

### Unit 3 Work Environment

Workplace is an arranged area which is provided by the organization to its employees for carrying out their work. This arranged area can be described as the layout of a work space which suits the nature of the job or task which is to be performed. It can have an office layout with cubicles, control pulpits, control desks, chairs and cabinets, or just a work table with all types of tools which are needed for the work.

Workplace environment is the immediate surroundings of the employee which is manipulated by the employee for carrying out the assigned job. Hence, a workplace gives an environment to the employee to perform a given task. It is considered as the environment in which employees work and it include physical setting, job profile, culture, and surrounding conditions. It is the environment where the employees work together for achieving organizational goal and objectives. It means systems, processes, structures, and tools and all those things which interact with the employees and affect in positive or negative ways on the employees performance. It can also be considered as the location where a task is being carried out. It involves the physical geographical location as well as the immediate surroundings of the workplace. It typically involves all other factors relating to the place of employment. The right type of workplace environment is needed in order to make the employees to feel comfortable while doing their job effectively.

The workplace environment is the most critical factor in keeping an employee satisfied in today's fast changing conditions under which organizations are functioning. The present day workplace is different, diverse, and constantly changing. With technological development, innovative communication methods, and alternative work patterns, workplace continues to change rapidly.

Workplace environment can be anything which exists around the employees and can affect how they perform their jobs and duties. Workplace environment is both an external and an internal condition which can influence the working spirit of the employees and result in influencing the quantity and the quality of the jobs of the employees. A decent working environment is a condition where individual employees can do their jobs in an ideal, secure,

healthy, and comfort way. Hence, several studies classify the work environment into toxic and conducive environments.

## **Recruitment**

Recruitment is the process of finding, screening, hiring and eventually onboarding qualified job candidates. The recruiting process can be relatively straightforward, but advances in technology, a tight labor market and a workforce pool that might span five generations can make the first step -- finding potential candidates -- particularly challenging. Recruitment is a key part of human resource (HR) management and supported by the hiring manager and others involved in the hiring process. Skilled recruitment efforts will make a company stand out and be more attractive to potential employees, a strategy that can directly impact a company's bottom line.

## **Why recruitment is important**

Employees are the lifeblood of companies, so finding and attracting the best candidates possible is of utmost importance. A poor recruitment effort can result in unfilled jobs and a loss of revenue, while successful recruitment will bring in the right candidates on a timely basis, ensuring a business is able to continue to move forward.

Also, in a competitive hiring market, employee retention can be tricky, but an effective recruitment strategy can minimize that risk by ensuring the right people are hired into the right roles.

When recruiting is done well, your workforce is engaged, employees are in the most suitable position for them to succeed, your organization thrives, you can attract better candidates, you have good ratings on sites such as Glassdoor, you can reduce turnover, you can build a talent pipeline and more.

## How recruitment works

Generally, the hiring process is similar across organizations; however, the number of steps in the process and its associated tasks may vary. For example, one organization may ask candidates to do a pre-hire assessment, whereas the next does not.

The following are typical steps in a hiring process:

- Conduct a job analysis to determine what is needed in the position.
- Develop a job description, if one doesn't exist, based on the analysis, including the following in it:
  - necessary skills and competencies;
  - experience;
  - education; and
  - position-specific requirements, such as the ability to lift heavy objects on a regular basis.
- Evaluate the job by comparing it to other positions in the organization to determine the overall value of the position. This can be done using a point system. The end goal is to ensure the compensation is equitable, based on comparable positions.
- Get the job description approved.
- Develop a job posting, which is similar to the job description but written with a marketing slant that takes advantage of the employer brand to help attract candidates.
- Using your applicant tracking system (ATS), post the job posting. It is often posted internally on the company's Intranet or web portal to notify employees and on the organization's external career site, job boards and social media.

- Educate everyone involved in the hiring process to ensure they are aware of the laws and company guidelines they need to follow. Examples may include not asking candidates their age, marital status or other personal information that is not directly related to the job they will perform.
- Screen the resumes that have been submitted to your recruiting software.
- Perform a first interview, possibly by phone to confirm basic information and gauge the interest of the candidate.
- Develop and share interview guides to help hiring managers conduct good interviews.
- Perform a second interview with the hiring manager or hiring team. In small organizations, interviewees may also meet with the CEO or executive director.
- Send a pre-hire assessment to the candidate. This can be a personality type test, a coding test for software development roles and so on.
- Perform reference checks with current and former employers and personal references.
- Carry out background checks, such as validating the candidate's education, or do a criminal history check.
- Have the candidate take a drug test, assuming it is legal in your jurisdiction and required for the position.
- Negotiate the contract, including salary or hourly rate, number of vacation days, bonus eligibility, and potential other items offered by the company or requested by the candidate.
- Send the offer to the candidate for review and sign-off.
- Hire the candidate, and move them to the onboarding process.

## **Types of recruiting techniques**

Although some companies still rely on a "We're Hiring" sign on the door, many companies tackle recruitment the way they do marketing -- with a multi-tiered

approach. Recruitment marketing can include everything from promotion on social media to billboard ads, public relations (PR) campaigns and even bonuses to current employees for successful candidate referrals.

Here are recruiting techniques to help your talent acquisition team attract qualified candidates:

- **Internal recruitment.** Post open positions on your internal career site so current employees can apply.
- **Retained recruitment.** Hire a third party to fill open positions. You pay an upfront fee for the recruitment work and may pay an additional fee once a candidate is hired.
- **Contingency recruiting.** Similarly, this option involves using a third party to recruit on your behalf, but you only pay a fee if a qualified candidate is hired.
- **Staffing recruiting.** This type of recruiting also involves a third-party recruiter but is often used to fill short-term or temporary jobs.
- **Outplacement recruiting.** This type of recruiting is sometimes offered to employees who have been involuntarily terminated. The service, in addition to other services offered by an outplacement company, are there to support former employees with their job search.
- **Recruitment process outsourcing (RPO).** In this case, the organization completely outsources its recruitment function to a third party. The primary goal is to reduce the cost of the recruiting process.
- **Temporary recruitment professional.** You may want to hire a temporary employee or consultant to help your recruitment team occasionally rather than hiring a full-time recruiter.
- **Career fairs.** Whether in person or virtual, these events give your organization an opportunity to meet qualified candidates and market your employer brand.

- **Campus recruiting.** Participating in campus recruiting events can help in recruiting new grads or co-op students.
- **Employee development and succession planning.** Developing employees and preparing them for a new role is an excellent opportunity for the employees and reduces the risks associated with external candidates.
- **Partnering with outside organizations.** You might do this to attract a more diverse workforce or support underrepresented communities, such as immigrants and minorities.
- **Networking.** Meeting other people in the community provides an opportunity to share information about your organization.
- **Social media.** Posting open positions on Twitter, Facebook and LinkedIn is a popular choice. Search engine ads that pop up in response to a query are another option.

#### What is Selection-

Selection is the process of putting right men on the right job. It is a procedure of matching organisational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organisation will get quality performance of employees.

According to Dale Yoder, “hiring (selection) process is one or many ‘go’ on no-‘go’ gangs. Candidates are screened by the application of these gangs. Qualified applicants go on to the next hurdle, while in qualified are eliminated”.

Once an adequate number of applicants have been sourced, the process of selection begins. Selection is the second step in the staffing process. This process involves choosing the candidates who best meet the qualification and have the greatest aptitude for the job. The main objective of this process is to match individual characteristics such as ability, experience and so on with the requirements of the job.

Different authors define Selection in different ways. Here is a list of some of the definitions –

- Employee selection is a process of putting a right applicant on a right job.

- Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization.
- Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization.
- Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals.

A good selection process will ensure that the organization gets the right set of employees with the right attitude.

### Difference between Recruitment and Selection

The major differences between Recruitment and Selection are as follows –

Recruitment	Selection
Recruitment is defined as the process of identifying and making the potential candidates to apply for the jobs.	Selection is defined as the process of choosing the right candidates for the vacant positions.
Recruitment is called as a positive process with its approach of attracting as many candidates as possible for the vacant jobs	Selection is called as a negative process with its elimination or rejection of as many candidates as possible for identifying the right candidate for the position.

Both recruitment and selection work hand in hand and both play a vital role in the overall growth of an organization.

### Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected and the cost incurred for replacing that bad resource will be high.

The purpose of selection is to choose the most suitable candidate, who can meet the requirements of the jobs in an organization, who will be a successful applicant. For meeting the goals of the organization, it is important to evaluate various attributes of each candidate such as their qualifications, skills, experiences, overall attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job.

The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important and the process should be perfect for the betterment of the organization.

### Advantages of Selection

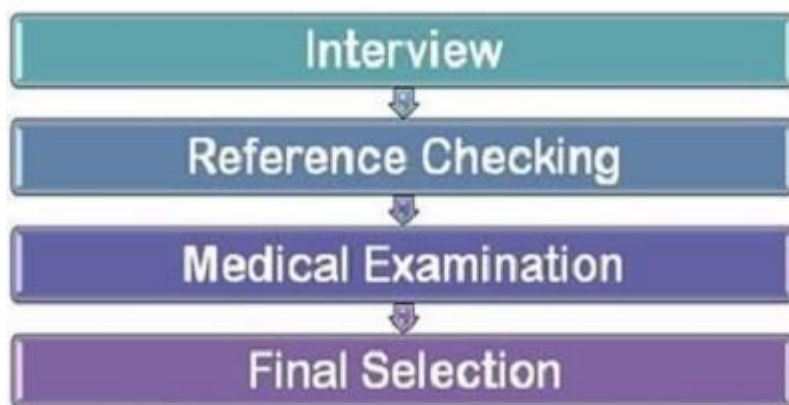
A good selection process offers the following advantages–

- It is cost-effective and reduces a lot of time and effort.
- It helps avoid any biasing while recruiting the right candidate.
- It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
- It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
- It helps in comparing the different candidates in terms of their capabilities, knowledge, skills, experience, work attitude, etc.

A good selection process helps in selecting the best candidate for the requirement of a vacant position in an organization.

### Selection Process and Steps

As we have discussed that Selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect. A good selection process should comprise the following steps –



- **Employment Interview** – Employment interview is a process in which one-on-one session is conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.



- **Checking References** – Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.
- **Medical Examination** – Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.
- **Final Selection** – The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.

A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.

## Engineering psychology

---

**Engineering psychology**, also known as **Human Factors Engineering**, is the science of human behavior and capability, applied to the design and operation of systems and technology. As an applied field of psychology and an interdisciplinary part of ergonomics, it aims to improve the relationships between people and machines by redesigning equipment, interactions, or the environment in which they take place. The work of an engineering psychologist is often described as making the relationship more "user-friendly."

Engineering psychology is concerned with the adaptation of the equipment and environment to people, based upon their psychological capacities and limitations with the objective of improving overall system performance, involving human and machine elements. Engineering psychologists strive to match equipment requirements with the capabilities of human operators by changing the design of the equipment. An example of this matching was the redesign of the mailbags used by letter carriers. Engineering psychologists discovered that mailbag with a waist-support strap, and a double bag that requires the use of both shoulders, reduces muscle fatigue. Another example involves the cumulative trauma disorders grocery checkout workers suffered as the result of repetitive wrist movements using electronic scanners. Engineering psychologists found that the optimal checkout station design would allow for workers to easily use either hand to distribute the workload between both wrists.

## **Fatigue and Boredom**

Fatigue means tiredness which may arise from exhaustive physical efforts as well as mental boredom. Industrial fatigue and boredom may lead to decline in the curve of one's productivity and hence it has to be investigated from psychological point of view and to some extent physiological as well. Industrial psychology aims at the elimination of fatigue and boredom by introducing efficient work methods, motivation and proper understanding of human psychology.

### **Few Basic Words:**

The Hawthorne studies that were conducted at an electrical plant in Chicago between 1924 and 1932 shows that satisfaction of employee increase productivity. The study also reveals that a worker is filled up with inner joy if they feel achieving inner fulfillment.

If a worker is satisfied with his or her job, he or she can make their surrounding productive as well as full of positive energy; but if it's not then the surrounding get hamper and filled up with negative energy creating an environment of disturbance. This, the latter situation, happens when the worker is suffering from fatigue and boredom.

### **Industrial fatigue & boredom:**

#### **Occurrence of Fatigue**

A fluid called lactic acid that flows through our muscles and reaches our nervous system and when this fluid increases at a certain level in our body, our entire body becomes lax. That tiredness and exhaustion increase in one part of the body that spreads to the whole body. Our body also produces ammonia and carbon dioxide which the energizing elements of our body decrease.

Many psychologists have examined the state of nerves during fatigue and came to a conclusion that the experience of anything is conveyed to the brain in greater time while the motor nerves take a longer time to react than under normal conditions.

#### **Occurrence of Boredom**

Fatigue, many a times, come with boredom. Boredom is a state of mind which make reluctant to working hard and find satisfaction.

Sometime work becomes monotonous. The worker slowly loss interest in his or her worker and started fill up with negative feelings causing degradation in the production. In other words, it started with lax slowly moving towards dissatisfaction.

#### **Relation between Fatigue & Boredom**

Fatigue is the condition whereas boredom is the result. They are only difference in this aspect; otherwise they are same affecting the mind and the body together. They are reason of hamper of production in respect of employee and loss of revenue in respect of organization.

### **Classifying Industrial Fatigue:**

The psychologist has been able to classify the industrial fatigue into two after studying and evaluating a number of cases. They are:

- **Physical fatigue:**

It is characterized by abnormal heart beat rate, breathing rate, blood pressure, muscles, oxygen consumption etc. This can be measure by an instrument called Myograph invented by Helmholtz.

- **Mental fatigue :**

When a worker feel fatigue even without having done anykind of physical activity, yet feel lack of motivation and interest in work, lack of concentration towards work, it is termed as mental fatigueness.

**Relation between Physical and Mental Fatigue**

Despite the symptoms are different, yet they are intimately related to each other, because when a person complains of fatigue or stressed, he actually without his notice is suffering both mental and physical fatigue.

According to Watson, mental fatigue is caused by the contraction of the vocal cord which actually caused by damage to nerves in a condition of physical fatigue. Again, physical activity cannot be done well if we are not mentally active.

Therefore scientists have concluded that fatigue as a condition psychosomatic or psychological condition.

**Factors that cause Industrial Fatigue & Boredom:**

According to Business Dictionary.com the fatigue and boredom arises out of interplay of an employee's positive as well as negative feelings towards his or her job.

Every matter that is becoming matter of disturbance comes with causes. Sometime all these causes can be held for the situation; sometime few of them can be held accused. Same goes with industrial fatigue and boredom. There are group of causes, rather conditions, that can be held for the fatigue-any type- along with boredom.

The conditions or factors that may leads to deterioration in work efficiency and productivity due to physical & mental fatigue and boredom are as follows:

- a) Long working hours
- b) Absence of rest periods
- c) Incorrect room temperature
- d) Absence of proper ventilation
- e) Improper illumination

- f) Design of the machinery
- g) Absence of adequate seat
- h) Excessive noise
- i) Unhealthy conditions
- j) Lack of sleep
- k) Low morale
- l) Defects in the social environment

## ACCIDENTS AND SAFETY

Accident is an unplanned and uncontrolled event in which the action of an object, person results in personal injury. Industrial accidents conceive them as arising directly out of the work situation from faulty equipments or inadequate performance of an individual.

Accident proneness is the continuing tendency of a person to have accidents as a result of stable and persistence characteristics.

## CAUSES OF ACCIDENTS

### PERSONAL FACTOR

- Ø Age
- Ø Health
- Ø Personality
- Ø Emotional state
- Ø Psychological characteristics (14% accidents due to faulty attitude)

### SITUATIONAL FACTOR

All environmental factors

### MACHINERY FACTOR

- Ø Improper guarded equipments
- Ø Defective equipments

## PREVENTIVE MEASURES FOR REDUCING ACCIDENTS

Direct preventive measures (from engineering point of view)

Indirect preventive devices (control the situational factors)

Psychological preventive devices-

Safety community

Safety program

### Industrial safety program

1. Work methods in relation to safety  
It is related in three ways
  - Concentration on act or skill
  - Incorrect working methods
  - Check the tool before use
2. Development of safety habits
3. Safety records and provision of rewards
4. Management support
5. Slogans

## Causes of Industrial Accidents

There are just as many causes of industrial accidents as there are types of industrial accidents. The broad category of industrial accidents covers anything from small cuts and bruises to huge disasters that affect a large population of people. Approximately 120 million industrial accidents occur in the work place world wide each year. Approximately 210,000 of these accidents result in fatality. The industries which have the highest rate of accidents are the mining, construction, transportation, and agricultural industries. Construction accidents account for fifteen percent of all accidents and thirty percent of all fatalities in industrial work environments.

## Job analysis

(also known as **work analysis**) is a family of procedures to identify the content of a job in terms of the activities it involves in addition to the attributes or requirements necessary to perform those activities. *Job analysis* provides information to organizations that helps them determine which employees are best fit for specific jobs.

The process of job analysis involves the analyst gathering information about the duties of the incumbent, the nature and conditions of the work, and some basic qualifications. After this, the job analyst has completed a form called a *job psychograph*, which displays the mental requirements of the job. The measure of a sound job analysis is a valid task list. This list contains the functional or duty areas of a position, the related tasks, and the basic training recommendations. Subject matter experts (incumbents) and supervisors for the position being analyzed need to validate this final list in order to validate the job analysis.

## Purpose

---

One of the main purposes of conducting job analysis is to prepare job descriptions and job specifications which in turn helps hire the right quality of workforce into an organization. The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; description of a job; development of performance appraisals, personnel selection, selection systems, promotion criteria, training needs assessment, legal defense of selection processes, and compensation plans. The human performance improvement industry uses job analysis to make sure training and development activities are focused and effective. In the fields of human resources (HR) and industrial psychology, job analysis is often used to gather information for use in personnel selection, training, classification, and/or compensation.

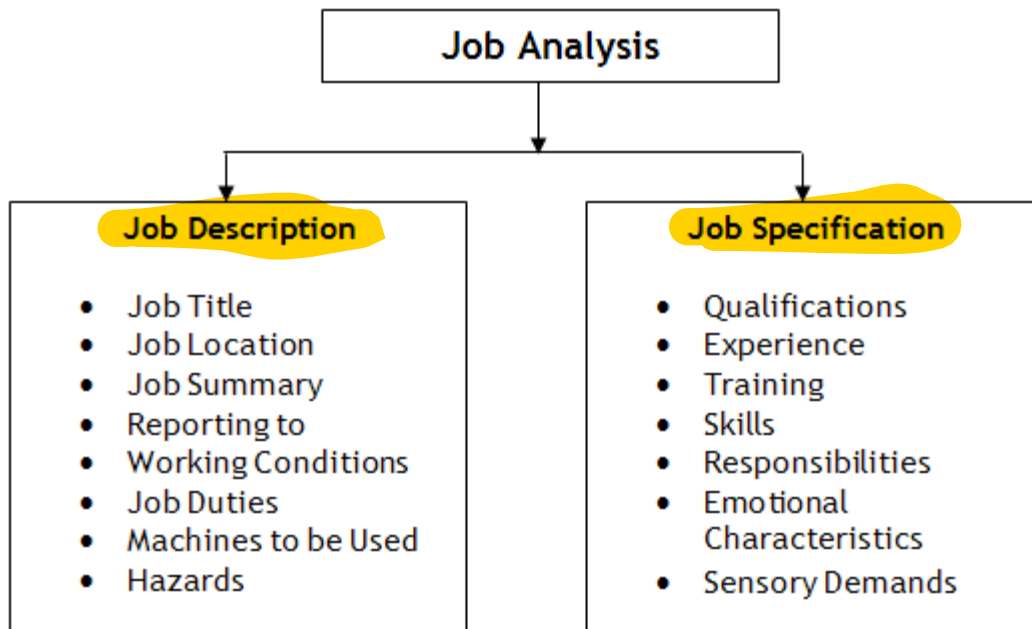
Industrial psychologists use job analysis to determine the physical requirements of a job to determine whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation. Edwin Fliesman, Ph.D. is credited with determining the underlying factors of human physical fitness. Professionals developing certification exams use job analysis (often called something slightly different, such as "task analysis" or "work analysis") to determine the elements of the domain which must be sampled in order to create a content valid exam. When a job analysis is conducted for the

purpose of valuing the job (i.e., determining the appropriate compensation for incumbents) this is called "job evaluation."

Job analysis aims to answer questions such as:

- Why does the job exist?
- What physical and mental activities does the worker undertake?
- When is the job to be performed?
- Where is the job to be performed?
- Under What conditions it is to be performed?

### Job description and Specification



### Definition of Job Description

A simple, organised and brief statement in written form, containing a list of all the essential requirements of the job, along with a summary of duties and responsibilities to be performed by the jobholder is known as Job Description. It is the immediate and the primary output of Job Analysis. In short, it is a statement that captures all the relevant facts related to a specific job.

Job description shows a clear picture of the nature of each job with respect to the tasks and occupational needs. It is an accurate and authorised record of job contents. It incorporates major authorities, duties, scope of work, role and purpose. It is a comprehensive job summary that all the necessary details are extensively curtailed in a concise way. It defines the primary and secondary conditions required for the performance of the concerned job.

## **Definition of Job Specification**

A statement that expresses the minimum qualification and qualities required, for the performance of a particular job is known as Job Specification. It is also termed as Man Specification or Person Specification or Employee Specification.

Job Specification is prepared on the basis of Job Description, which states the characteristics that an employee should have, to hold the job. It converts the job description in terms of pertinent human qualifications which are demanded by the job. It is developed in consultation with the supervisor and the human resource manager.