category of job. It will involve a lot of money, time and efforts.

f. Critical Incidents Method

In this method, the rate focuses his or her attention on those key or critical behaviours that make the difference between performing a job in a noteworthy manner (effectively or ineffectively). There are three steps involved in appraising employees using this method.

First, a list of noteworthy (good or bad) on-the-job behaviour of specific incidents is prepared. Second, a group of experts then assigns weightage or score to these incidents, depending upon their degree of desirability to perform a job. Third, finally a check-list indicating incidents that describe workers as “good” or “bad” is constructed. Then, the check-list is given to the rater for evaluating the workers.

g. Graphic Rating Scale Method

The graphic rating scale is one of the most popular and simplest techniques for appraising performance. It is also known as linear rating scale. In this method, the printed appraisal form is used to appraise each employee.

The form lists traits (such as quality and reliability) and a range of job performance characteristics (from unsatisfactory to outstanding) for each trait. The rating is done on the basis of points on the continuum. The common practice is to follow five points scale.

The rater rates each appraisee by checking the score that best describes his or her performance for each trait all assigned values for the traits are then totalled. Figure 28-3 shows a typical graphic rating scale.

Fig. 28.3: Sample of Graphic Rating Scale Items and Format

<i>Performance Factor</i>	<i>Performance Rating</i>				
<i>Quality of work is the accuracy, skill, and completeness of work.</i>	<input type="checkbox"/> Consistently unsatisfactory	<input type="checkbox"/> Occasionally unsatisfactory	<input type="checkbox"/> Consistently satisfactory	<input type="checkbox"/> Sometimes superior	<input type="checkbox"/> Consistently superior
<i>Quantity of work is the volume of work done in a normal workday.</i>	<input type="checkbox"/> Consistently unsatisfactory	<input type="checkbox"/> Consistently unsatisfactory	<input type="checkbox"/> Consistently satisfactory	<input type="checkbox"/> Sometimes superior	<input type="checkbox"/> Consistently superior

h. Essay Method

Essay method is the simplest one among various appraisal methods available. In this method, the rater writes a narrative description on an employee's strengths, weaknesses, past performance, potential and suggestions for improvement. Its positive point is that it is simple in use. It does not require complex formats and extensive/specific training to complete it.

However, essay method, like other methods, is not free from drawbacks. In the absence of any prescribed structure, the essays are likely to vary widely in terms of length and content. And, of course, the quality of appraisal depends more upon rater's writing skill than the appraiser's actual level of performance.

2. MODERN METHODS

a. Management by Objective (MBO)

MBO does not comprise of feedbacks and thus it is less time-consuming. Rather management by objective focuses on self-introspection by the employee as the employee is well aware of the standards which are taken into consideration while evaluating performance. The employee targets to perform better as the employee and the employer both are aware of their goals and deliverables towards the organization and hence management by objective are one of the fair methods of performance appraisals. As the goals are already known to the employee the employee tends to perform better for his/her appraisal and recognition and thus there is no need for constant feedback. This method saves the effort of the employer and helps the employee to improve and excel by self-evaluation.

b. 360-Degree Feedback Method

This method of performance appraisal is very useful for start-ups as it involves collecting feedback from each and every individual who interacts with the employee during the course of work. These individuals could be customer or friends or supervisors of the employee. Collecting feedback and gathering data gives a clear insight into the personality traits of the employee and attitude towards work assigned. This method is time-consuming although it gives the overall performance card of the employee and the management can plan the career development accordingly with the help of the data collected. This method benefits both the employee and the organization as the constant feedback would help to understand the employee and his work approach better helping them to grow. The advantage of this method is that it is cost-effective and gives a clear picture of employee's performance.

c. Assessment Centered Method

This method of evaluation is basically used by the organization for evaluating managers who are subsequently going to deal with their juniors. The assessment-based method judges the employee as per the different situations and analyses their overall behaviour like acceptability, openness, tolerance towards fellow employees and certain situations, etc. and performance. It includes various kinds of business games like big basket games etc. to assess the performance of the employee. Thus this method is best to evaluate the performance of the employees at a senior level.

d. Behaviourally Anchored Rating Scale Method (BARS)

This method has been recognized as the most effective performance appraisal methods and gives the most precise result. It is the combination of essay evaluation method and rating scale method which makes it a bit expensive performance appraisal method, however, it assures the best results. In this method of performance appraisal, the employee is anchored as a good, average or poor employee based on the overall performance and behavior evaluation. The human resource department is also involved in this method and they are informed about the employee's behavior and performance simultaneously.

e. Critical Incident Method

This is a pretty lengthy and time-consuming method of performance appraisal although it is very effective. As per this approach of performance appraisals the manager documents all the incidents of statements and behavior of the employee and maintains a log of such incidents which are critical or displays the ineffective behavior of the employee and the performance rating of the employee is done on the basis of such recorded incidents after a discussion with the employee. The managers are expected to maintain the log of both outstanding incidents and critical incidents and also the manager is expected to be fair while making the decisions.

PROCESS OF PERFORMANCE APPRAISAL

- Establish performance standard
- Communicate the standard to employees
- Measure actual performance
- Compare actual performance with standards
- Discuss the appraisal with employees
- Initiate corrective actions

1. Establish Performance Standards

The appraisal process begins with the establishment of performance standards. The managers must determine what outputs, accomplishments and skills will be evaluated. These standards should have evolved out of job analysis and job descriptions.

These performance standards should also be clear and objective to be understood and measured. Standards should not be expressed in an articulated or vague manner such as "a good job" or "a full day's work" as these vague phrases tell nothing.

2. Communicate Performance Expectations to Employees

Once the performance standards are established, this need to be communicated to the respective employees so that they come to know what is expected of them. Past experience indicates that not communicating standards to the employees compounds the appraisal problem.

Here, it must be noted that mere transference of information (relating to performance standards, for example) from the manager to the employees is not communication. It becomes communication only when the transference of information has taken place and has been received and understood by the employees'.

The feedback from the employees on the standards communicated to them must be obtained. If required, the standards may be modified or revised in the light of feedback obtained from the employees. It is important to note that communication is a two-way street.

3. Measure Actual Performance

This is the third step involved in the appraisal process. In this stage, the actual performance of the employee is measured on the basis of information available from various sources such as personal observation, statistical reports, oral reports, and written reports.

Needless to mention, the evaluator's feelings should not influence the performance measurement of the employee. Measurement must be objective based on facts and findings. This is because what we measure is more critical and important to the evaluation process than how we measure.

4. Compare Actual Performance with Standards

In this stage, the actual performance is compared with the predetermined standards. Such a comparison may reveal the deviation between standard performance and actual performance and will enable the evaluator to proceed to the fifth step in the process, i.e., the discussion of the appraisal with the concerned employees.

5. Discuss the Appraisal with the Employee

The fifth step in the appraisal process is to communicate to and discuss with the employees the results of the appraisal. This is, in fact, one of the most challenging tasks the manager's face to present an accurate appraisal to the employees and then make them accept the appraisal in a constructive manner.

A discussion on appraisal enables employees to know their strengths and weaknesses. This has, in turn, impact on their future performance. Yes, the impact may be positive or negative depending upon how the appraisal is presented and discussed with the employees.

6. Initiate Corrective Action

The final step in the appraisal process is the initiation of corrective action when it is necessary. The areas needing improvement are identified and then, the measures to correct or improve the performance are identified and initiated.

The corrective action can be of two types. One is immediate and deals predominantly with symptoms. This action is often called as “putting out fires.” The other is basic and delves into causes of deviations and seeks to adjust the difference permanently.

This type of action involves time to analyse deviations.

CAREER DEVELOPMENT

The career development is the process of conversion of personal career plan into action in order to achieve career goals. There are three key heroes who share responsibility for an employee’s career development- the employee, the organisation, and the manager.

Career development is the process of self-knowledge, exploration, and decision-making that shapes your career. It requires successfully navigating your occupational options to choose and train for jobs that suit your personality, skills, and interests.

According to Edwin Flippo, “A career is sequence of separate but related work activities that provide continuity, order and meaning to a person’s life.”

CAREER PLANNING AND MANAGEMENT

Career planning is the self-evaluation & planning done by a person to have a strong career path. Career planning process in the continuous reiterative process of understanding oneself, setting career goals, revising skills and searching for the right career options.

Importance of Career Planning

1. To attract competent person & to retain them in the organisation.
2. To provide suitable promotional opportunity.
3. To enable the employees to develop & take them ready to meet the future challenges.
4. To increase the utilization of managerial reserves within an organisation.
5. To attract employment placement.
6. To reduce employee dissatisfaction & turnover.
7. To improve motivation & morale.

STEPS IN THE CAREER PLANNING PROCESS

Career planning process is an important aspect for an individual's **career development**. Some of the basic steps in a career planning process are:

1. **Self-Assessment:** The first step in the career planning process is self-assessment to be done by the individual to understand his or her skills, areas of interest etc.
2. **Research on Careers:** The second step in the career planning process is to understand the career options, companies available, growth options in career etc.
3. **Set Career Objectives:** The next step in the career planning is to set short-term as well as long-term career goals for oneself, and to have a clear career path.
4. **Learn & Improve Skills:** The fourth step in the career planning process is to keep acquiring new skills and knowledge to be in line with career objectives and with industry requirements.
5. **Preparation of CV:** The next step in the career planning is to be fully prepared in terms of CV, cover letter, recommendations etc.
6. **Job Search:** The sixth step in the career planning process is to short-list the companies where an individual is seeking a job & start applying.
7. **Revise Career Goals:** The last step in the career planning process is to continuously evaluate the career goals and again do a self-assessment to build a strong career path.

Motivation

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

IMPORTANCE OF MOTIVATION

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

- i) **Utilisation of human resource :** By motivation techniques, management can properly utilise its human resources. This helps the managers to increase the productivity of employees. By virtue of motivation employees can understand organisational culture. Thereby, human resources can be properly utilised.
- ii) **Use of material resources:** By motivating employees of an organisation, the material resources can also be used in a proper way which increases organisational efficiency.
- iii) **Willingness for work :** In an organisation, there may have some employees who are physically and mentally capable to do work, but may not be willing to work. In such a situation, motivation can create willingness among the employees for work.
- iv) **Good labour relations :** Motivation also helps an organisation in building up a good labour relation. Thereby motivation become beneficial to management and employees. So, motivation can reduce different labour problems such as absenteeism, labour turnover, indiscipline, grievances etc.
- v) **Develops cooperation:** Motivation can build up team spirit. Thereby, motivation makes possible to increase collective effort of employees to the organisation. So, motivation forms the basis for cooperation to get the best achievement of organisation objectives.
- vi) **Improve skill and knowledge :** Motivated employees always try to be as efficient as possible and to improve their skill and knowledge. Because, motivated employees always resolve to do their responsibilities in the best manner.
- vii) **Boosts Morale :** Morale implies the attitude and feelings of employees about their work as well as situation of work. Motivation can improve the attitude and feelings of employees towards works. So, motivation can also improve morale of employees.
- viii) **Facilitates change :** Research based fact says that properly motivated employees are more receptive to accept changes. So, motivation helps the employees to adjust with changing environment.
- ix) **Sense of belongingness:** A proper motivation system can improve the sense of belongingness among the employees. As a result, employees can feel that organisation belongs to them. So, employees become more concerned about the well being of the organisation.

- x) **Achieve organisational objectives:** Motivation can be defined as core of management. By motivation managers directly encourage the employees towards the accomplishment of organisational objectives.

THEORIES OF MOTIVATION

Now, we are aware of the fact that motivating the employees is very important in organisations. But motivating employees is a difficult task for the managers.

MASLOW'S NEED HIERARCHY THEORY

A.H. Maslow has developed the Need Hierarchy Theory for understanding human needs. According to Maslow, human needs tend to follow a basic hierarchical pattern from the most basic needs to the highest level needs. Until the basic needs are fulfilled, person will not try meet his higher level needs. The theory of Maslow is based on the needs of the people. He proposed a hierarchy of five types of needs which are mentioned below

1) Physiological needs :- These are the primary needs of human beings and relate to the survival of the body. These needs are more or less universal. These are called the needs of lowest level and they are to be satisfied first for existence and survival. Unless these needs are satisfied to the degree needed for the efficient operation of the body, a person's activities will be at this level and the other needs will provide him with little motivation. So, this is a powerful motivating force. i) The physiological needs are - Food, shelter, clothing, water, air, sleep, sex etc.

ii) Safety or Security needs: These needs come next in the hierarchy. They are concerned with physical and financial security. Man is always worried about security as life is full of uncertainties. So human beings always expect physical security, job security and security of income at all times. In an organisation, management can motivate employees by providing security against uncertainties in the form of secured jobs, insurance plans and pension plans. Example of safety needs are Protection against deprivation, danger and threat on or off the job e.g. unemployment, protection from physical harm, ill health, old age or any other reason.

iii) Social needs : Man being a social animal is always interested to live in a society or group which loves him most. He wants to give or receive love. These are to be reflected by recognition, conversation, sociability, exchange of feelings and grievances, acceptance and friendship. When

social needs become dominant, a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced, men often take vigorous action against the barriers to social intercourse. Examples of social needs are: affection, love, friendship, acceptance by the group, communication etc.

iv) Esteem or Ego needs: These needs relate to the prestige and respect of the individual and include such things as self confidence, independence, achievement, competence, knowledge and control. Satisfaction of these needs produces feelings of self-confidence, prestige, power and control.. The esteem needs can be classified mainly into two types, such as 1) Self -esteem needs 2) Public esteem needs. Self-esteem needs refer to an individual's feeling that he is doing something worthwhile, while the public esteem needs refer the image in the eyes of the public like praise, admiration and public appreciation etc. Examples of esteem needs are: Status, approval, appreciation, freedom from control, recognition, self- respect of others.

v) Self Actualisation need : It is also called self realisation needs. This refers to the need to realise specific goals. It is need "to become everything that one is capable of becoming". According to Maslow "This need might be phrased as the desire to become more and more what one is to become everything that one is capable of becoming." A musician must make music, a poet must write, a general must win battles, an artist must paint, a teacher must teach if he is to be ultimately happy. Examples of self actualisation need are : need for self development, self-actualisation, self-advancement, desire to take on increased responsibilities etc. Maslow's needs hierarchy is illustrated with the help of the following diagram.



MC GREGOR'S THEORY X AND THEORY Y

Theory X and Theory Y were propounded by Douglas Mc Gregor who was a known psychologist. These theories are based on the dual nature of human beings. According to these theories all management actions flow from two assumptions. Theory X : This is a traditional theory of management. Theory X contains a set of negative assumptions about human behaviour.

Assumption of Theory X :

- i) The average human being is basically lazy and has an inherent dislike for work. He will avoid work, if he can.
- ii) Many people lack ambition. They are not interested in achievement. They like to be directed.
- iii) Most people have little creativity for solving organisational problems.
- iv) Most people are indifferent to organisational goals.
- v) Most people must be closely controlled and often threatened to achieve organisational goals.
- vi) Motivation of average human beings occurs at the psychological and safety levels.

Assumption of Theory Y:

- i) The average person does not inherently dislike work. He considers work as natural as play, if the conditions are favorable.

- ii) External control and threat of punishment are not the only ways for bringing about efforts towards organisational objectives. Self-control and commitment to the objectives of the organisation is often indispensable in achieving organisational goals.
- iii) Average human being under proper conditions not only accepts but also seeks responsibility. Avoidance of responsibility, lack of ambition and emphasis on security are generally the consequences of experience not inherent in human characteristics.
- iv) The capacity of employees to cooperate with the management in solving organisational problems is widely present.
- v) The modern industrial system have partially utilised the intellectual potentialities of employees.

Evaluation of Theory X and Theory Y :- These theories are important tools in understanding the behaviour of human. It is also helpful in designing the incentive schemes to motivate the employees of an organisation. Of course, these two theories are not equally applicable to every situation as well as for all type of employees. The Theory X is suitable for unskilled and uneducated employees. On the other hand, Theory Y is suitable for skilled and educated employees. So management should combine these theories for different types of employees.

Herzberg's Two Factor Theory

During the late 1950's Fredrick Herzberg, a US behavioural scientist (Psychologist) and his associates developed two factor theory of motivation. This theory is also known as Motivation Maintenance Theory and Motivation Hygiene Theory. According to this theory, work dissatisfaction and satisfaction arise from two different sets of factors. These are motivational factors and Hygiene or maintenance factors. These are described below

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

performance of employees by providing these factors. These factors differ from individual to individual.

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

TECHNIQUES OF MOTIVATION

In human behaviour, individual need plays the role of driving force. So the management should try to govern the behaviour of employees in satisfying their needs. Incentives are the objects which are perceived to satisfy their needs. Individuals have both financial needs and non-financial needs. On the basis of these two needs, management uses two different types of techniques for motivation. These are financial incentives and non- financial incentives.

Financial incentives

Financial incentives imply that more payment of money to the worker is an important motivating factor. Financial incentives are also called monetary incentives These include wages, salaries, bonus, prize, income on investment and dividend. Money has the highest exchange value. So people can satisfy their needs through money. Of course, monetary incentives can be for the positive work. Such as amount of money paid to increase production or to do more work. Moreover, financial incentives may be given individually as well as collectively.

Non-financial incentives

Non-financial incentives imply all social and psychological attractions through which workers are encouraged to do more work. Though money is an important incentive, yet workers do not work only for money. They also want to take incentives for satisfying their social and psychological needs. Non-financial incentives improve the workers interest in work, minimize accidents, and create interest in organisations. Non- financial incentives may be personal, collective and institutional.

LEADERSHIP

Leadership is a part of management and one of the most significant elements of direction. Being a leader, the manager must lead his sub-ordinates and inspire them to achieve organisational goals. Leadership is an abstract quality in a man and a psychological process through which a leader tries to influence the behaviour of followers to work willingly and enthusiastically for achieving predetermined goals. Thus, leadership acts as a driving force to get the things done by others. According to Chester Bernard, “Leadership is the quality of behaviour of individuals whereby they guide people or their activities in organizing efforts”.

Features of Leadership : The various features of leadership are as follows:-

- It is a continuous process of influencing the follower's behavior rather than one-shot activity.
- It is a personal quality of character and behaviour in man which make him fit to exert an interpersonal influence.
- There should be a group of followers for leadership function. It is the relationship between a leader and his followers (individuals and/or groups) which arises out of their functioning for common goals.
- Laying down of objectives and policies for the followers, motivating them and coordinating their efforts to accomplish the objectives all come under the umbrella of leadership.
- The style of leadership may differ from situation to situation.
- It includes the ability to persuade others and to motivate them for working objectively to accomplish certain specific goals.
- It is necessary to guide the followers in attaining common goals. While giving guidance, the leader shows his feelings of recognition for the followers as well as conveys them the importance of their works.
- It is a process through which the leader exercises an influence on the members of a group.

QUALITIES OF A GOOD LEADER

A leader to be effective must possess the following basic qualities:

- **Intelligence:** Intelligence means the capacity of thought and reasoning especially to a high degree. Though intelligence is a natural quality of an individual [i.e inherent in nature, but it is the claim of many psychologists that the level of Intelligence can be increased in an individual through various training methods.
- **Initiative and creative ability:** At the time of uncertainty, a leader must function in an orderly and purposeful manner to overcome the hurdles. People also look to the leader during the times of uncertainty and unfamiliarity with hope.
- **Power of judgment:** A good leader should have the ability to judge a thing analytically. Keeping the main goals or objectives in focus, he is able to break down the whole situation into manageable sub parts for closer inspection. Thus, a good leader makes a progress towards the main goals of an organization.
- **Vision and foresight:** A successful leader should have the capability to assess the future environment along with its trends. And accordingly he devises his policies and programmes with foresight based on logical programmes.
- **Mental and emotional maturity:** A leader should have a high level of emotional and mental stability. He should not be biased in any situation. He should show consistency in action and be able to refrain from anger. He must have the capacity to adjust in all situations importantly at the time of troublesome or difficulty.
- **Flexibility:** According to the need under different circumstances, leadership styles varies giving rise to three different types namely Autocratic, Democratic and Free-rein leadership style.
- **Technical competence:** The leader must follow some definite principles for getting success while leading the people. "Technical competence" of Leadership means the use of important abilities of a leader for handling certain functions of management like planning, organizing, analyzing, advising, decision making, controlling and winning cooperation etc. The technical competence of leader may help him in winning his follower's support.
- **Self confidence:** To be a good leader, a person must be first self-confident who can lead and set direction in the desired way. Such a confident leader becomes a source of inspiration and confidence for others. Thus, the confidence of a leader helps him to draw out the trust and best efforts of the team members to complete the tasks well.

- **Human relations attitude:** A successful leader should have an adequate knowledge of human relations that means the way of dealing with human beings. Since an important job of a leader is to get people's voluntary and full cooperation for achieving the set goal, so he must try to get an intimate knowledge of people and their relationship to each other. The knowledge of human behaviour and their reaction to various situations is quite meaningful to a leader

LEADERSHIP STYLE

Leadership style means the behavioral pattern of a leader that often reflects in his activities while providing direction, implementing plans and motivating people. The philosophy, personality and experiences of a leader are visible in his leadership style. It is the art or process of influencing people for their willing participation in the combined efforts to achieve the common goals. Basically the leadership style is categorized into three groups. But in reality it is seemed that depending on the forces that are prevailed among the followers, the leader and the situation, a good leader uses all the three styles based on his common sense.

- **Autocratic leadership style**
- **Democratic leadership style**
- **Free-rein style**

AUTOCRATIC LEADERSHIP STYLE

The leaders prefer no suggestion and initiative from the subordinates. He only gives orders and assigns tasks to subordinates without taking their consent. This leadership style is usually used in the following conditions, when:-

- The leader is running short on time. For example in the situations of danger and emergencies.
- The leader has all the information to solve the problem.
- The employees of the organization have full confidence on their leader. Moreover, they are well motivated and believe that the leader has adopted the particular style of leadership keeping the best interest of the team in his mind. The leader requires a high level of productivity from an inexperienced team or individual.

- The team may be placed at risk if it cannot finish the assigned task within the given time period. It is not suggestible to use the autocratic leadership style at normal situation; rather it should only be used on rare occasions. If you have time and want to gain more commitment and motivation from your employees, then you should use the democratic leadership style.

DEMOCRATIC LEADERSHIP STYLE

Here a leader gives instruction after consulting the group. However, the final decision making authority lies with the leader.

- A leader may adopt this style when the situation is unfavourable for a team that means the team is unlikely to meet its goals and there is only a little ray of hope. In this case the leader and subordinates can make a try to win the game with joint efforts.
- The situation is not serious enough as like as the autocratic leadership style.
- Considering a situation where the manager has only a part and the employees have the other part of the information that is required to solve the task, then it is better to use democratic leadership style.
- This approach is most common when the leader is working with a new team or a team that is in a learning stage. Here, the leader can win the co-operation of his group and can motivate them effectively and positively. Thus, by using this style the number of complaints, employee's grievances, industrial unrest and strikes can be reduced because it allows the employees to become a part of the team for decision making.

FREE-REIN LEADERSHIP STYLE

In this style, the leader does not lead, but leaves the group entirely to itself.

- This approach is most common with experienced team carrying out routine activities with the ability to analyze the situation and determine what needs to be done and how to do it.
- Such leader allows maximum freedom by giving a free hand to subordinates, in deciding their own policies and methods.

- This style benefits the self-motivated team members looking for new responsibilities and challenges.
- Here, the leader acts as an umpire and coordinator of information. Through this leadership style, a leader can assess the capability of his team members in performing their responsibilities. This style is suitable when a leader has full trust and confidence in the people below him. But it is not fair that you can blame others when things go wrong, giving the excuse of this system.

TRAIT THEORY OF LEADERSHIP

The trait theories of leadership focus on the individual characteristic of successful leaders. According to the theories, leaders possess a set of traits which make them distinct from followers. An attempt must, therefore, be made to identify and measure these traits. Attempts were indeed made in the past to identify such qualities. Ralph Stogdill, for instance, surveyed more than 5000 leadership studies and concluded that successful leaders tend to have the following qualities.

- (i) A strong desire for accomplishment
- (ii) Persistent pursuit of goals
- (iii) Creativity and intelligence used to solve problems
- (iv) Initiative applied to social situations
- (v) Self-assured personality
- (vi) Willingness to accept behavioural consequences
- (vii) Low susceptibility to interpersonal stress
- (viii) High tolerance of ambiguity
- (ix) Ability to influence other people
- (x) Ability to structure social interactions

Most of the research on leadership conducted till now concentrated mainly on the unique qualities of Leadership of successful leaders. There has been little systematic study of the personal traits of unsuccessful leaders. Probably ineffective leadership is associated with such qualities as poor temperament, self centeredness, inability to get along with others, lack of vision, lack of character and mental health problems such as aggression, depression, disorganization, paranoia, neurosis and procrastination. In addition, some

attitudinal factors seem to be associated with ineffective leaders. These include : (1) overconcern with morale, (2) failure to maintain an objective attitude, (3) lack of a sense of proportion, (4) practicing “polarization” or seeing others as either good or bad, (5) idealism in decision making and (6) over eagerness to do the “right” things.

BEHAVIOURAL THEORIES

Beginning in the late 1940's and continuing through the early 1960's researchers moved away from an emphasis on traits and towards the study of leader behaviours. This new approach differed from the trait oriented research in at least two ways. First, actual leader behaviours instead of personal traits were the main focus. Second, where as most trait studies sought to separate leaders from non-leaders, leader behaviour studies wanted to determine how various kinds of specific behaviour affect the performance and satisfaction of followers

The Ohio State University studies and the University of Michigan studies are the two important behavioural theories. (Ohio State University Studies:) These well publicized studies were started shortly after World War. The main objective of the studies was to identify the major dimensions of leadership and to investigate the effect of leader behaviour on employee performance and satisfaction. From a list of leader behaviours in a wide variety of situations, two leadership dimensions were identified. (i) The initiating structure, which refers to leader behaviour that defines and organises the group tasks, assigns the tasks to employees and supervises their activities. Ohio State people. (ii) Consideration refers to leader behaviour that can be characterized by friendliness, respect, supportiveness, openness, trust and concern for the welfare of the employees.

Job Enrichment: The concept of job enrichment has been derived from Herzberg's two-factor theory of motivation in which he has suggested that job content is one of the basic factors of motivation. If the job is designed in such a manner that it becomes more interesting and challenging to the job performer and provides him opportunities for achievement, recognition, responsibility, advancement and growth, the job itself becomes a source of motivation to the individual.

According to Richard W. Beatty and Graig Eric. Schneider, “Job enrichment is a motivational technique which emphasizes the need for challenging and interesting work. It suggests that jobs be redesigned so that intrinsic satisfaction is derived from doing the job. In its

best applications it leads to a vertically enhanced job by adding function from other organizational levels, making it contain more variety and challenge and offer autonomy and pride to the employee.”

According to P. Robbins, “Job enrichment refers to the vertical expansion of the jobs. It increases the degree to which the worker controls the planning, execution and evaluation of his work.”

Techniques of Job Enrichment: In order to enrich the jobs. The management should adopt the following measures:

- Freedom in decisions
- Assign a natural work unit to an employee.
- Encouraging participation
- Allow the employee to set his own standards of performance.
- Minimize the controls to provide freedom to the employees
- Make an employee directly responsible for his performance.
- Encourage participation of employees in deciding organizational goals and policies.
- Expand job vertically
- Introducing new, difficult and creative tasks to the employees.
- Sense of achievement.

Advantages of Job Enrichment: The advantages of job enrichment are as follows:

- It enriches the role. Job enrichment is the most widely used of job design as it provides a meaningful learning to employees.
- It makes the work interesting and employee get motivated.
- It helps in reducing the rate of labour turnover and absenteeism.
- It increases skills of the employees.
- It increases morale and performance.
- Reduce Boredom and dissatisfaction.
- Increase in output both qualitative and quantitative.

Disadvantages of Job Enrichment: Dunham and Newstrom state, “Even the strongest supporters of job enrichment readily admit that there are limitations in its application.” Newstrom and Keith Davis also write, “Employees are the final judges of what enriches their jobs. All that

management can do is to gather information about what tends to enrich jobs, try these changes in the job system, and then determine whether employees feel that enrichment has occurred.” A few limitations of or problems with job enrichment are as follows:

- Increase cost
- Need more employee counseling, training, and guidance.
- Not applicable to all jobs.
- Negative impact on personnel.
- Imposed on people.
- Objected by unions
- Pay dissatisfaction

JOB SATISFACTION:

Job satisfaction is the most frequently measured organisational variable in both research and applied settings. There are multiple reasons for interest in this work attitude.

First, organisations and researchers are interested in simply assessing the current state of employee job satisfaction. They are often concerned with employee well-being and psychological health, and some form of job satisfaction measurement is therefore included in employee opinion surveys.

Second, understanding the influences on job satisfaction is important for improving organisational functioning. Significant lines of research have therefore focused on the role of personal, work-related and organisational variables in job satisfaction.

Third, job satisfaction has important implications for work outcomes within an organisation. Interest has thus been in the empirical examination of job satisfaction and its relationship with such outcomes as performance, withdrawal behaviours, organisational citizenship behaviours and other work behaviours.

ANTECEDENTS OF JOB SATISFACTION: Various studies have examined the antecedents or predictors of job satisfaction. Two distinct models of job satisfaction are apparent in these studies. The first model focuses on personal characteristics such as age, years of service, gender, occupational rank, educational level, personality and cultural factors. The second model places

emphasis on the individual's work situation including the nature of the work, pay, promotional opportunities, supervisor, work group and working conditions.