

UNIVERSITY GRANTS COMMISSION

HUMAN RESOURCE MANAGEMENT

CODE: 55

UNIT-II:

Module - 1A

Conceptual Framework of Human Resource Management

Introduction to Human Resource Management (HRM)

HRM is central to management teaching and research and has emerged in the last decade as a significant field from its earlier roots in personnel management, industrial relations, and industrial psychology.

People management and high-performance teams have become key functions and goals for managers at all levels in organizations.

Management and human resources management are one and the same.

They should never be separated. Management is personnel administration. Management has three jobs, two of which are directly related to personnel-managing a business, managing managers and managing workers and work.

An organization is an aggregation of human beings where work is done to accomplish some specific objectives or goals. However, the set of goals and objectives may not be permanent or constant and may be modified over a period of time. In order to achieve the goals, the organizations formulate different rules, which are called policies, programs, regulations, procedures, and functions. In order to perform the functions organizations, use different kind of resources i) money (capital), ii) plant & machine (fixed assets, technology) iii) material, and iv) men (human resources).

The success or failure of any organization depends on the effective and optimum utilization these resources. But the resources themselves cannot be made effectively or optimally utilized. It is the human resource or the “men at work” of the organization who are functionally responsible for the utilization.

According to Likert (1967) “*All the activities of any enterprise are initiated or determined by the persons who make up that institution, plants, offices, computers, automated equipment and all else that make a modern firm uses are unproductive except for human effort.....*”

Hence, the principal resource of any organization is the ‘human resource’ that according to Jucius (1973) may be regarded as the ‘human factors’, which refers to “a whole consisting of inter-related, inter-dependent, and inter-acting physiological, psychological, sociological, and ethical components.

The management of ‘men at work’ is one of the most important and challenging jobs. It is important because of the importance and criticality of human resource in the organizations. It

is challenging because of the complex nature of the human beings. This job of managing people at work is known as Labour Management, Personnel Management, Manpower Management, or Human Resource Management.

Growth of Human Resource Management:

The early advocates of HRM believed that organizations should move away from the bureaucracy of personnel management to the apparent flexibility and responsiveness of HRM. Human resource management (HRM) may be defined as a coherent, strategic approach to the management of people considering them to be the most valuable resource of the organization.

The concept of HRM may be regarded as a philosophy governing how employees should be treated and optimally utilized for the attainment of the missions and sets of objectives of the organization. The development of the concept of HRM suggests that there is no unique model that can exclusively and holistically represents the entire concept. **Storey (1989)** technically differentiated to conceptual approaches of HRM 1. soft HRM & 2. hard HRM.

The origin of the concepts of soft and hard HRM may be traced back to **McGregor (1960)**. The soft approach of HRM emphasizes on communication, motivation, leadership, training and development of the employees. It takes McGregor's Theory 'Y' as the guiding concept to manage the employees in the organization. According to **Gennerd and Judge (1997)** in the soft approach organizations are assumed to be harmonious and integrated, all employees sharing the organizational goals and working as members of one team. On the other hand, the hard approach views employees as human capital and the key focus area is to manage people to obtain value addition and to gain competitive advantage. It often follows McGregor's Theory 'X' for managing people. The emphasis is more on control as observed by **Walton (1985)**. The holistic concept of HRM distinguishing it fully from the concept personnel management has been emerged in mid 80s. During this time the first comprehensive models of HRM were presented. **Boxall (1992)** christened them as the '*Matching Model*' and the '*Harvard Framework*'. **Hope, Hailey et al, in 1998** identified another two models of HRM namely '*Best Practice Model*' and '*Contingency Model*.'

Definition of Human Resource Management (HRM):

There exist many definitions of human resource management (HRM). HR experts define HRM from different perspectives. Few important definitions are presented below:

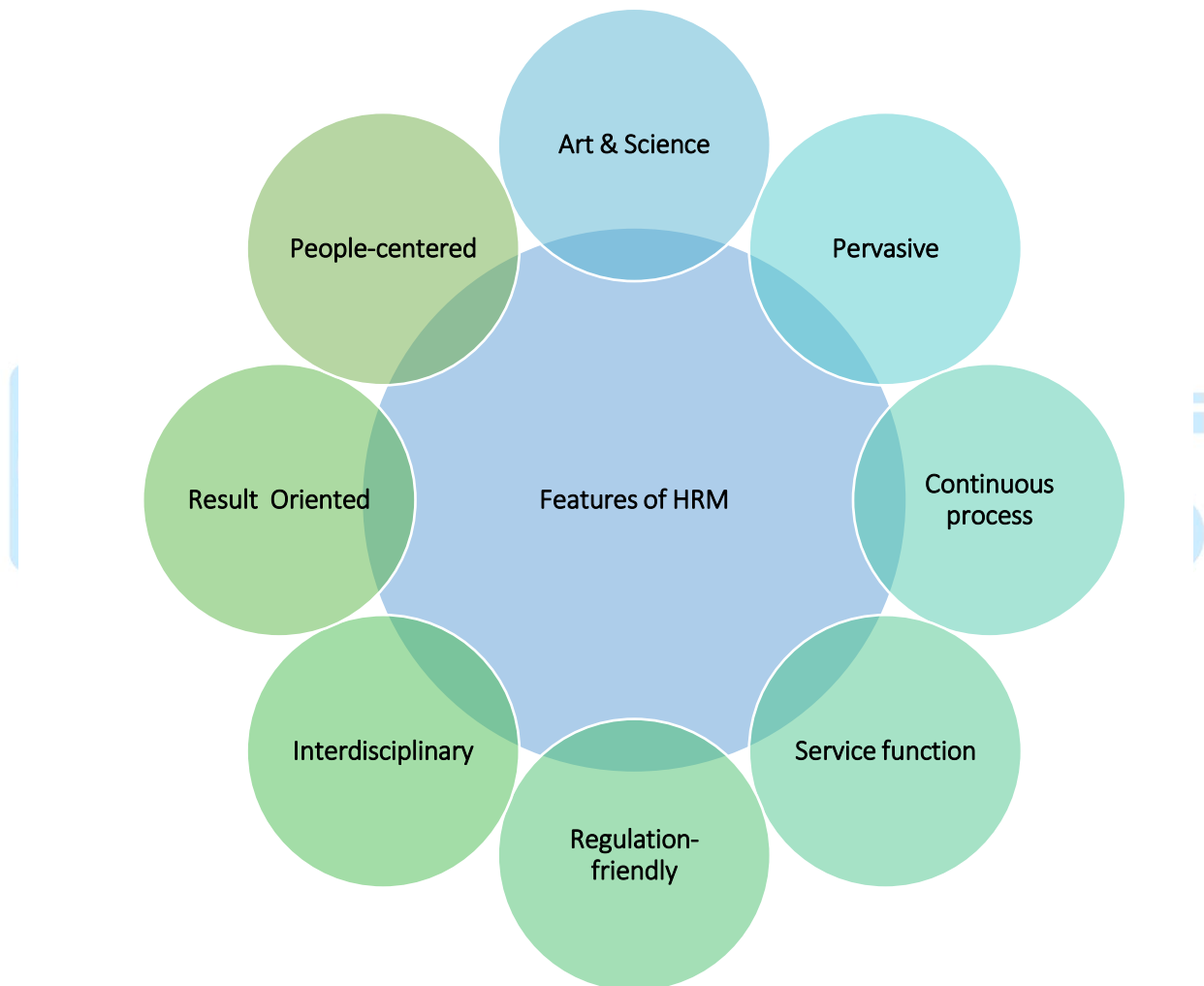
- One of the well-known definitions was offered by Michael Jucious (1984). He defined human resources management or personnel management "*as the field of management involves planning, organizing, directing, and controlling the functions of procuring, developing, maintaining and motivating a labor force*".
- According to Flippo (1980), HRM is "*planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resources to the end that individual, organizational and societal objectives are accomplished*".
- John Storey (1995), states that *HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly a committed and capable workforce, using an integrated array of cultural, structural and personal techniques.*

- According to Gary Dessler, “*Human resource management is the process of acquiring, training, appraising and compensating employees and of attending to their labor relations, health & safety and fairness concerns.*”

Features of Human Resource Management:

HRM is regarded as a subsystem of the organization. It is an emerging discipline. HRM as a discipline has a few important features.

Experts have reviewed a lot of articles on HRM and identified a few major features of HRM.



1. HRM is an art and a science.
2. HRM is pervasive.
3. HRM is a continuous process.
4. HRM is a service function.
5. HRM must be regulation-friendly.
6. HRM is Interdisciplinary and fast changing.

7. HRM is focused on results.
8. HRM is People-centered.

Conceptual Frameworks of HRM:

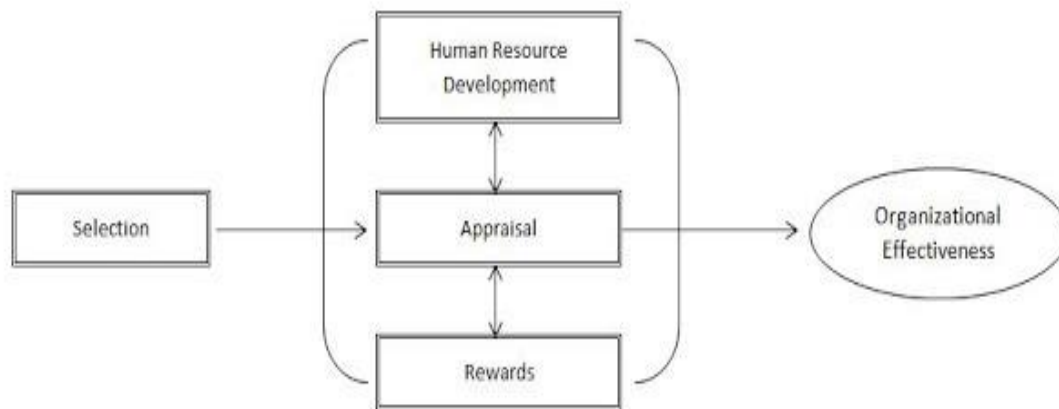
Over a period of time the body of knowledge on HRM resulted in a number of theories. A framework is an explicit or concrete part of the theory whereas the theory is the implicit or abstract entirety of a framework. In this perspective, a theory is entrenched in a framework and therefore the implicit theory has to be construed from the explicit framework. More importantly, such frameworks establish direct and indirect relationship among the constituent variables defined by the very theories. A number of prominent frameworks may be discussed.

a) Michigan/ Fombrun Model:

This model emphasises treating employees as a means to achieving the organisation's strategy, as a resource that is used in a calculative and purely rational manner. They said in their view organisations exist to accomplish a mission or achieve objectives and that strategic management involves consideration of three interconnected issues. First, the mission and strategy must be considered because these are an organisation's reason for being. Second, the organisation's structure, personnel requirements, and tasks, must be formally laid out, including systems of accounting and communications. Third, HR systems need to be established and maintained because, as the authors state: 'people are recruited and developed to do jobs defined by the organisation's formal structure: their performance must be monitored and rewards allocated to maintain productivity'.

The Michigan model observes the different business strategies and related organisation structures can lead to contrasting styles of HRM in activities such as selection, appraisal, rewards, and development. For example, a single-product company with a traditional functional structure (that is, structured according to the various functions of the business – finance, accounting, marketing, sales, production and operations, personnel, etc.) will select its people on the basis of their expertise in the specific functions. Appraisal of employee performance will be largely informal and administered via personal contact; the reward system will vary unsystematically across the functions and employee development will be limited primarily to the functional area in which the employee works.

On the other hand, a company with a multi-divisional structure and a strategy for product diversification may have a very different system of HRM. Selection would be systematic and according to both functional experience and general management ability. The appraisal system would be formal and impersonal based on quantitative criteria such as productivity and return on investment and on qualitative, subjective, judgments about individual performance. The reward system would systematically reward contribution to the diversification strategy, and it is likely that bonuses would be paid according to achievement of profitability targets. Employee development would be more complex and systematic than it would be in a company with a single-product strategy. In the multi-divisional company, employees are accustomed to being periodically transferred to different functions and areas of business. Individual development would be cross-divisional, cross-subsidiary and corporate.

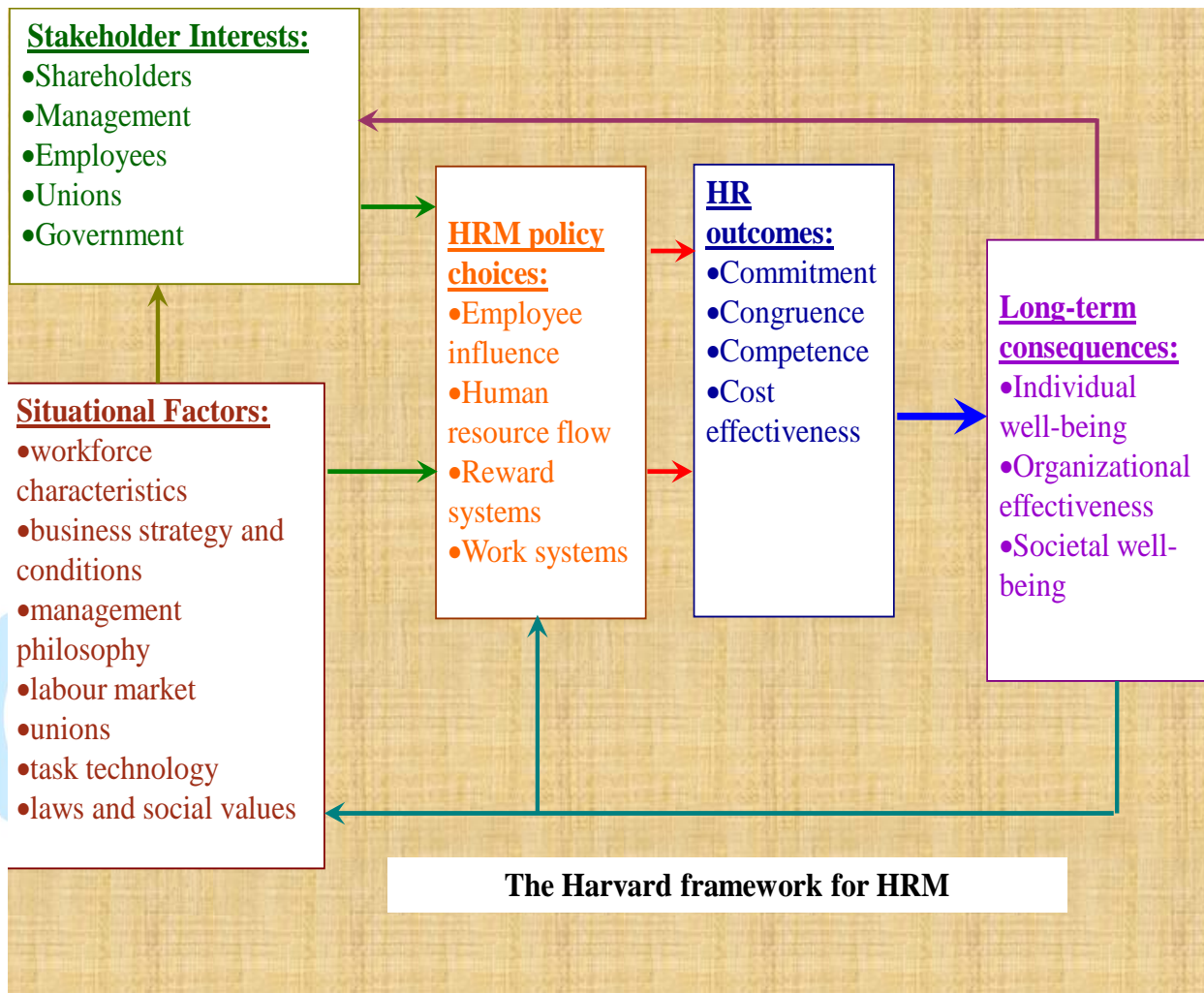


The Fombrun Model of HRM (1984)

So, on the whole Michigan model is based on strategic control, organizational structure, and systems for managing people. It acknowledges the central importance of motivating and rewarding people, but concentrates most on managing human assets to achieve strategic goals.

b) Harvard Framework of HRM:

HRM is firstly appeared in 1950s in USA but it was proclaimed and applied in a study programme introduced by the Harvard Business School in 1980. It paved a way to develop this concept very rapidly. In 1980s, Beer et al explored the Harvard Analytical Framework for HRM. Most of the later theories in HRM were propounded on using certain elements of this Harvard Analytical Framework. Therefore, it could be considered as the brain child of other models and theories of HRM. The elements in later theories like stakeholder interests, the internal and external environments, policy choices, vision and strategies, certain soft views are embedded in this Analytical Framework.



Beer and his colleagues believed that top managers have high responsibility in developing policies and practices of HRM in their organizations. A vision and philosophy should be implanted in the organization and the human component is to be considered as strategic resource.

The Harvard framework claims to be comprehensive in as much as it seeks to comprise six components of HRM. The dimensions included in the model are stake holders' interest, situational factors, HRM policy choices, HR outcomes, long term consequences and a feedback loop through. The stakeholders' interests recognize the importance of 'tradeoffs' between the interest of the owners and those of the employees and interchanges among other interest groups. The situational factors influence management's choice of HR strategy. Work force

characteristics, management philosophy, labour market, task, technology, legal aspects and social and cultural factors are the contingent factors included in the model.

HRM policy choices include the decisions and actions made by the management regarding the HRM. The policy relating to human resource flow, reward systems, work systems and so on are the prime areas. Organisational commitment, competence, congruence and cost effectiveness constitute HRM outcomes. The assumption here is that employees do possess talents and it is the responsibility of the organisation to identify, develop, recognize and utilize the potentials for the development of the organisation and the individuals. The long term consequences include societal well being, organizational effectiveness and individual well being.

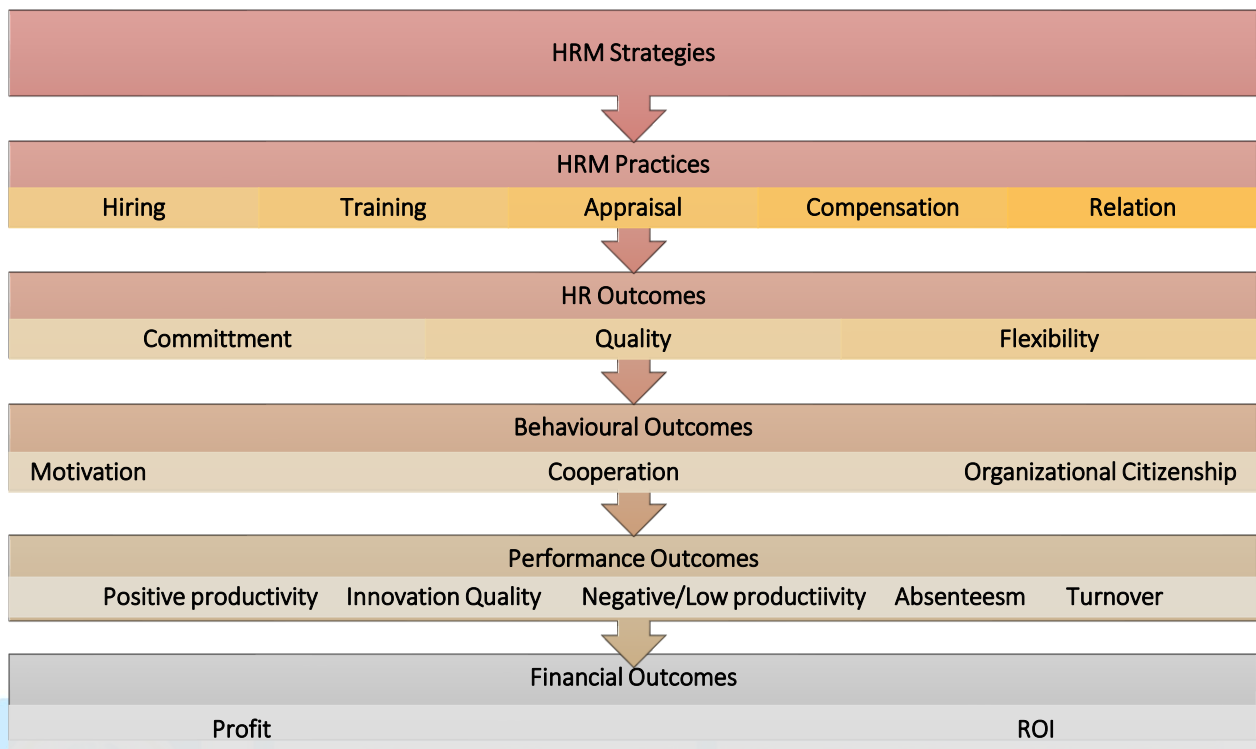
Harvard school stresses two important points that line managers have to accept more responsibility for ensuring the alignment of competitive strategy and adhere to HRM policies. The second point is that human resource in the organization should have a mission for fulfilling the objectives of the organization in a more coherent way. This idea conveys us for a team approach. Boxall concludes the main qualities and characteristics of Harvard Analytic Framework are as thus

- bears stakeholder perspective
- mutual cooperation and commitment
- instead supervisory style, seeing HRM an employee influence

Therefore, this model is composed of elements like mutual respect, mutual commitment, mutual responsibility and it relies with teamwork approach and certain elements in soft view of HRM. Descriptive theory emanates the wholesome coverage of HRM functions or their elements into one single content and therefore based on this viewpoint, some may misinterpret the underpinned theory of Harvard Analytic Framework is the descriptive theory of HRM. The outlook of Harvard Analytic Framework seems to be an analogy of HRM functions. Beer et al attempts to analyze the fundamental elements instilled in HRM functions into micro-minute forces, emphasizing the utility and inter-relationships of those elements are so valid and reliable in achieving the objectives of HRM.

c) Guest Framework of HRM:

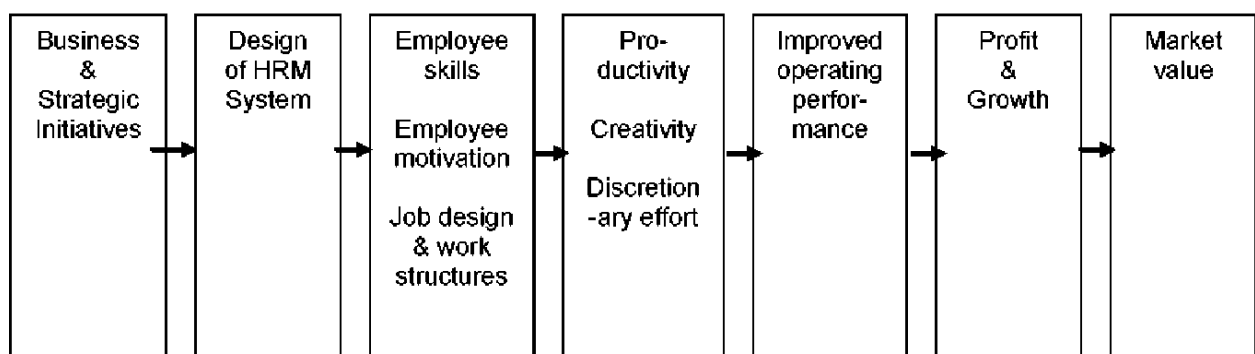
David Guest (1997) developed this framework of HRM based on HR strategies. It holds that HRM strategies like differentiation, innovation, the focus on quality and cost reduction will lead to practices like better training, comprehensive review appraisal, selection, rewards, job designs, involvement, and security leading to more quality outcomes, commitment and flexibility. Increased commitment improves performance in terms of improved productivity and results in limited absences, labour turnover and conflict or customer complaints. This model emphasizes that HR practices need to be in tune with HR strategies which are invariably aligned with organizational strategies. The model explains the logical sequence of six components viz HR strategy, HR practice, HR outcomes, behavioural outcomes, performance results and financial consequences.



The model emphasizes the logical sequence of six components i.e. HR strategy, HR practices, HR outcomes, Behavioral outcomes, Performance outcomes and Financial outcomes. Looking inversely, financial results depend on employee performance, which in turn is the result of action-oriented employee behaviors. Behavioral outcome are the result of employee commitment, quality and flexibility, which in turn are impacted by Hr practices. HR practices need to be in turn with HR strategies which are invariably aligned with organizational strategies.

d) Becker et al Framework of HRM:

Figure 1
Conceptual Model of Becker, Huselid, Pickus and Spratt

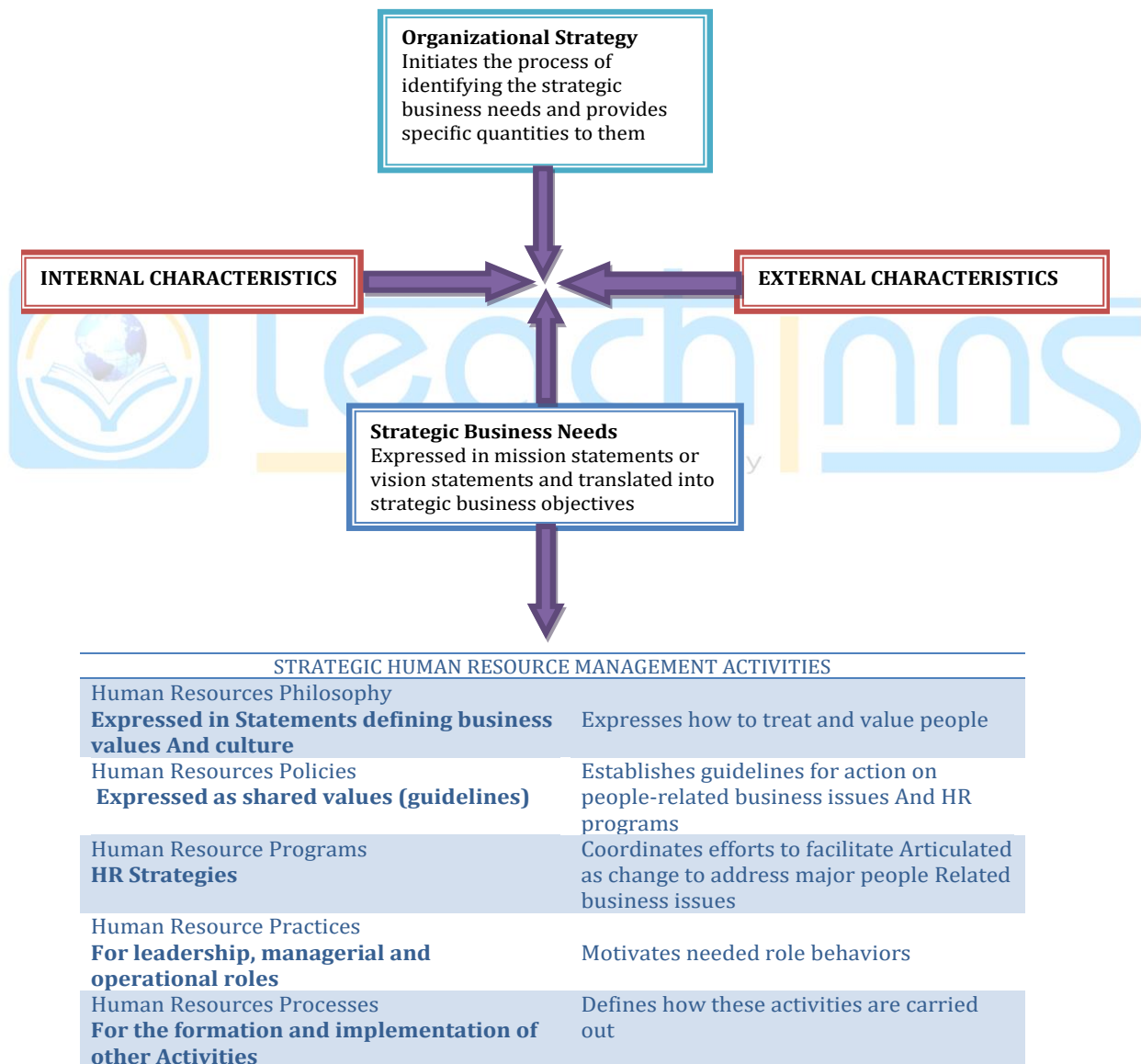


Source: Becker et al. (1997)

This model identifies seven elements of HRM as shown in the figure above. The HRM framework starts with business and strategic initiatives and the outcome is market value.

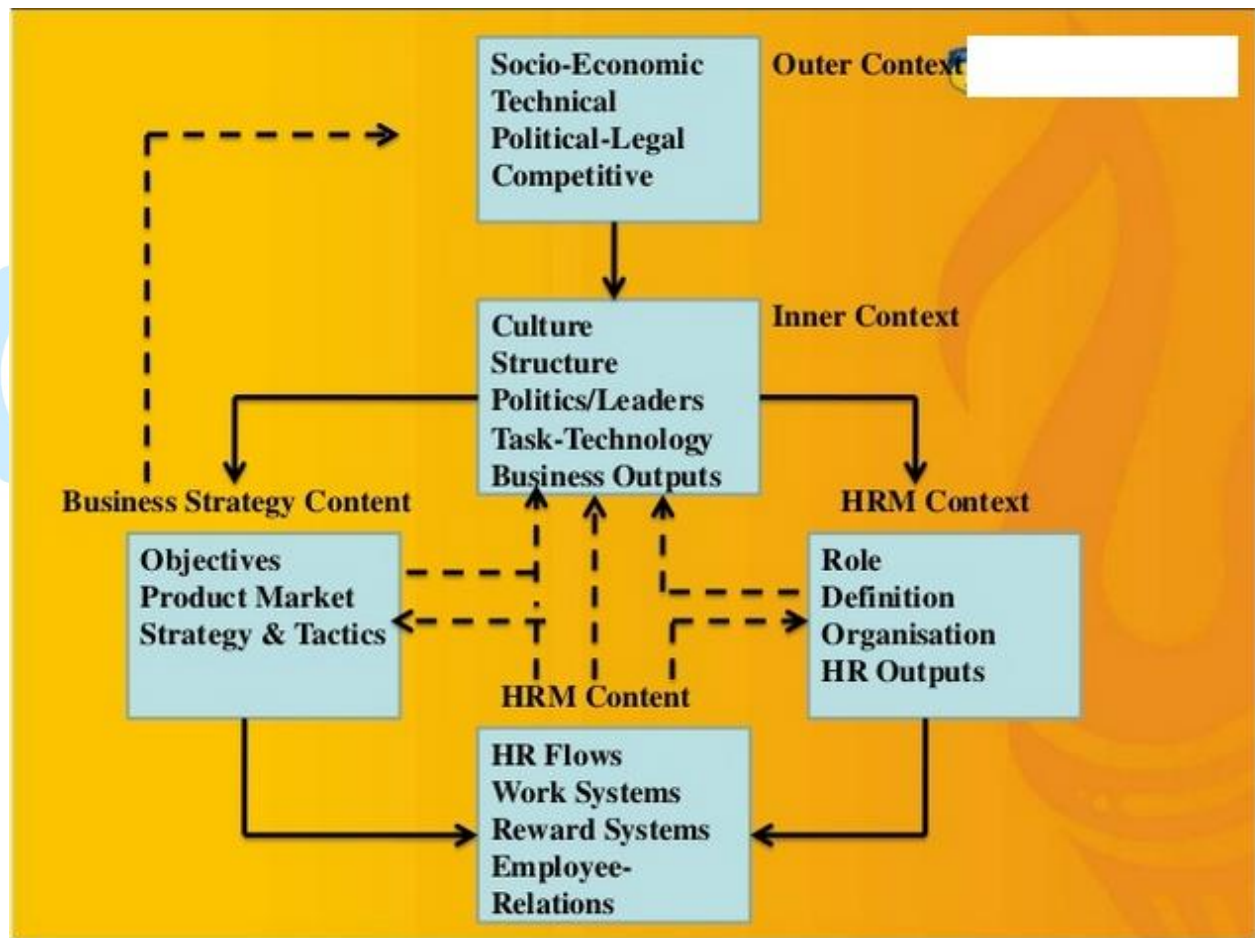
e) Jackson Schular 5P Framework of HRM:

The 5-P model of SHRM merges various HR activities with strategic needs. The 5 P's are HR Philosophy, Policies, Programs, Practices and Processes. This model shows the inter relatedness of these HR activities.



f) The Warwick Model:

This model was developed by Hendry and Pettigrew (1990) at centre for strategy and change, Warwick University in early 1990s. It emphasizes on analytical approach to HRM. It also recognizes the impact of the role of the personnel functions on the human resource strategy content. The strength of this model is that it identifies and classifies important environmental influences on HRM. The proposition of the model centers around five elements namely, outer context focusing on the macro environmental factors, inner context focusing on the firm specific micro environmental factors, business strategy content, HRM context and HRM content. This model maps the connection between the external and environmental factors and explores how HRM adapts to changes in the context.

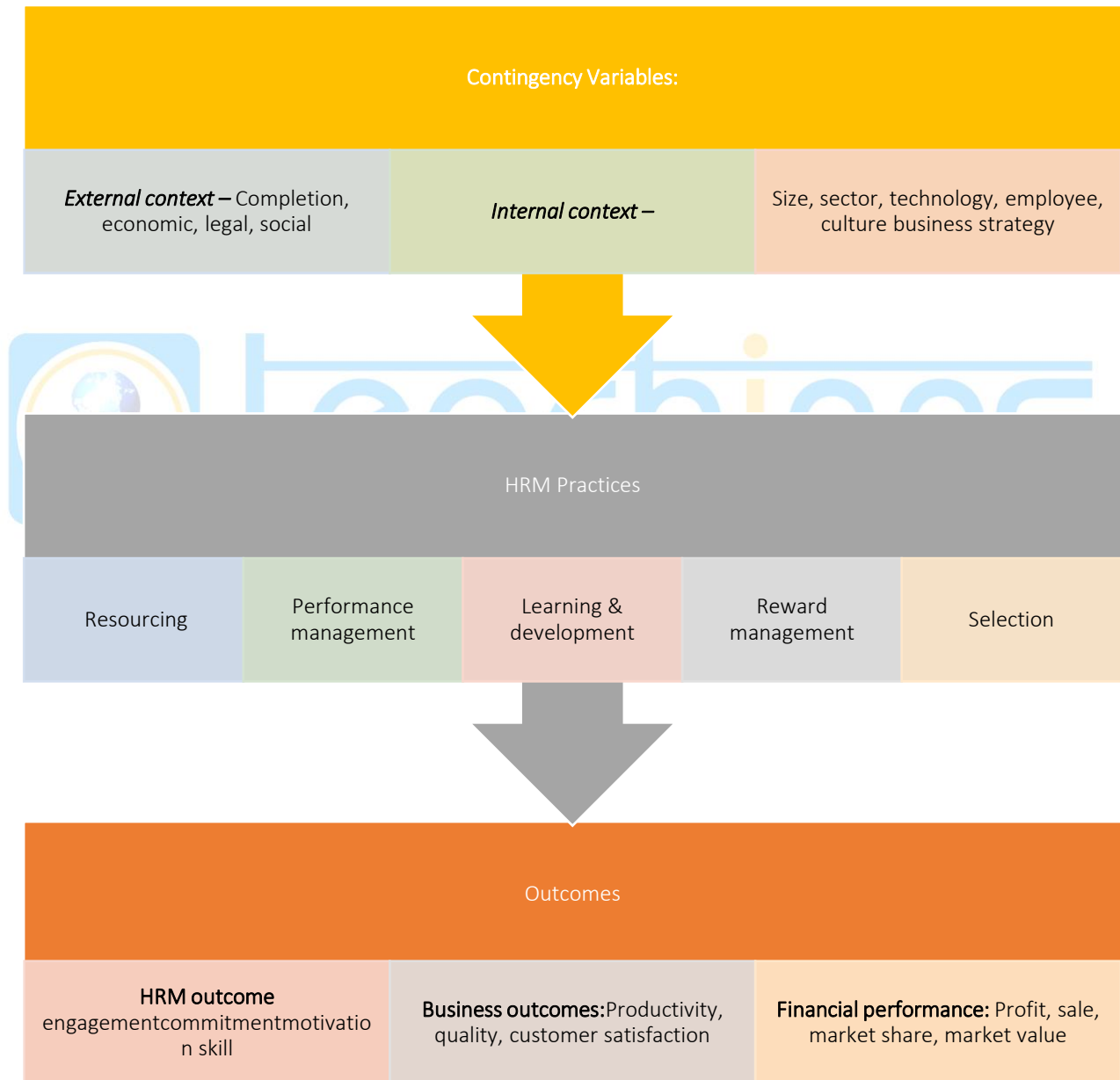


Warwick proposition centres around five elements (See Figure):

- Outer Context (macro environmental forces)
- Inner Context (firm specific or micro environmental forces)
- Business Strategy Content
- HRM Context
- HRM Content

g) Armstrong Framework of HRM

Armstrong emphasized on the contingency variables of HRM. He identified two sets of such contingencies related to i) external context and ii) internal context. The external contingencies include completion, economic contingencies, legal contingencies, social contingencies etc. While the internal contingencies include a number of factors such as Size, sector, technology, employee, culture business strategy etc. The standard practices resourcing, performance management in the model yield three types of outcomes HRM, business and financial performance. A simple version of the framework may be provided below:



Comparison of the Prominent Frameworks of HRM

Frame-work	Variables	HRM Practices	Outcomes
	Stakeholder interests	Employee influence – delegated levels of authority, responsibility, power	HR outcomes – commitment, competence, congruence, cost-effectiveness
	Situational factors (Workforce characteristics, Business strategy, Management philosophy, Labour market, Union, Task technology, Laws and societal values)	HR flows – recruitment, selection, placement, promotion, appraisal, assessment etc. Reward system – pay system, motivation etc. Work system – definition, design of work and people alignment	Long-term outcome – individual well-being, organizational effectiveness, social well-being
	HRM Strategy	Selection Training Appraisal Rewards Job design Involvement Status and security	HRM outcomes – commitment, quality, flexibility Behaviour outcomes – effort/motivation, cooperation, involvement, organizational citizenship Performance outcomes – High: productivity, quality, innovation Low: absenteeism, turnover, conflict customer dissatisfaction Financial outcomes – profit, ROI
	Business and strategic initiatives	Design of HR system – Recruitment Selection Compensation system Development & training	HR outcomes: Employee skills, employee innovation, job design & work structures Performance outcomes: Productivity, creativity, discretionary efforts, improved operating performance Financial outcomes:

Profit, growth, market value		
Global Environment: Local conditions, national conditions, multinational conditions Organizational environment: Leadership, Strategy, Organizational structure, Organizational culture	HRM activities – formal policies HR planning Job analysis Recruitment & selection Retention Training & Development Measuring performance Compensation employees & reward Workplace safety & health Employee relations	Stakeholder satisfaction – <i>Owners & investors</i> Financial returns, corporate reputation, long-term survival <i>Customers</i> Quality, speed, responsiveness, low cost innovation. Convenience <i>Society</i> Legal, compliance, social responsibility, ethical practices <i>Other Organizations</i> Reliability, trustworthiness, collaborative problem-solving <i>Organization members</i> Fairness, quality of work life, long-term employability
Contingency Variables: <i>External context –</i> Completion, economic, legal, social <i>Internal context –</i> Size, sector, technology, employee, culture business strategy	Resourcing Performance management Learning & development Reward management Selection	HRM outcomes Engagement, commitment, motivation skill Business outcomes: Productivity, quality, customer satisfaction Financial performance: Profit, sale, market share, market value

Functions of HRM:

The American Society for Training & Development (ASTD) proposed the “Human Resource Wheel” (1983) identifying the basic functions of HRM in the organization. The basic model is given below:

HUMAN RESOURCE WHEELS

The American Society for Training & Development (ASTD) has developed a Human Resource Wheel in 1983 highlighting different functions of HRM leading to quality of work life, productivity and readiness for change.



The model emphasized different functions of HRM leading to quality of work life, productivity, and readiness for change. The various focal components as included in the model are discussed below:

- a. *T&D*: Identification and assessment through planned learning. Development of key competencies, which enables employees to perform better.
- a. *OD*: Assurance of healthy relationships inside the organization that initiates and manages changes.
- b. *Organization/Job Design*: This component defines how tasks, systems are organized and integrated in various departments and individual jobs.
- c. *Human Resource Planning*: This component determines the organizations HR demands, supplies, projects future HR requirements, and adopts necessary strategies and line of actions.
- d. *Selection and Staffing*: The process matches people, their knowledge, skills, attitude with the organizational requirements and makes projection of present and future paths.

- e. *Personnel Research and Information Systems*: It formulates an information base of the employees taking different parameters like skills, knowledge, trainings attended, age etc.
- f. *Compensation/ Benefits*: The focus of this component is to ensure fair and justified compensation and other benefit packages to the employees.
- g. *Employee Assistance*: The component provides suggestions, and counseling to individual employees regarding their job related or personal problems.
- h. *Union/ Labour Relations*: One of the focuses of HR is to maintain a healthy and cooperative relationship with the employees' unions.

However, McLagan further modified the HR wheel classifying the functions into two groups:

I. The primary HRM functions have been defined as obtaining, maintaining and developing employees of the organization. These include HRP, selection & staffing, personnel research, compensations & benefits, performance management etc.

II. Primary HRD functions aim at improving individual group and organizational effectiveness. These functions include training & development, organizational development, career development, organizational & job design. The McLagan wheel is given below:



Module – 1B

Human Resource Planning

1. What is planning?

A plan is usually a statement of the things to be done and the sequence and timing in which they should be done in order to achieve a given end. Planning involves developing goals and objectives, selecting correct strategies and programmes to achieve the goals, determining and allocating the limited resources of organization to the activities for achieving goals and objectives. It is also required that plans are communicated to all concerned. According to Stoner, “Planning means that managers think their actions in advance. Their actions are usually based on some method or logic rather than on a hunch.” In the context of the formal organizations, the concept of planning has a specific connotation. It means deciding in advance what is to be done in future for a determined period (called planning period) and then considering necessary steps to do the things decided upon. Planning means visioning ahead into the far and near future and trying to anticipate the appropriate course of action.

Formally, planning may be defined as the process by which managers set objectives, make an overall assessment of the future and develop various courses of action to achieve the short as well, as the long-term objectives of the organizations.

From the definition, it follows that the planning process simply involves:

- i) the determination of appropriate goals and objectives and
- ii) the optimum period of time to achieve them.

2. Human Resource Planning:

In the light of the concept of planning

Human Resource Planning (HRP) may be defined as the process by which managers set objectives regarding human resource in the organization, undertake an overall estimate of human resource for the future and develop various courses of action to achieve long term as well as the short-term objectives of the organizations.

In other words, HRP is the process of ensuring the right amount of skills, knowledge, and attitude, in the right job, at the right time to deliver the optimum result for the organization. It is the human resource system of matching the available resources with the demand that the organization expects to have over a period of time.

As defined by Bulla and Scott (1994) it is *“the process of ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements.”*

Following are some important definition of HRP:

Robbins (2001) defines HRP as *“the process by which an organization ensures that it has the right number and kinds of people at the right places, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives”*.

In the words of Coleman Bruce (1997), *HRP is the process of determining manpower requirements and the means of meeting those requirements to carry out the integrated plan of the organization.*

3. Hard HRP and Soft HRP:

A very clear boundary must be drawn between ‘Hard HRP’ and ‘Soft HRP’. Hard human resource planning is based on complex quantitative methods and analyses. These are used for projection of future skills requirement, knowledge requirement, forecasting human resource demand, and forecasting human resource supply. The emphasis of hard HRP is on numbers or quantities.

On the other hand, Soft HRP is more explicitly focused on the integration of organization’s objectives with the values, beliefs, assumptions, and norms of the employees and thereby the creation of an organizational culture congruent with the organizational mission and objectives.

4. Perspective of HRP:

● MACRO HRP:

- Assessing & forecasting demand for & availability of skills at national / global level
- Predict the kinds of skills that will be required in future & compare these with what is / will be available in the country
- Eg.
 - ❖ Gillette merger with P&G whereby decided to restructure & move from business units based on geographic regions to global business units based on product lines which resulted in redundancy of some employees (Relocation to Singapore & VRS for others)

● MICRO HRP:

- Process of forecasting demand for & supply of HR for specific organization
- Eg.
 - ❖ Wipro (a software giant in India) raising wages / short-listing students in their 2nd year of college for future employment in India
 - ❖ Genpact (an IT solution company in India) launching an associate trainee program with Osmania University in India

5. Objectives of Human Resource Planning:

The general purpose of human resource planning has been described. However, there are specific purposes in crucial areas of management which HR planning serves:

1. **Determining recruitment needs:** An important prerequisite to the process of recruitment is to avoid problems of unexpected shortages, wastage, blockages in the promotion flow and needless redundancies.
2. **Determining training needs:** Planning training programs are very important. These programs not only improve quantity but also quality in terms of the skills required by the organization.
3. **Management development:** A succession of trained and experienced managers is essential to the effectiveness of the organization, and this depends on accurate information about the present and future requirements in all management posts.
4. **Balancing the cost between the utilization of plant and workforce:** Cost balancing includes a comparison of costs between these two resources in different combinations and selecting the optimum. While costing projects cost balancing plays an important role.
5. **Industrial relations:** The businesses plan will, of necessity; make assumptions about the productivity of the human resource. It will have an impact on the organization's industrial relations strategies.
6. **Consider future workforce:** Organizations use strategic planning to achieve goals. This relates to the organization's vision, mission, and strategic objectives. An organization must analyze its future employment needs. If an organization decides it must increase productivity by 25 percent, it may need to grow its workforce by 2 percent. If an organization wants to increase market share by moving offices into new locations, it must consider the human resource requirements.
7. **Analyze Current Workforce:** With future workforce needs to be considered, human resource planning must analyze the competency of the present workforce. Comparing future needs with current workforce strengths and abilities will identify gaps or surpluses.
8. **Future Preparation:** Considering workforce surpluses and deficits, human resources must prepare action plans for the workforce. This includes identifying the type and number of employees needed, employee competency, budget considerations, recruiting and retaining measures, and the development and training of employees.
9. **Evaluation Process:** Ensuring objectives are being met by the future workforce requires an evaluation process. This will determine if the workforce is adequate to satisfy strategic goals. Planning for this process now will more easily and quickly identify future workforce gaps or surpluses.

In practice, HR planning is concerned with the demand for and supply of labor and problems arising from the process of reconciling these factors. Plans and decisions of any system follow the analyses of demand and supply.

6. Benefits of Human Resource Planning:

The definitions of human resource planning are sufficient to understand the benefits and significance of it in organizational context. However, some very crucial points are required to be highlighted for the sake of better understanding: Human Resource Planning has assumed importance in recent years for the following reasons;

1. Determining Future Requirement of People:

HRP plays the most significant role in estimating the future requirement of personnel by the organization. Surplus or deficiency of the employees in the organization is the direct outcome of the deficient HR planning or the absence of planning.

2. Integration with Strategic Corporate Planning:

HRP integrates HR with the strategic planning of the organization.

3. Creating the Knowledge, Skills, and Competency Pool:

Human resource planning is the process, which is responsible for procuring human resource and thereby constructing the pools of knowledge, skills, and competences.

4. International Management:

HRP helps the top management of the organization to formulate strategies for competing in the international or the global markets.

5. Management Development:

HRP makes provision to develop the future managers of the organization.

6. Reduction of Wastage:

HRP focuses on the reduction of wastage and misuse of human skill, knowledge and competence in organization and thereby optimize human resource.

7. HR as Corporate Asset:

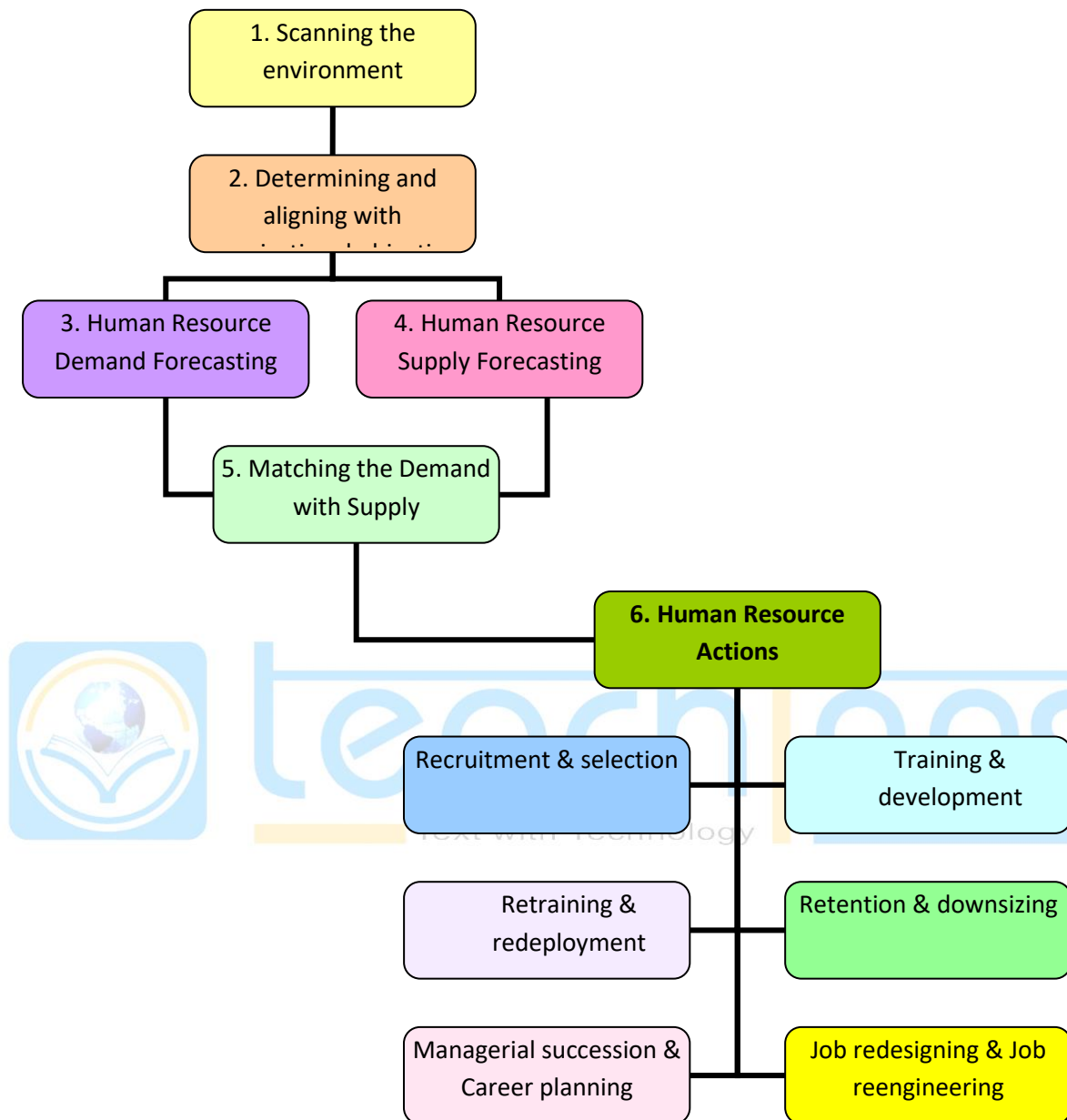
HRP undertake long term programs to develop the human resource as the asset for the organization. Thus, HR becomes the competitive advantage for the organization.

7. Factors affecting HRP:

- 1. Type & Strategy of the Organization:** The type of the organization determines the mode of operation of the organization, which in turn influences the decision regarding human resource planning of the organization.
- 2. Organizational Growth Cycle:** Every organization has its projected growth cycle. This projected growth cycle also affects the forecasting of human resource demand in the organization.
- 3. Organizational Culture:** The choice of people in the organization is strongly influenced by the organizational culture. However, formally the people procured through the HRP process of the organization. Human resource planning therefore is influenced by the organizational culture.
- 4. Economic & Business Environment:** The economic and business environment of the country has a direct influence on the present and future activities and operations of the organization. Developing the HR demand, supply and utilization for future are dependent on economic and business environment.
- 5. Time Horizons:** Time of the projected period of planning is an important factor for HRP.
- 6. Type & Quality of Forecasting Information:** The information required forecasting human resource demand and supply originates from a multitude of sources. The quality of such information influences HRP of the organization.
- 7. Financial Resources:** One important aspect of human resource planning is that whether the organization can afford the decisions. This depends on the financial resource of the organization.
- 8. Quality & Quantity of the Human Resource:** The planning for human resource also depends on the quality and the quantity of the skills, competences available.
- 9. Type of the Technology used by the Organization:** Skills, knowledge, and competences planned by HRP largely depend on the technology and the processes used by the organization.

8. Human Resource Planning Process:

The process of human resource planning generally involves three basic functions, that is forecasting human resource demand, forecasting human resource supply, matching demand with supply, and deciding appropriate human resource action. The planning process is influenced by organizational objectives and strategies and the environment of business. The planning process is represented diagrammatically below:



Step-1 Systematic Scanning of the Environment:

This is a systematic process of studying & monitoring the external and the internal environment of the organization in order to pinpoint opportunities & threats.

External environment scanning involves long range analysis of employment and the factors include economic factors, competitive trends, technological changes, socio-cultural changes, politico-legal considerations, labour force composition & supply, & demographic trends. The

scanning of the environment makes the organization aware of the opportunities and threats ahead and plan accordingly.

Internal scanning involves:

- a. Informal discussions with key managers
- b. Conducting employee attitude surveys
- c. Monitoring key indicators
 - Employee performance
 - Absenteeism
 - Turnover
 - Accidents
- d. Identifying nagging personnel problems
- e. Assessing managerial attitudes regarding HR

Step-2 Determining and aligning with organizational objectives and strategies:

Human resource planning is based on mainframe organizational objectives and strategies. The objectives and the actions of human resource plan must be derived from the objectives and strategies of the organization.

Step-3 Demand forecasting:

Demand forecasting is the process of estimating the quantity and quality of people required to meet future needs of the organization. Demand forecasting considers several factors – both external as well as internal.

The external factors are i) competition, ii) economic climate, iii) laws and regulations, iv) technology, and v) social factors

The internal factors are i) budgets ii) production levels iii) new products and services iv) organization structure v) employee separation.

FORECASTING ‘makes use of information from the past & present to identify expected future conditions’. Forecasts are not perfectly accurate & as the planning scope becomes shorter the accuracy of forecasts increases. HR demand forecasts may be internal / external.

The various forecasting techniques are:

- a. Managerial judgment
- b. Ratio-trend & time series analysis
- c. Regression analysis
- d. Simulation models
- e. Workload analysis

Step-4 Supply forecasting:

Supply forecast determines whether the HR department will be able to procure the required number of personnel. Specifically supply forecast measures the number of people likely to be available from within and outside an organization.

Supply forecast analysis covers:

- a. Existing human resource
- b. Internal sources of supply
- c. External sources of supply

HR supply forecasts may be of two categories i) internal & ii) external. Internal supply forecasts relate to conditions inside the org. such as age distribution of workforce, terminations, retirements, etc. External supply forecasts relate to external labour market conditions & estimates of supply of labour to be available to the firm in the future in different categories.

Various supply-forecasting techniques are;

- a. Management inventories
- b. Labour market analysis
- c. Wastage analysis
- d. Labour turnover index

Step-5 Matching Demand & Supply:

Once the estimates of human resource demand and human resource supply can be determined from forecasting these figures are matched and the result of the analysis is recorded. The matching of the demand and supply also considers several factors like time, technology, business condition etc.

Step-6 Human Resource Actions:

Various actions are suggested according to the result of the matching of demand and supply. Human resource management system suggests a number of actions to be taken that may satisfy the criteria set by the matching process. These are:

- Recruitment & selection
- Training & development
- Retraining & redeployment
- Retention
- Downsizing
- Managerial succession
- Career planning
- Job redesigning
- Job reengineering

9. Techniques of Human Resource Demand Forecasting:

Demand forecasting process uses a number of qualitative as well as quantitative techniques in estimating the demand for human resource in the organization in future. The comparative features of various techniques are presented below in the tabular form:

I. Qualitative Techniques of Demand forecasting:

	Method	Advantages	Disadvantages
Estimation	People in position estimate the number of people the firm will require in the next year.	Incorporates knowledge of corporate plans in making estimates	May be subjective
Expert opinion	Panel of experts forecast HR requirements for particular future business scenarios. For this method, there may be a single expert, or estimates of several experts may be pooled together		
Delphi	Experts go through several rounds of estimates with no face-to-face meeting	Incorporates future plans & knowledge of experts related to mkt., industry & technical development	Subjective, time consuming & may ignore data
Group brainstorming	Face-to-face discussion based on multiple assumptions about future business direction	Generates lot of ideas	Does not lead to conclusion
Nominal group technique	Face-to-face discussion	Group exchanges facilitate plans	Subjective which may ignore data
Simple averaging	Simple averaging of viewpoints	Diverse viewpoints taken	Extremes views are masked when averaged

II. Quantitative methods of demand forecasting:

	Method	Advantages	Disadvantages
Ratios, Trend analysis & projection	Based on past relationship between a business factor related to employment & employment level itself		

Simple long-run trend analysis	Extrapolates past relationship between volume of business activity & employment levels into the future	Recognizes linkage between employment & business activity	Assumes that volume of business activity of firm for forecast period will continue at same rate as previous yrs Ignores multiplicity of factors influencing employment levels
Regression analysis	Regresses employment needs onto key variables	Data driven Uses multiple business factors	Difficult to use & apply
Simulation models	Uses probabilities of future events to estimate future employment levels	Makes several assumptions about the future regarding external & internal environment Simultaneously examines several factors	Costly & complicated
Workload analysis	Based on actual content of work	HR requirements based on expected output of the firm Productivity changes taken into account	Job analysis may not be accurate Difficult to apply
Markov analysis	Probabilistic Based on past relationship between business factor related to employment & employment level itself	Data driven	Assumes that nature of jobs has not changed over time Applicable to stable environment

I. Qualitative Techniques:

Managers in the organization use their intuition, experience to make judgment about the future employment levels. Such judgmental decisions are usually qualitative and subjective in nature.

They may be structured as well as unstructured. Managerial judgment along with quantitative tools is often considered as the best option for human resource planning. In the structured arena some qualitative models such as estimation, expert opinion, nominal group technique, Delphi technique etc. are used for better managerial judgment.

A. Delphi technique: The word 'Delphi' has been derived from Greek. In modern times, Delphi method refers to a group process to achieve a consensus forecast. This method calls for selection for selection of a panel of experts from either within or outside the organization. Delphi technique is based on the principle that forecasts (or decisions) from a structured group of individuals are more accurate than those from the unstructured group. Delphi is a structured approach for reaching a consensus judgment among experts about future developments in any area that might affect a business, for example, a firm's future demand for labor.

In the Delphi technique, a panel of relevant people is chosen to address an issue. It facilitates group decision making. The process of 'Delphi' may be enumerated as below:

- a. A panel of experts and a coordinator are selected within and outside the organization
- b. The coordinator distributes the questions among the experts.
- c. The experts provide their responses in writing.
- d. The observations are edited and summarized.
- e. On the basis of the summary, a set of questionnaire is developed and distributed among the panel members.
- f. The experts give opinions on the new set and return to coordinator.
- g. The process is repeated several times until a consensus is visible among the responses.

B. Nominal Group Method: A nominal group exists in name only with members having minimal interaction prior to producing a decision. Participants are asked to write their ideas anonymously. Then the facilitator collects the ideas and the group votes on each idea. The group should be prepared and encouraged to embrace the process. Here are the steps that nominal groups often follow:

1. Individuals are brought together & presented with a problem.
2. They develop solutions independently, often writing them on cards.
3. Their ideas are shared with others in a structured format,
4. Brief time is allotted so that questions can be asked – but only for clarification ask the kinds of questions a unit manager can answer.
5. Group members individually designate their preferences for the best alternatives by secret ballot.
6. The group "decision" is announced.

C. Brainstorming

Brainstorming is a popular method for encouraging creative thinking in groups of about five to eight people (Ivancevich, 1998).

Brainstorming is a group or individuals creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s). It is built around four basic guidelines for participants:

- a. Generate as many ideas as possible.
- b. Be creative, freewheeling & imaginative
- c. Build upon extending or combine earlier ideas,
- d. Withhold criticism of others' ideas.

The success of this technique depends on: each member's capacity, willingness to hear thoughts, use the thoughts as a stimulus, to spark new ideas of their own and to feel free to express them.

II. Quantitative Techniques

A. Ratio & Trend Analysis:

Ratios in productivity and performance levels are determined to assess human resource requirements. Conventionally, productivity and performance measurement is done through ratio analysis.

Trend analysis is basically use of employment data over a period of time (time series) for HR demand forecasting. However, mere projection of present data into the future, without considering endogenous and exogenous changes, will increase the forecasting errors.

There are five components for any employment level over the time period. These are:

- i) **Trend:** It is the fluctuation in level of employment over a period of time.
- ii) **Cyclical effects:** These are changes in employment related to the particular time-bound events.
- iii) **Seasonality:** It is a seasonal fluctuation that occurs more than once in a given time period.
- iv) **Change:** It refers to changes in employment levels due to economic environment, business situations, technological changes, or demographic changes.
- v) **Random fluctuations:** It refers to the fluctuations in the employment level. These fluctuations are random in nature.

Two methods are discussed under the trend analysis method. They are –

- a) **Moving Average Method:** In this method, the average of the combined employment level data for the past is taken as forecasted employment level for the coming periods. There exist wide variations in the forecasts if the data are chosen for the limited periods. Hence, more data are included to achieve better results. Moreover, weightage may be assigned to the data for a particular period.
- b) **Exponential Smoothing:** The problem of including a large volume of historical data can be minimized by using exponential smoothing. This method smoothens the random error by giving exponentially decreasing weights to historical data. The smoothing constant is taken as α . The formula is given by

$$F_m = F_{t-1} + \alpha (A_{t-1} - F_{t-1})$$

Where, F_m : Forecasted manpower

F_{t-1} : Forecasted demand for the previous period

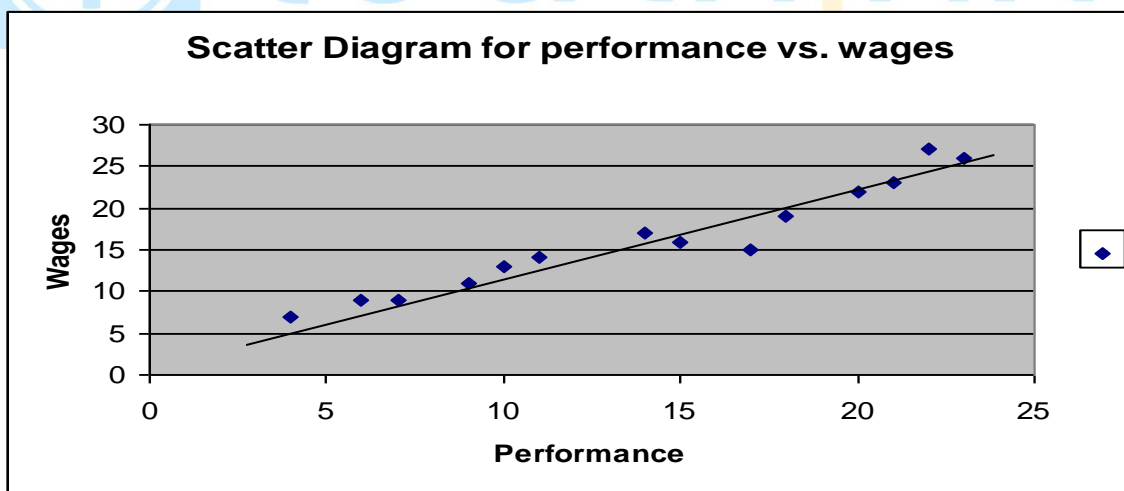
A_{t-1} : Actual manpower required for the previous period

α : Smoothing constant

B. Regression Analysis:

The techniques such as simple average or moving average method are not foolproof in forecasting human resource demand accurately because factors like experience, performance levels, organization size, wages etc. play important roles in forecasting. Regression analysis allows us to consider all these factors in deciding the requirement of people in an organization. *Linear regression* allows us to make predictions of any dependent variable (y) based on only one independent variable (x). Multiple regression models allow us to predict the behavior of any dependent variable(y) based on several independent variables ($x_j, j=1, 2, 3, \text{etc.}$).

a. Straight-line model: In linear regression, one of the covenant methods is straight-line model. Here, the corresponding values of x & y are plotted in a two-dimensional graph consisting of x & y axes. The plotted points are best represented by a mean straight line. The result is known as scatter plot. An example of the scatter plot may be given below



b. Method of Least Squares: This method is used to find the straight line that best fits the data. It is based on the principle that a line of best fit, or one that describes a relationship between two variables best, is a line for which the sum of the squares of deviations or differences between values on the straight line itself and the actual values will be at a minimum. Only one line of the infinite number available may be drawn to meet this requirement. The line of best

fit must be computed mathematically, and it will always pass through the mean of the x & y data.

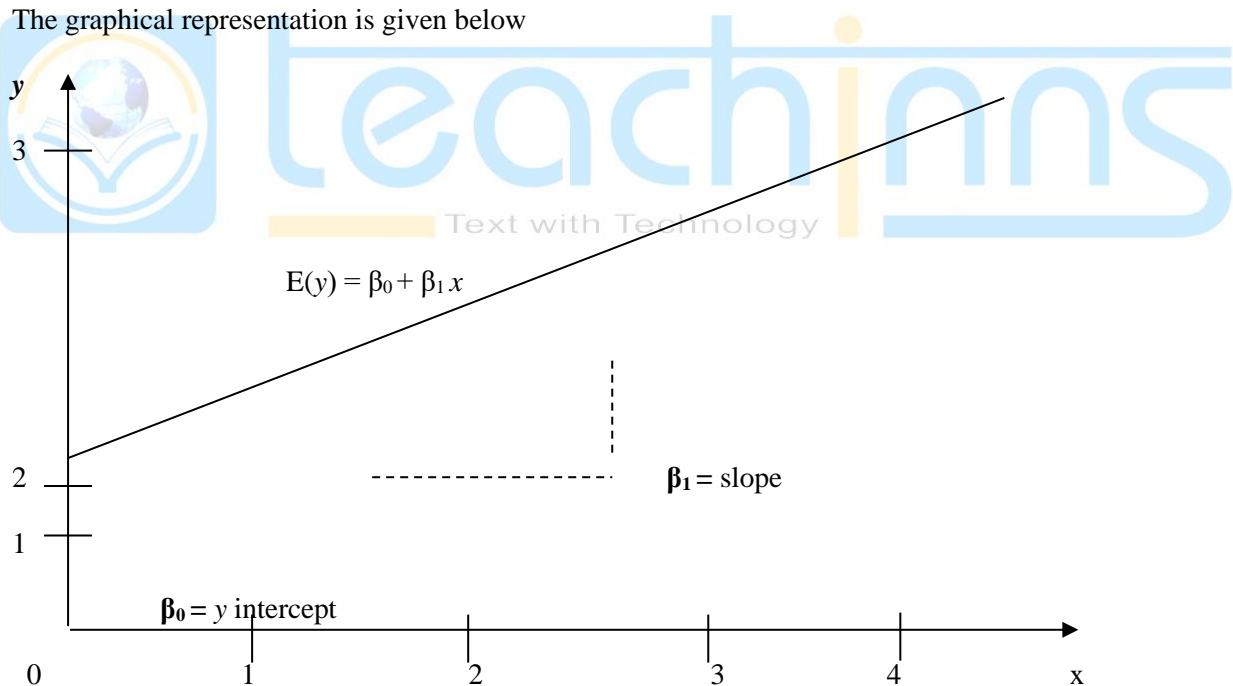
The equation for the best-fit line is expressed as:

$$y = \beta_0 + \beta_1 x + \beta$$

Where,

y	Dependant variable
x	Independent variable
β	Random error or residual
β_1	slope
β_0	y intercept

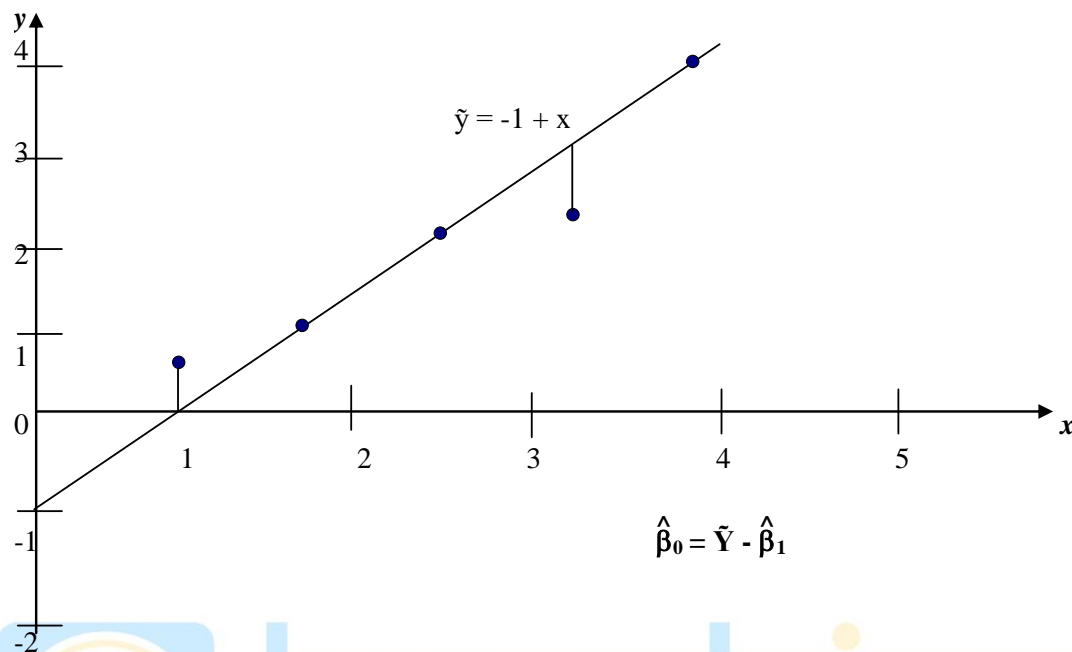
The graphical representation is given below



A graphical representation of the least-square line

- c. *Line of Best fit*: the line of best fit is the line that produces the best estimate of y based on any given value of x . One way to decide quantitatively how well a line fits the data points is to calculate the extent to which the data points deviate from the line. This deviation or error is the vertical distance between the data points and the line. If the deviation or error

for each of the data points are squared and then added the 'sum of squared errors (SSE)' is obtained. The line that produces the smallest SSE is the line of best fit.



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\tilde{y} denotes the value of y predicted

The best-fit line is the line with the smallest SSE, which is a measure of the extent to which the data points deviate from the line. From the diagram above the data can be summarized as:

x	y	$\hat{y} = -1 + x$	$y - \hat{y}$	$(y - \hat{y})^2$
1	1	0	1	1
2	1	1	0	0
3	2	2	0	0
4	2	3	-1	1
5	4	4	0	0
			Sum of errors = 0	Sum of squared errors (SSE) = 2

To find the least-squares line: To find the least-squares line for a set of data, the values of $\hat{\beta}_0$ and $\hat{\beta}_1$ must be found out. For a sample of 5 data points in the table above, the fitted line is represented as:

$$\hat{Y} = \hat{\beta}_0 + \hat{\beta}_1 x$$

Least square estimates can be expressed mathematically as:

$$\hat{\beta}_1 = \frac{SS_{XY}}{SS_{XX}}$$

$$SS_{XX} = \sum_{i=1}^n X_i^2 - \left[\sum_{i=1}^n X_i \right]^2 / n$$

$$SS_{XY} = \sum_{i=1}^n X_i Y_i - \left[\sum_{i=1}^n X_i \right] \left[\sum_{i=1}^n Y_i \right] / n$$

It should be noted that higher the correlation (r) between x and y , better the line will fit the data.

C. Simulation Models: Reviewing the theoretical contexts, different phases of simulation in human resource planning may be explained as:

Phase-1: Problem definition

Phase-2: Objective identification

Phase-3: Developing an appropriate model for HRP

Phase-4: Experiment with the developed model

Phase-5: Evaluate the results of HRP.

I. Monte Carlo simulation: It is a probabilistic simulation method, performed using the numerical technique and then developing the model to predict the behavior of a system. Because it is probabilistic, the chance element is a very significant feature in Monte Carlo simulation. For HRP, Monte Carlo simulation approach is very appropriate because human resource requirement of an organization is also probabilistic in nature and cannot be predicted in absolute terms.

II. Markov Analysis:

The basic assumption of Markov model states that an employee in a particular grade or a status group has a fixed chance of promotion in a given year, independent of vacancy. Thus, the number of employees receiving promotion depends on the number of eligible staff in the grade. The promotions are however, subject to fulfillment of eligibility criteria, such as seniority, qualifications, or experience.

The modeling equation is given by:

$$n(t+1) = n(t) P + R(t+1) r$$

Where,

$n(t)$ = the vector of stocks at a given time t , i.e., the number of employees in each status group.

P = the matrix of transition probabilities between each of status groups.

R = the vector of probabilities of a recruit starting in particular status groups.

$R(t)$ = the number of new recruits at the time t .

If the number of employees $n(t)$ in each status group at a particular time is known, the equation may be used to predict the value of $n(t)$. In other words, the number of employees in each status group at a later time t can be calculated. This is, however, subject to the conditions that recruitment levels, $R(t)$ during the period $t = 0$ to $t = T$, are already known or specified. Alternatively, the total number of employees in the system, which is $N(t)$ may be specified. The prediction equation, therefore may be written as:

$$n(t+1) = n(t) q + m(t+1) r$$

Human Resource Planning using a Markov chain model is considered more probabilistic. It also allows too much fluctuation of the sizes of the status group, while in actual practice sizes are tightly constrained.

III. Workload Analysis:

Workload analysis is extremely important to forecast human resource requirements at different point of time. Analysis of present and future workload depends on the possibility of quantifying the work content in every area of an organization. Following are the steps in workload analysis:

a) *Classification of work:* Here, each job is broken into different components. Time requirement analysis for each of the job components involves measurement of standard time and use of various work measurement techniques. Extrapolation of time requirement from such data can help in the analysis. Finally, each job is classified on the basis of the job content and the analysis of the time requirement.

b) Forecasting the number of jobs: This process requires forecasting of jobs in quantitative terms. This forecasting is done on the basis of the demand projection.

c) Conversion of projecting jobs in man-hours: In this phase, the requirement of each job is multiplied with the number of projected jobs. In this manner, the man-hours for various jobs are computed.

d) Converting the man-hours into manpower requirement: At the final stage, aggregate man-hours are converted into human resource requirements. This is done considering the various human oriented factors such as normal fatigue, leave reserve etc.

10. Techniques of Human Resource Supply Forecasting:

The supply analysis of human resource planning process provides the estimate of the quantity and quality of the human resource that will be available in terms of knowledge, skills, competences, and attitudes at the end of the planning period. The supply forecasting necessarily covers the internal as well as the external sources. Some of the important methods for human resource supply are discussed below:

I. Management inventory: means the estimation of the current supply of human resource from the internal side of the organization. The existing workforces of the organization are inventoried in three major ways: i) by departments or functions, ii) by occupation or of categorization, iii) and by level of skills. Inventory can be prepared through organization chart, staffing schedule, personal files, and manpower inventory cards.

Organization charts are prepared department or function wise, which can be the distribution of existing human resource according to job, occupation, or department.

Establishment or the staffing schedule also provides a very clear picture of the allocation of personnel according to the various job categories of the organization. From the establishment schedule, the organization can also prepare HR budget for near future.

Personal file of the employees contain all the relevant data regarding an individual starting with his/her bio-data. All the past professional and work-related records are kept chronologically in personal file. These files in the organization are potential sources to build a structured inventory.

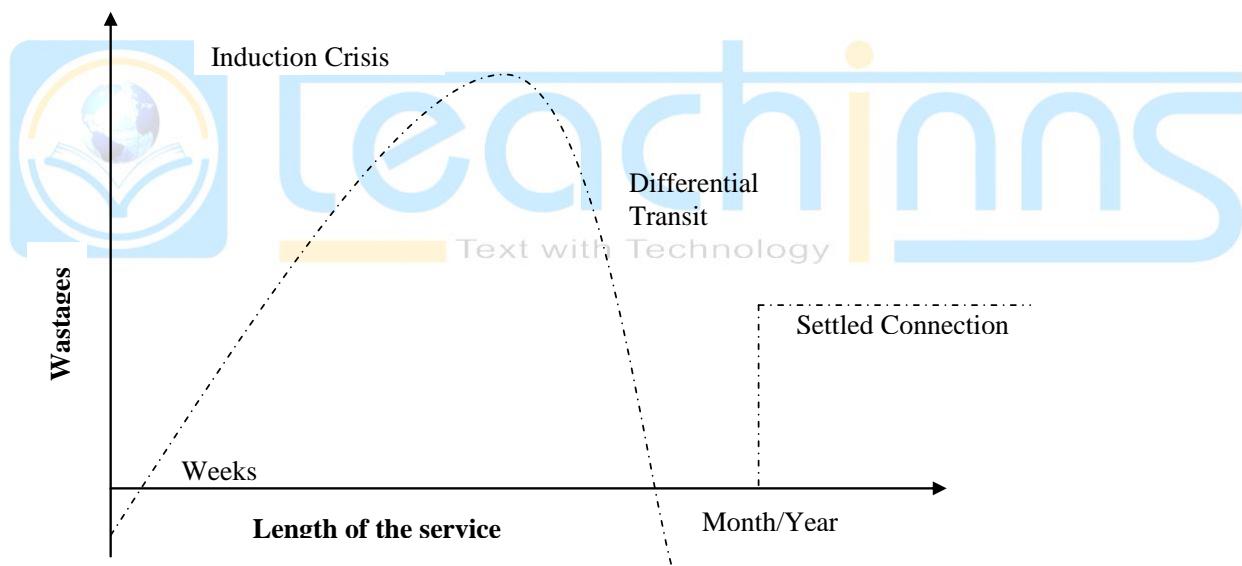
Many organizations use manpower inventory cards. These give ready and precise information in a very short time. These cards also make the task of updating records easy.

The basic quantitative information and job category wise analysis will generally have to be supplemented by more detailed inventories of age, skills, qualifications (knowledge), or experience possessed by the employees of the organization.

II. Labour Market Analysis: In supply forecasting the operation of the labour market with respect to demand situation of the organization requires in depth analysis. The analysis on labour market is carried out for different job families, occupational segments, specific technology wise, and demographical attributes wise. The geographical and industrial mobility, wage patterns, markets for the skilled and educated labour are some of the areas of interest in labour market.

The analysis of the labour market provides estimation of the upward or downward pressure on the economic returns to investment in specific skills. The labour market analysis is used for determination of wages, developing training and development programs, employment trends etc.

III. Wastage analysis: Wastage refers to severance from the organization due to voluntary retirement, normal retirement, resignations, deaths, and dismissals. Without wastage analysis, estimation of demand and supply may lead to wrong forecasting. Wastage analysis may be expressed in the form of the curve drawn below:



The curve identifies three different phases of wastage. During the induction phase, that is, within a few weeks of appointment a few of the recruits leave. During differential transit period, employees learn about the organization and identify their roles and positions. An employee tends to settle down and decides for a long relationship with the organization is the period for settled connection. Human resource wastage decreases with the increase in the length of the service. Wastage also decreases with the increase in skills, age, and competences of the employees.

IV. Labour turnover index: It indicates the number of employees who have left as a percentage of the average number of employees. The average number of employees employed in a given time period is decided by adding the employees at the beginning and end and then dividing the sum by two.

Labour Turnover = (Number of employees leaving/ Average number of employees employed) \times 100.

Conclusion

Human resources planning then ultimately translate the organization's overall goals into the number and types of workers needed to achieve those goals.

Without clear cut planning and a direct linkage to the organization's strategic direction, estimation of an organization human resource needs is reduced to mere guesswork. This means that human resource planning cannot exist in isolation. It must be linked to the organization's overall strategy.

So, for achieving optimum use of an organization's human resources a systematic process human resource planning is essential.



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Module- 1C

Job Analysis

Section: 1 – Job Analysis: Definition, Importance, Components, Methods, Purpose, Process:

Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job.

The information thus collected is analyzed and the facts about the nature of job working condition and qualities in an employee can be easily known. Job analysis defines the jobs within the organization and the behaviors necessary to perform these jobs.

Job Analysis is a systematic exploration, study and recording the responsibilities, duties, skills, accountabilities, work environment and ability requirements of a specific job.

A. Definition of Job Analysis:

Mathis and Jackson (1999) view *job analysis as a systematic way to gather and analyze information about the content and human requirements of jobs, and the context in which jobs are performed.*

Dessier (2005) defines job analysis as *the procedure through which job analyst determines the duties of different positions of an organization and the characteristics of the people to hire them.*

Dale Yoder (1983) defines job analysis as *“a process in which jobs are studied to determine what tasks and responsibilities they include their relationships to other jobs, the conditions under which work is performed, and the personnel capabilities required for satisfactory performance”.*

In the opinion of Strauss and Sayles (1977), *“job analysis consists of two parts, a statement of work to be done (Job description), and the skills and knowledge which must be possessed by anyone filling the job (Job Specification)”.*

Job analysis involves collecting data about the performance of the job in an organization. However, this definition is probably too simplistic when all of the different types of information that must be collected are considered. For example, the data collected should clearly describe exactly what is required to perform a specific job. This should include:

- **Knowledge:** Knowledge is defined as the degree to which a job holder is required to know specific technical material.
- **Skill:** Skill is defined as adequate performance on tasks requiring the use of tools, equipment, and machinery.

- **Abilities:** Abilities refers to the physical and material capabilities needed to perform tasks not requiring the use of tools, equipment, and machinery. Further, where the job is completed must be considered.

The types of information to be collected by a job analysis are shown below:



Job analysis is the process of determining and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the skills, knowledge abilities and responsibilities required of the holder for successful job performance.

B. Features of Job Analysis:

Following features of the job analysis may be listed below:

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.

C. Objectives of job analysis:

A sound human resource management practice dictates that a thorough job analysis should be done, as it may provide a deeper understanding of the behavioral requirements of jobs.

1. Organizational structure and design

By clarifying job requirements and interrelationships among jobs, responsibilities at all levels can be specified, promoting efficiency and minimizing overlap or duplication.



2. Human resource planning

Job analysis is the foundation of forecasting the needs for human resources as well as for plans for such activities as training, transfer, or promotion.

Job analysis information is incorporated into a human resource information system.

3. Work simplification

Job analysis provides the information related to the job and this data can be used to make the process or job simple. Work simplification means dividing the job into small parts, i.e. different operations in a product line or process which can improve the production or job performance.

4. Setting up of standards

Standard means minimum acceptable qualities or results or performance or rewards regarding a particular job. Job analysis provides information about the job and standard of each can be established using this information.

5. Support for personnel activities

Job analysis provides support for various personnel activities like recruitment, selection, placement, training and development, wage administration, **performance appraisal**, etc.

6. Job description

Job description is a job profile which describes the contents, environment, and condition of jobs. It is prepared on the basis of data collected through job analysis. It provides information relating to the activities and duties to be performed in a job. Job description differentiates one job from another by introducing unique characteristics of each job.

7. Job specification

Job specification is another notable objective of job analysis. It includes information relating to the requirements of skills and abilities to perform a specific task. It states the minimum acceptable qualifications that an incumbent must possess to perform the assigned duty successfully. The job specification statement identifies the knowledge, skills, abilities needed to perform that task effectively.

8. Job classification system

Selection, training, and pay systems often key to job classification systems. Without job analysis information, it is impossible to determine reliably the structure of the relationships among jobs in an organization.

9. Job evaluation and compensation

Job analysis also provides required information which is necessary for evaluating the worthiness of jobs. After the preparation of job description and job specification statements, it assists in the evaluation of actual performance against the predetermined standard. Then the deviation (if any) is found out that has taken place during the course of action.

Moreover, it helps to establish the value of different jobs in a hierarchical order which allows comparing jobs one from another. These, in turn, are valuable in helping managers identify the kinds of employees they should recruit, select, and develop, as well as provide guidance for decisions about training and career development, performance appraisal and compensation administration.

D. Outcome of Job Analysis:

The data collected from the job analysis can be used for a variety of purposes.

These are:

1. Job description.
2. Job specification.
3. Job evaluation.

Job Description:

Job descriptions describe the duties, responsibilities, working conditions and activities of a particular job. Job descriptions vary in terms of the level of details provided. However, several components are present in virtually every job description.

For example: the title of the job, type of summary, the worker requirements.

Job Specification:

Job specification details the Knowledge, skills, and abilities relevant to a job, including the education, experience, specialized training, personal traits and manual dexterity required. The job specification is important for a number of reasons. First, certain jobs have the qualifications required by law.

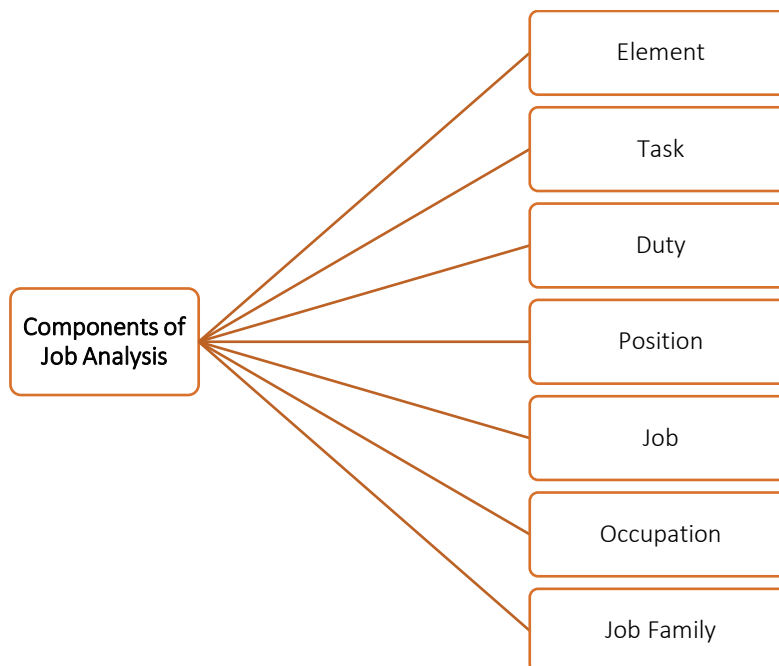
For example, airline pilots, attorneys, and medical doctors all need to be licensed. Another type of job specification is based on professional tradition.

Job Evaluation:

The information gathered during a job analysis can be used as input for the organization's job evaluation system. The job evaluation determines the worth of a particular job to the organization. This information is primarily used to determine the pay for the job. Thus, employees should be paid more for working on more difficult jobs.

E. Components of Job Analysis:

A job can be broken into several components and arranged into a hierarchy of the work activities.



Element

Element is the smallest practical unit into which any work activity can be subdivided.

Task

Task is an identifiable unit of work activity that is produced through the application of a Composite of methods, procedures, and techniques.

Duty

Duty is the several distinct tasks that are performed by an individual to complete a work activity for which he or she is responsible.

Position

Position is the combination of all the duties required of one person performed a job.

Job

Job is a group of positions that are the same enough or their job elements tasks and others to be covered by the same job analysis.

Occupation

Jobs that are combined across organizations based upon the skills, effete, and responsibilities together are called occupation.

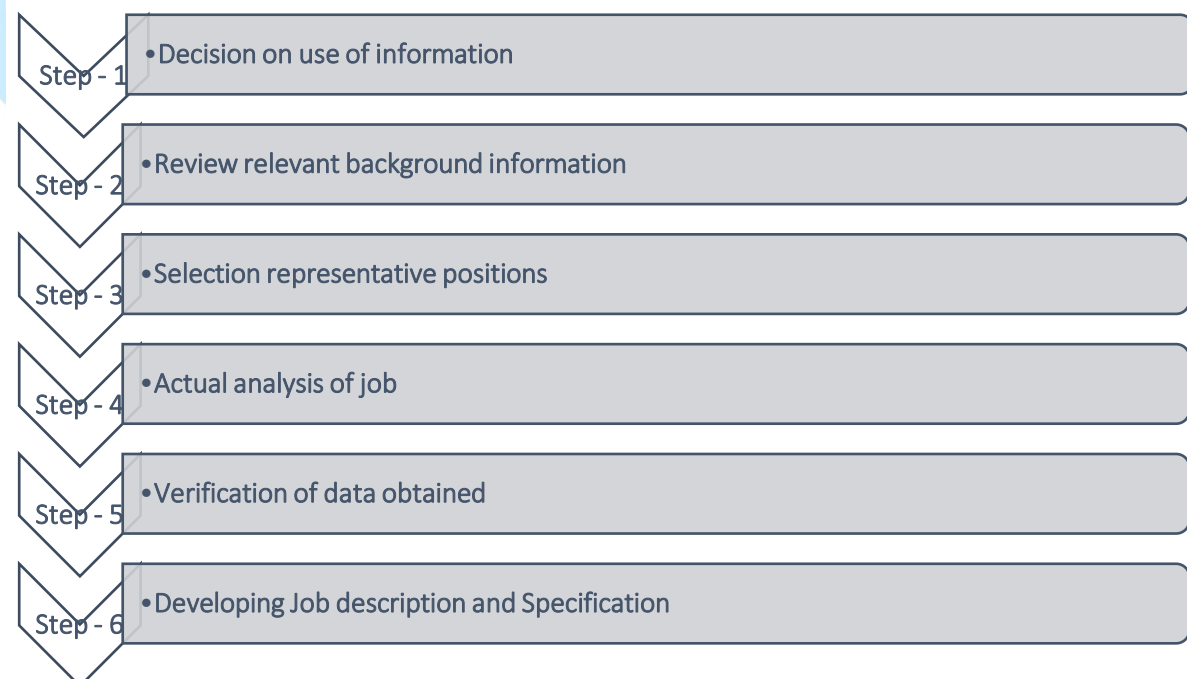
Job Family

Job family is a category in which similar cocoons are grouped together.

F. Steps in Job Analysis Process:

There are six steps in doing a job analysis process. Let's look at each of them.

The steps are shown in the following figure:

**Step 1: Decision on use of information**

Decide how we will use the information since this will determine the data we collect and how we collect them. Some data collection techniques – like interviewing the employee and asking

what the job entails – are good for writing job descriptions and selecting an employee for the job. Other techniques, like the position analysis questionnaire, do not provide qualitative information for a job description.

Step 2: Review relevant background information

Review relevant background information such as organization charts, process charts, and job descriptions. Organization charts show the organization-wide division of work, with titles of each position and interconnecting lines that show that reports to and communicates with whom. Finally, the existing job description usually provides a starting point for building the revised job description.

Step 3: Selection representative positions

Select representative positions. There may be too many similar jobs to analyze them all.

Step 4: Actual analysis of job

Actually, analyze the job by collecting data on job activities, required employee behaviors, working conditions and human traits and abilities needed to perform the job.

Step 5: Verification of data obtained

Verify the job analysis data with the worker performing the job and with his immediate supervisor. This will help confirm that the information is factually correct and complete.

Step 6: Develop a job description and job specification

Develop a job description and job specification. The job description is a written statement that describes the activities and responsibilities of the job as well as its important features such as working conditions and safety hazards.

Job specification summarizes the personal qualities, traits, skills, and background required for getting the job done. It may be in a separate document or in the same document as the job description.

G. Job Analysis Methods:

There are different methods used by an organization to collect information and conduct job analysis. These methods are:

Methods of Job Analysis
1. Observation method
2. Job performance.
3. Work sampling
4. Individual interview
5. Structured questionnaire
6. Critical incident method
7. Log-book method

1. Observation method:

In this method, the observer actually observes a worker or a group of workers doing a job. He makes a list of all the duties performed by the worker and the qualities required to perform those duties.

It is a direct method. Direct exposure to jobs can provide a richer and deeper understanding of jobs requirements than works' description of what they do. If the work in question is primarily mental, observations alone may reveal little useful information.

2. Job performance:

With this approach, an analyst actually does the job under study to get firsthand exposure to what it demands. Here, there is an exposure to actual job tasks, as well as to the physical, environmental, and social demands of the jobs. It is suitable for jobs that can be learned in a relatively short period of time.

Its main limitation is that when the work of the employee is being observed, the employee becomes conscious. This method is inappropriate for jobs that require extensive training or are hazardous to perform.

3. Work sampling:

Under this method, a manager can determine the content and pace of a typical workday through a statistical sampling of certain actions rather than through continuous observation and timing of all actions.

4. Individual interview:

In this method a manager or job analyst visits each job site and talks with employees performing each job. A standardized interview form is used most often to record the information.

Frequently, both the employee and the employee's supervisor must be interviewed to obtain a complete understanding of the job. In some cases, a group of experts conducts the interview. They ask questions about the job, skill levels, and difficulty levels. They ask questions and collect information and based on this information job analysis is prepared.

This method can provide information about standard as well as non-standard activities and about physical as well as mental work. In short, the worker can provide the analyst with information that might not be available from any other sources. Its main limitation is that workers may be suspicious of interviewers and their motives.; interviewers may ask ambiguous questions, thus distortion of information is a real possibility.

5. Structured questionnaire:

A survey instrument is developed and given to employees and managers to complete.

The main advantage of this method is that information on a large number of jobs can be collected inexpensively in a relatively short period of time. This method is usually cheaper and quicker to administer than other methods.

Questionnaires can be completed off the job, thus avoiding lost productive time. Its main limitation is that it is time-consuming and expensive to develop. The rapport between analyst and respondent is not possible unless the analyst is present to explain and clarify misunderstandings.

Such an impersonal approach may have adverse effects on respondent cooperation and motivation.

6. Critical incident method:

In this method, the employee is asked to write one or more critical incidents that have taken place on the job. The incident will give an idea about the problem, how it is handled, qualities required and difficulty levels, etc. The critical incident method gives an idea about the job and its importance.

A critical incident means anything which takes place on the job. This method focuses directly on what people do in their jobs and thus it provides insight into job dynamics.

However, the method takes much time to gather, abstract and categorize the incidents. It may be difficult to develop a profile of average job behavior as this method describes particularly effective or ineffective behavior.

7. Log-book method:

Under this method, companies can ask employees to maintain log records or daily diary and job analysis can be done on the basis of information collected from the record.

A log record is a book in which employee records /writes all the activities performed by him on the job.

The records are extensive as well as exhaustive in nature and provide a fair idea about the duties and responsibilities in any job. In this method worker actually does the work himself and the idea of the skill required, the difficulty level of the job and the efforts required can be known easily.

H. Instruments of Job Analysis:

Job Analysis supports all other HRM activities including recruitment and selection, training and development need analysis, performance analysis and appraisal, job evaluation, job rotation, job enrichment and enlargement, a right job-individual, creation and regulation of entry and exit of workers in an organization.

There are various tools and techniques such as O*Net model, PAQ model, FJA model, F-JAS model and competency model that help HR managers to develop genuine job description and job specification data.

1. O*Net Model:

The beauty of this model is that it helps managers or job analysts in listing job-related data for a very large number of jobs simultaneously. It helps in collecting and recording basic and initial data including educational requirements, physical requirements and mental and emotional requirements to some extent. It also links the level of compensation and benefits, perks and advantages to be offered to a prospective candidate for a specific job.

2. FJA Model:

FJA stands for Functional Job Analysis and helps in collecting and recording job-related data to a deeper extent. It is used to develop task-related statements. Developed by Sidney Fine and

his colleagues, the technique helps in determining the complexity of duties and responsibilities involved in a specific job. This work-oriented technique works on the basis of relatedness of job-data where the complexity of work is determined on a scale of various scores given to a particular job. The lower scores represent greater difficulty.

3. PAQ Model:

PAQ represents Position Analysis Questionnaire. This well-known and commonly used technique is used to analyze a job by getting the questionnaires filled by job incumbents and their superiors. Designed by a trained and experienced job analyst, the process involves interviewing the subject matter experts and employees and evaluating the questionnaires on those bases.

4. F-JAS Model:

Representing Fleishman Job Analysis System, it is a basic and generic approach to discover common elements in different jobs including:

1) verbal abilities,	11) flexibility,
2) reasoning abilities,	12) emotional characteristics,
3) Idea generation,	13) physical strength,
4) quantitative abilities,	14) perceptual abilities,
5) attentiveness,	15) communication skills,
6) spatial abilities,	16) memory,
7) visual and other sensory abilities,	17) endurance,
8) manipulative abilities,	18) balance,
9) reaction time,	19) coordination,
10) 100 speed analysis,	20) movement control abilities.

5. Competency Model:

This model talks about the competencies of employees in terms of knowledge, skills, abilities, behaviors, expertise, and performance. It also helps in understanding what a prospective candidate requires at the time of entry in an organization at a particular designation in a given work environment and schedule. The model also includes some basic elements such as qualifications, experience, education, training, certifications, licenses, legal requirements and willingness of a candidate.

6. Job Scan:

This technique defines the personality dynamics and suggests an ideal job model. However, it does not discuss the individual competencies such as intellect, experience or physical and emotional characteristics of an individual required to perform a specific job. Different tools can be used in a different situation. Selection of an ideal job analysis tool depends upon job analysis needs and objectives and amount of time and resources.

I. Factors affecting Job Analysis:

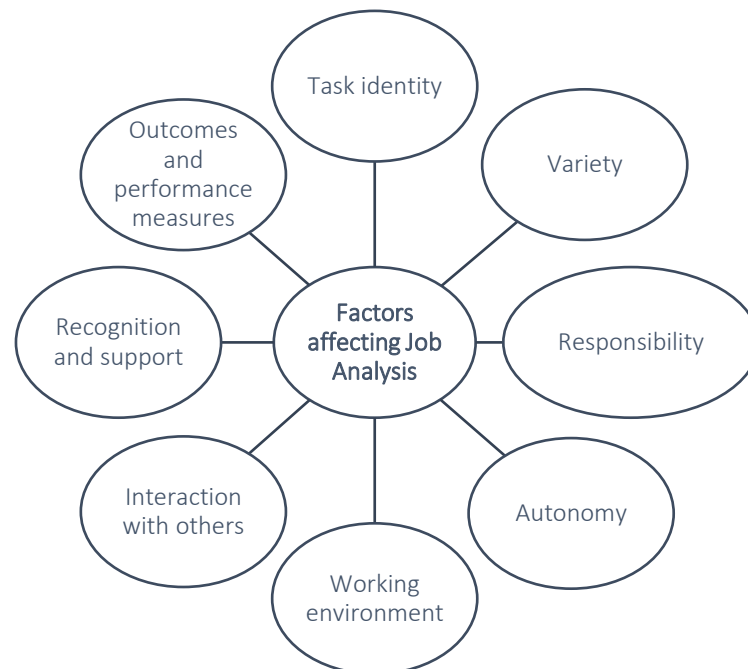
There are a few key factors in job analysis. These are as follows:

a) Task identity:

Employees receive more satisfaction from doing a 'whole' piece of work. This is likely to happen when the job has a distinct beginning and end, which is clearly visible to the employee and others.

b) Variety:

Employees, who perform repetitive tasks, which offer no challenge, may lose interest and become bored and dissatisfied. Greater variety can improve interest, challenge, and commitment to the task. Variety means more than simply adding an extra but similar task. Too much variety can also be frustrating and a source of conflict and dissatisfaction. The optimum amount of variety will differ from person to person and could depend on the level of the position.



c) Responsibility:

Employees need to feel responsible for a significant part of the work they perform, either individually or as part of a team. Work should be clearly identified enabling employees to see that they are personally responsible for the successes and failures that occur as a result of their own actions.

d) Autonomy:

This goes hand in hand with responsibility. Employees should have some areas of decision making within the framework of their job. Autonomy means giving more scope to employees to regulate and control their own work.

e) Working environment:

A job should provide a safe and healthy working environment that is free from discrimination and harassment. It is also important to consider the types of work aids and equipment required to perform the role.

f) Interaction with others:

Employees need to understand their reporting relationships.

g) Recognition and support:

Employees need jobs that contribute to self-respect, particularly through acceptance and recognition by fellow workers and supervisors. Jobs should permit relationships between individuals and encourage teamwork; otherwise, the employee can feel isolated which may result in negative feelings about their work and their work environment.

h) Outcomes and performance measures:

Employees need to know what their particular targets are and how they relate to the overall operation of the organization. This will involve identifying the outcomes required of the position.

The standard of performance also needs to be identified along with performance measures.

Conclusion:

Job analysis is an essential prerequisite for the effective management of the human resources of an organization. It is the process of gathering relevant information about a job. It actually specifies the tasks involved in a job and the factors that influence the performance of that job. As a process, it is capable of producing results with great practical relevance for human resource management.

Job analysis has applications in almost all the HR activities of an organization. It acts as the basis for decisions involving human resource planning, recruitment and selection, training and development, compensation fixation, job evaluation, performance evaluation, career management, and health and safety of employees.

Section – II: Job Description and Job Specification:

A. Job Description Definition:

Job descriptions are used for a variety of reasons. They are a tool for recruiting, determining salary ranges and levels or grades, establishing job titles, creating employee's job goals and objectives, and conducting performance reviews.

Definition:

A job description is a written statement of what the worker actually does how he or she does it and what the job's working conditions are.

It is a list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities—one product of a job analysis.

“A job description is an organized, factual statement of the duties and responsibilities of a specific job.” – Edwin B. Flippo

“A job description indicates the tasks, duties, and responsibilities of a job. It identifies what is done, why it is done, where it is done, and briefly, how it is done.” – Decenzo and Robbins

B. Importance of Job Description:

Job descriptions are usually essential for managing people in organizations. Job descriptions are required for recruitment so that managers and the applicants can understand the job role. Job descriptions are necessary for most people in work. A job description defines a person's role and accountability. Without a job description, it is usually very difficult for a person to properly commit to, or be held accountable for, a role. This is especially so in large organizations. Job descriptions improve an organization's ability to manage people and play roles in the following ways:

1. Clarifies employer expectations for the employee,
2. Provides the basis of measuring job performance,
3. Provides a clear description of the role for job candidates,
4. Provides a structure and discipline for the company to understand and structure all jobs and ensure necessary activities, duties and responsibilities are covered by one job or another,
5. Provides continuity of role parameters irrespective of manager interpretation,
6. Enables pay and grading systems to be structured fairly and logically,
7. Prevents arbitrary interpretation of role content and limit by employee and employer and manager,
8. Provides reference tool in issues of employee/employer dispute,
9. Provides reference tool for discipline issues,
10. Provides important reference points for training and development areas,
11. Provides neutral and objective (as opposed to subjective or arbitrary) reference points for appraisals, performance reviews, and counseling,
12. Enables formulation of skill set and behavior set requirements per roll,
13. Enables the organization to structure and manage roles in a uniform way, thus increasing efficiency and effectiveness of recruitment, training, and development, organizational structure, workflow and activities, customer service, etc.,
14. Enables factual view (as opposed to instinctual) to be taken by employees and managers in career progression and succession planning.

. A Standard Structure of Job Description

Part-I General Information of the Job

1. Job Title
2. Job Code
3. Summary of the job
4. Position of the job a) Division

- b) Department
- c) Section
- d) Relationship with the forward job
- e) Relationship with the backward job
- f) Significance of the job in the organization

Part-II Physical and technical aspects of the job

- 5. Material requirement
 - a) Raw materials
 - b) Semi-processed materials
 - c) finished materials
- 6. Process & Technology
 - a) Machines used
 - b) Tools required
 - c) Methods, techniques and processes used

Part-III Human Factor of the Job

- 7. Skills
 - a) General Skills
 - i) Decision making skills
 - ii) Interpersonal skills
 - c) operational or technical skills
 - b) Specific operational or technical skills
- 8. Knowledge
 - a) General Knowledge
 - b) Specific Knowledge
- 9. Ability & Competence
- 10. Experience
- 11. Duties
 - a) Routine duties
 - b) occasional duties

c) Specific duties

d) Critical or emergency duties

12. Responsibilities

13. Accountability

14. Authority

15. Reporting

a) Reports to

b) Reported by

Part-IV Special Features

16. Future scope of

a) Reengineering

b) Enlargement

c) Enrichment

Part-IV Final Comment:

D. Job Specification concept & definition:

Job specification is concerned with a list of a job's "human requirements," that is, the requisite of education, skills, personality, etc. It States minimum acceptable qualifications and Used to select employees who have the essential qualifications.

Job specifications that list the knowledge, skills, and abilities an individual needs to perform a job satisfactorily. Knowledge, skills, and abilities (KSAs) include education, experience, work skill requirements, personal abilities, and mental and physical requirements.

Job specifications for a data entry operator might include a required educational level, a certain number of months of experience, a typing ability of 60 words per minute, a high degree of visual concentration, and ability to work under time pressure. It is important to note that accurate job specifications identify what KSAs a person needs to do the job, not necessarily what qualifications the current employee possesses.

Definition:

Having developed the job description, job specification should be prepared. It is of utmost importance to determine the characteristics of a suitable person who will do the job effectively and efficiently.

Based on the information acquired through job analysis, the job specification identifies the knowledge and skills needed to do the job effectively.

It is a statement giving the details of the physical makeup, education, training, intelligence, aptitudes, and other relevant specifications required in the applicant to perform the job

satisfactorily. Some of these attributes are measured through tests like an intelligence test, aptitude tests, and others.

Elements of Job specification:

A job specification includes the following information:

1. The technical, organizational, communicative and creative skills and abilities employer expect from an ideal candidate,
2. Any specific qualifications or education required for the role,
3. The level of experience needed in other similar organizations or equivalent roles,
4. The kind of personality that would fit in with the team, and with the organization's ethos,
5. Character traits that are likely to help them to do the job effectively,
6. Any preferred achievements.

E. Job Specification Format:

Human Factor of the Job

1. Skills	a) General Skills
	i) Decision making skills
	ii) Interpersonal skills
	c) operational or technical skills
	b) Specific operational or technical skills
2. Knowledge	a) General Knowledge
	b) Specific Knowledge
3. Ability & Competence	
4. Experience	
5. Duties	a) Routine duties
	b) occasional duties
	c) Specific duties
	d) Critical or emergency duties
6. Responsibilities	
7. Accountability	

8. Authority

9. Reporting

a) Reports to

b) Reported by

F. Difference between Job Description and Job Specification:

Both the Job description and Job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment.

Job Description	Job Specification
Job description is a list of job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities.	Job specification is a list of a job's "human requirements", that is, the requisite education, skills, experience, personality and so on.
Job description contains job title, job location, job summary, nature and objectives of a job, tasks, and duties to be performed, working conditions, machines, tools and equipment to be used in a job.	Job specification contains education, experience, training, judgment, initiative, physical effort, communication skills, and emotional characteristics, unusual sensory demands such as sight, smell, and hearing of the person.
The main purpose of the job description is to collect job-related data in order to advertise for a particular job.	The main purpose of a job specification is to analyze whether candidates are eligible to apply for a particular job vacancy or not.
It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.	It helps to recruit a team of an organization to understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
It clarifies what employees are supposed to do if selected for that particular job opening.	Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
It also clarifies who will report to whom.	It helps in selecting the most appropriate candidate for a particular job.

Job description is all about execution of duties.

While job specification is all about the education and qualification of the employee before his recruitment.

The Job descriptions are what is expected to do and what is involved in the job.

The Job specifications are what is needed to do the job.



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Module1D

Recruitment & Selection Placement & Induction

Section –1: Recruitment & Selection:

A. Recruitment:

Recruitment means announcing job opportunities to the public and stimulating them in such a way so that a good number of suitable people will apply for them. Recruitment is the process of discovering the potential for actual or anticipated organizational vacancies.

It is a process of accumulation of human resources for the vacant positions of the organization. Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy.

1. Definition:

Recruitment is defined by Edwin B. Flippo as: *“the process of searching for prospective employees and stimulating them to apply for jobs in the organizations.”*

Del Yodar explains recruitment as: *“a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers facilitate effective selection of an effective workforce.”*

Byers & Rue define recruitment as *“the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.”*

In short, recruitment may be stated as the process of searching the appropriate (appropriate knowledge, appropriate skills, appropriate competency, and appropriate attitude) people for the various jobs in the organization.

2. Difference between employment, recruitment, and selection:

The three terms employment, recruitment, and selection are often used interchangeably. However, each of these terms bears different meaning. The terms recruitment and selection are actually complementary processes.

While through recruitment process, the organization searches for the right kind of prospective employees, through the selection process, these are the people with specific knowledge and skill sets who search for the right kind of jobs in the organization. The organization executes its recruitment process through the various potential sources and asks the appropriate personnel

to apply for jobs. The selection process starts when the supposedly appropriate personnel start applying against the recruitment appeal. The two complementary processes viz. the recruitment and selection together are called employment.

3. Objectives of Recruitment:

The principal objective of the recruitment process is to search right people for the right job in the organization. However, the process also satisfies several other HR criteria in the organization. These are:

- 1) To search and identify the best qualified personnel for the organization;
- 2) To enrich the skill inventory and knowledge inventory of the organization;
- 3) To ensure the smooth functioning of human resource management of the organization;
- 4) To provide inputs for strategic human resource management initiative of the organization;
- 5) To prepare the organization for future business environment;
- 6) To develop competency to cop with the changing environment;
- 7) To expand the organizational resources for future growth;
- 8) To encourage the regional growth and sustainable development of the society.

4. Recruitment Policy in Organizations:

A well-defined recruitment policy asserts and supports the recruitment objectives stated above. The policy also acts as a guiding framework for the implementation of recruitment programs to satisfy the sets of objectives. The policy must be aligned with the corporate goals and will consider such factors as HR needs, business environment, organizational health etc.

The recruitment policy of HRM contain following items:

- a) *Organizational Objectives* – The policy must consider the long term and short-term goals of the organization. The requirement of human resource in the organizations is determined depending on the direction in which the organization is moving and has decided to move in future.
- b) *Strategic Human Resource Initiative* – The process of recruitment is not only a tactical move, it has also a strategic significance. The various functions of strategic human resource initiatives are closely inter-related and inert-connected. The initiatives start from the point of the procurement of people for the organization. The recruitment process, therefore, is a key element in the strategic human resource initiative.
- c) *Identification of the Recruitment Needs* – The recruitment policy must specifically state the precise requirement of knowledge, skills, and competency for the organization. The policy requires to identify the needs of the organization.
- d) *Preferred Sources of Recruitment* – The policy of recruitment needs to identify the various sources of the recruitment of human resource and which sources are more appropriate and usable for the organization. The human resource of the organization is classified into various categories depending upon the knowledge, skill, competency, and hierarchical level of the employees. For each of the categories separate recruitment sources are required to be defined.

- e) *Criteria of Selection and Preferences* – As already been stated the human resource of the organization is classified in different categories. Each of the categories has specific criteria for selection. The policy document should identify the appropriate selection methods depending on the criteria and evaluation of them.
- f) *Cost Involved* – The policy should also give an outline of the cost factors of the process and the ways to optimize the factors.

The recruitment policy evidently establishes the broad guideline of the process. The document, therefore, requires serious preparation on the part of the management.

5. Functions of Recruitment

The primary function of recruitment is the searching for appropriate employees for different jobs in the organization. However, apart from this primary function, recruitment executes several other functions as listed below:

1. Assessing recruitment	8. Short listing of probable candidates for selection
2. Job design and development	9. Calling the shortlisted candidates for interview
3. Fixing standards	10. A selection process like interviewing or testing
4. Advertisement and publicity	11. Hiring the best candidates
5. Making initial contact with prospective candidates	12. Recording and documentation
6. Identification and seeking applicants	13. Fixing pay packages to the selected candidates
7. Preliminary examination and assessment of applications	

6. Factors affecting Recruitment:

Factors affecting Recruitment	
Internal Factors of Recruitment	External Factors of Recruitment
i) Size of the organization	i) Demographic factors
ii) Recruiting Policy	ii) Labor market
iii) Image of the organization	iii) Unemployment situations
iv) Profile of job	iv) Social and political environment
	v) Legal considerations

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization.

A. Internal Factors of Recruitment:

For the internal mechanism of the organization, some of the internal factors that affect recruitment are as follows:

i) Size of the organization:

The recruitment process is affected by the size of the organization to a large extent. Experience suggests that larger organizations recruit more candidates than small ones. Large organizations find recruitment less problematic than small organizations.

ii) Recruiting Policy:

The recruitment policy of the firm also affects the recruitment process. This policy is concerned with candidates from outside the organization, whereas others want to recruit from internal sources.

iii) Image of the organization:

Image or goodwill of the organization also affects recruitment. Organizations having good image can attract potential and competent candidates to a large extent. Good public relation, rendering public services, etc. help to enhance the image and reputation of the organization.

iv) Profile of job:

Jobs having a good profile in terms of better remuneration, working condition, promotion, career development opportunities, etc can attract the potential and qualified candidates to a large extent.

B. External Factors of Recruitment:

External factors are concerned with the environmental changes that will take place in the external environment of the organization.

Some of the external factors that affect recruitment policy are as follows:

i) Demographic factors:

Demography is the study of human population in terms of age, sex, occupation, religion, composition, ethnicity, etc. The demographic factors have a profound influence on the recruitment process.

ii) Labor market:

Labor market constitutes the force of demand and supply of labor of particular importance. For instance, if demand for a particular skill is high relative to its supply, the recruitment process evolves more efforts. Contrary to it, if the supply is more than demand, the recruitment process will be easier.

iii) Unemployment situations:

The unemployment rate of a particular area is yet another influencing factor of the recruitment process. If the unemployment rate is high, the recruitment process will be simpler and vice versa.

iv) Social and political environment:

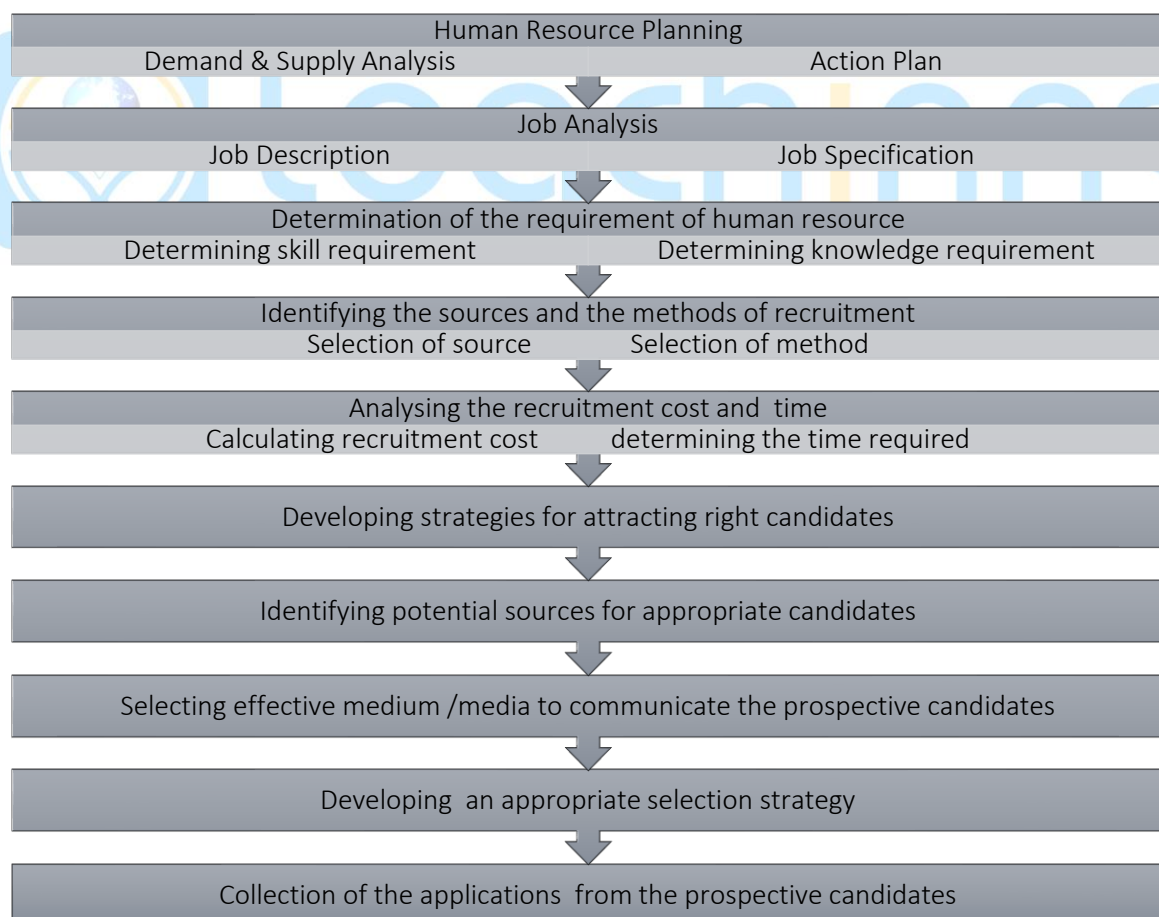
The forces of the social and political environment also influence recruitment policy. For instance, the change in government can have a direct impact on the recruitment policy of the company due to a change in government rules and regulations.

v) Legal considerations:

Legal considerations with regard to employment provision for under-privileged castes etc. will have a positive impact on the recruitment policy of the organization.

7. The Process of Recruitment:

The figure below provides the diagrammatic presentation of the general recruitment process in a large organization:



8. Sources of Recruitment:

One of the most important steps in recruitment process is the identification of the source of potential candidates. Depending on the variety of factors, different sources of recruitment are identified. These sources may be divided into two broad categories: 1) internal sources, and 2) external sources.

1) Internal Sources:

Many organizations try to identify the potential candidates from within the organization. These candidates are identified and trained for higher responsibilities in future. Various human resource activities such as succession planning, career planning, etc. provides the basis for the internal search of the candidates. The human resource information system also provides required information for such action.

2) External Sources:

There exist different methods of recruiting from external sources. The choice of the method, however, depends on several factors such as nature of the post, hierarchical level of the post etc. Each of these methods may be discussed as follows:

A) Advertisement: Advertisement is proved to be one of the most effective methods of recruitment. Different media can be used for advertising depending on the need, communication expansion, and budget of the organization. Moreover, the selection of the particular advertising medium depends on the nature of the job, its level and criticality in the organization.

The popular and common media of advertisement are print media. These include,

- (i) The local and regional daily newspapers published in vernacular; Example: AnandaBazar Patrika, Dainik Jagaran;
- (ii) National dailies published in English; Example: The Daily Telegraph, The Economic Times;
- (iii) Specific vocational or job-related magazines; Example: Employment News, Rozar Samachar;
- (iv) Special weekly, fortnightly, or monthly magazines; Example: Business India, India Today

Another available media type is electronic media. They include

- (i) Different Television Channels;
- (ii) Various Channels of the Radio;
- (iii) Internet: A large number of organizations now-a-days advertise their vacancies in the particular link in their website. Some of the organizations who do not have their own website may higher some specialized agencies for the purpose.

B) Campus Recruitment: The organizations which require similar types of fresh skill and knowledge sets in large number prefer to visit the reputed academic institutions of higher

studies. They may contact the placement officer or any responsible person in those institutions for identifying the potential passing out students for their organization. This method is specifically popular with the engineering, technical, and management jobs.

C) Consultancy Services: Consultancy services agencies use to maintain database of the candidates with different types of skills, knowledge, and competency. The interested organization may contact with the specific agency for some right candidates. The organization may also outsource the whole process to the consultancy only providing its human resource requirement. With the use of information technology, a number of web-based agencies are also operating in the market. Any individual may upload his profile in the database of the website of the agency. On the other side any organization can post its requirement on the same website. The Web-based agency coordinates the matching process between the prospective candidates and the interested organization.

D) Employee Referrals: This method is very popular in the private sectors in India, particularly at the managerial levels. In this process, the recruiter usually asks for the name of the prospective candidates from some responsible and reliable persons working in industries. These referees provide the reference of the prospective candidates for the use of the recruiter who has made the request.

E) Forced Application/Walk-in Method: Some organizations often have continuous demand for employees. They maintain an open-door policy where the candidate can simply walk inside the office and offer his/her profile in the form of resume or curriculum vitae. The office accepts the profile and keeps the record for future use. The candidate may be asked immediately or may be called later for interview.

F) Employment Exchange & Trade Union: A number of organizations take the employees from government employment exchanges. For the operative level jobs the trade union also provides prospective workers for the organization. In India, the involvement of trade unions is very prominent particularly in unskilled, semi-skilled, and contract labour.

9. Evaluation of a Recruitment Program

Recruitment strategies, policies. And objectives need to be evaluated from time to time to test their effectiveness and their congruence to the organizational strategies, policies, and objectives. Similarly, the sources and methods of recruitment also have to be evaluated from time to time to match the recruitment policy and changing market and business needs to check their effectiveness and efficiency. The success of a recruitment program can be judged based on a number of criteria. The number of successful placements is the most important of them all. This is the bottom-line of the whole program.

B. Selection:

1. Concept of selection

The process of selection is basically choosing the most appropriate candidates for the assortment of jobs in the organization from a pool of applicants against a recruitment process. It is the systematic process of ascertaining the qualifications, experience, skill, attitude etc. with the relevance of their applicability to the job.

As explained by Decenzo and Robbins, the selection process may have four distinct types of outcomes. The outcomes depend on the two sets of variables, such as i) decision for selection, and ii) future job behaviour. These four outcomes may be expressed in the window below:

		Decision of Selection	
		Selected	Reiected
Future Job Behaviour	Successful	1. Right Decision	2. Rejection error
	Unsuccessful	4. Selection Error	3. Right Decision

As evident from the diagram, the quadrant one shows the right decision occurs when the candidate is selected and his/her future job behaviour is successful. Quadrant two of the matrix expresses the rejection error which occurs when the candidate is rejected but his future job behaviour is successful. The quadrant three of the matrix indicates second type of correct decision which indicates that the candidate is rejected and his future job behaviour is unsuccessful. The fourth quadrant provides the selection error where the candidate has been selected but is future job behaviour is unsuccessful.

In order to make the selection process successful, the organization must avoid committing the selection and rejection. To ensure the success of the process, steps are carefully designed.

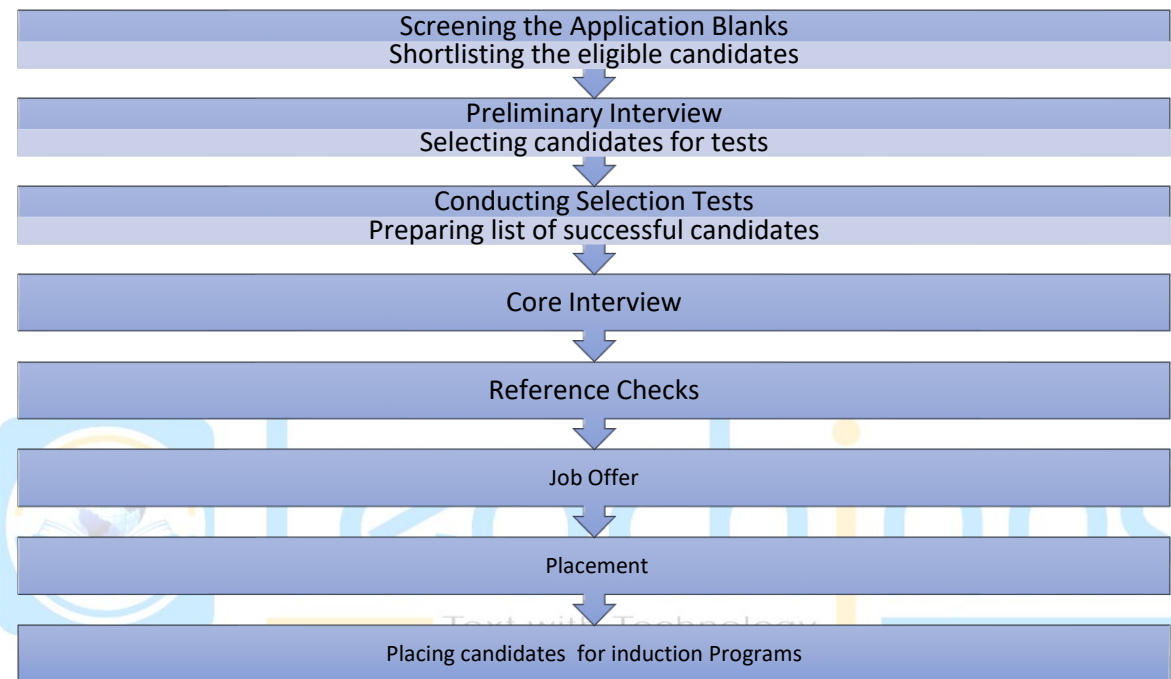
2. Definition of selection:

According to Harold Koontz, *“Selection is the process of choosing from the candidates, from within the organization or from outside, the most suitable person for the current position or for the future positions.”*

Dale Yoder said, “*Selection is the process by which candidates for employment are divided into classes those who will be offered employment and those who will not.*”

David and Robbins said, “*Selection process is a managerial decision-making process as to predict which job applicants will be successful if hired.*”

3. Steps in Selection:



Step – I: Screening the Application Blanks:

An application blank, completed according to the given format or as per the general criteria set by the organization must be sent by the applicant. All the applications are minutely scrutinized before preparing the final list of the aspiring candidates. There are such items as minimum qualification for the job or desirable qualification for the job. Depending on the number of the candidates satisfies the above criteria, the final list is prepared. Some common items of the application blanks are:

1. *Personal Information,*
2. *Educational Qualification,*
3. *Work Experience,*
4. *Salary,*
5. *Personality Items,*
6. *Reference Checks,*

Application Blanks are evaluated in two methods a) the clinical method and b) the weighted method:

- a) **The Clinical Method:** In this method, all the information furnished by the applicant is analyzed and inferences are made about applicant's profile. Based on this assessment, his success in the job is predicted.
- b) **The Weighted Method:** This method of evaluation is basically a statistical method. Here, certain points or weights are assigned to each item in the application blank.

Step – II: Preliminary Interview:

Preliminary interviews are brief, first round interviews that aim to eliminate applicants whose disqualification for the job is apparently obvious. These interviews are usually unstructured and are conducted before the actual selection process began. These interviews further shortlist the applicants and make selection process more precise.

Step – III: Selection Tests:

Different types of test are used as selection methods to evaluate the applicants. Some of these tests assess the skill sets of the applicants, others use to assess the aptitude, psychological orientation, achievements, and interest of the candidates. The various types of tests are being discussed below:

Intelligence Tests: A standardized test used to establish an intelligence level rating by measuring a subject's ability to form concepts, solve problems, acquire information, reason, and perform other intellectual operations. The intelligence-test scores predict performance ratings in all occupations. It is also the best tool to help determine hiring and job placement at any stage in a career, independently of experience, personality bias or any formal training one may acquire. Hence a large number of organizations use this type of test.

Aptitude Tests: An occupation-oriented test for evaluating intelligence, achievement, and interest. It may also be defined as the test of suitability for work: a test to determine whether somebody is likely to be able to develop the skills required for a specific kind of work. There exist a number of job-related aptitudes such as mechanical aptitude, clerical aptitude, linguistic aptitude, etc. Organizations use such tests to measure the suitability of the individual for the particular job.

Achievement Tests: An achievement test is a standardized test that is designed to measure an individual's level of knowledge in a particular area. An achievement test focuses specifically on how much a person knows about a specific topic or area such as particular technology, work process, or methods. The organizations use these tests to identify the practical job-related knowledge and also the general knowledge of the candidates.

Situational Tests: Situational Tests or Inventories are types of psychological tests which present the organizations with realistic, hypothetical scenarios and ask them to identify an

appropriate response. These are generally in a multiple-choice format, but represent a distinct psychometric approach from the common knowledge-based multiple-choice item.

Interest Tests: Psychological tests designed to clarify an individual's vocational potential or to compare an individual's performance with the average scores of a specific population may be called interest tests.

The Strong Interest Inventory (SII) is an interest test used in career assessment. It is also frequently used for selection of right candidates for right job as one of the most popular career assessment tools. Interest test is an assessment of interests, and not to be confused with personality assessments or aptitude tests.

Personality Tests: A personality test aims to describe aspects of a person's character that remain stable throughout that person's lifetime, the individual's character pattern of behavior, thoughts, and feelings. An early model of personality was posited by Greek philosopher/physician Hippocrates. The 20th century heralded a new interest in defining and identifying separate personality types, in close correlation with the emergence of the field of psychology. As such, several distinct tests emerged; some attempt to identify specific characteristics, while others attempt to identify personality as a whole.

There are many different types of personality tests. Common personality tests consist of a large number of items, in which respondents must rate the applicability of each item to themselves. Projective tests, such as the TAT and Ink Blots are another form of personality test which attempt to assess personality indirectly. Given below are some important personality tests:

- The first modern personality test was the *Woodworth Personal Data Sheet*, which was first used in 1919. It was designed to help the United States Army screen out recruits who might be susceptible to shell shock.
- The *Rorschach Inkblot Test* was introduced in 1921 as a way to determine personality by the interpretation of abstract inkblots.
- The *Thematic Apperception Test* was commissioned by the Office of Strategic Services (O.S.S.) in the 1930s to identify personalities that might be susceptible to being turned by enemy intelligence.
- The *Minnesota Multiphasic Personality Inventory* was published in 1942 as a way to aid in assessing psychopathology in a clinical setting.
- *Myers-Briggs Type Indicator* is a 16-type indicator based on Carl Jung's Psychological Types, developed during World War II by Isabel Myers and Katherine Briggs.
- *Keirsey Temperament Sorter* developed by David Keirsey is influenced by Isabel Myers sixteen types and Ernst Kretschmer's four types.
- The *16PF Questionnaire (16PF)* was developed by Raymond Cattell and his colleagues in the 1940s and 1950s in a search to try to discover the basic traits of human personality using scientific methodology. The test was first published in 1949. It is used in a wide

variety of settings for individual and marital counseling, career counseling and employee development, in educational settings, and for basic research.

- *The Five Factor Personality Inventory - Children (FFPI-C)* was developed to measure personality traits in children based upon the Five Factor Model (*Big Five personality traits*).
- *The EQSQ Test* developed by Professor Simon Baron-Cohen, Sally Wheelwright, and their team at the University of Cambridge, England, centers on the Empathizing-Systemizing theory of the male versus the female brain types.
- The *Personal Style Indicator (PSI)* classifies four aspects of innate behavior by testing a person's preferences in word associations.
- The *Strength Deployment Inventory*, developed by Elias Porter, Ph.D. in 1971 and is based on his theory of Relationship Awareness. Porter was the first known psychometrician to use colors (Red, Green and Blue) as shortcuts to communicate the results of a personality test.
- The *ProScan Survey* is an instrument designed by Professional DynaMetric Programs, Inc. (PDP) to measure the major aspects of self-perception, including an individual's basic behavior, reaction to environment, and predictable behavior. It was originally developed beginning in 1976 by Dr. Samuel R. Houston, Dr. Dudley Solomon, and Bruce M. Hubby.
- The *Newcastle Personality Assessor (NPA)*, created by Daniel Nettle, is a short questionnaire designed to quantify personality on five dimensions: Extraversion, Neuroticism, Conscientious, Agreeableness, and Openness.

Step – IV: Core Interview:

A core interview is normally the interaction between the job applicant and the line managers and experts, where the applicant's job knowledge, skills, attitude etc. are evaluated and ascertained. The suitability of the candidate for the job is determined in this interview. A selection interview can be of the following types:

a) Structured Interview: A structured interview is a fixed format interview in which all questions are prepared beforehand and are put in the same order to each interviewee. Although this style lacks the free flow of a friendly conversation (as in an unstructured Interview) it provides the precision and reliability required in certain situations. It is also called directive interview.

A structured interview format is a standardized method of comparing job candidates. A structured interview format is typically used when an employer wants to assess and compare candidates impartially. If the position requires specific skills and experience, the employer will draft interview questions focusing exactly on the abilities the company is seeking.

By requiring the interviewer to follow a specific list of pre-determined questions, the focus of the interview will be on what is required for the position. With interviews based on specific questions, there should be a greater chance of the employer being able to select the best candidates based specifically on qualifications, rather than on other factors like personality.

b) Unstructured Interview: Unstructured Interviews are a method of interviews where questions can be changed or adapted to meet the candidate's intelligence, understanding or belief. Unlike a structured interview they do not offer a limited, pre-set range of answers for a respondent to choose, but instead advocate listening to how each individual person responds to the question. These types of interviews are usually conducted for senior positions in the organization. An unstructured interview judges the maturity, analytical power, and experience of a candidate.

c) Behavioral Interview: A common type of job interview in the modern workplace is the behavioral interview or behavioral event interview, also called a competency-based interview. This type of interview is based on the notion that a job candidate's previous behaviors are the best indicators of future performance. In behavioral interviews, the interviewer asks candidates to recall specific instances where they were faced with a set of circumstances, and how they reacted.

d) Case interview: A case interview is an interview form used mostly by management consulting firms and investment banks in which the job applicant is given a question, situation, problem or challenge and asked to resolve the situation. The case problem is often a business situation or a business case that the interviewer has worked on in real life.

e) Panel: Another type of job interview found throughout the professional and academic ranks is the panel interview. In this type of interview the candidate is interviewed by a group of panelists representing the various stakeholders in the hiring process. Within this format there are several approaches to conducting the interview. Example formats include;

- **Presentation format** - The candidate is given a generic topic and asked to make a presentation to the panel. Often used in academic or sales-related interviews.
- **Role format** - Each panelist is tasked with asking questions related to a specific role of the position. For example one panelist may ask technical questions, another may ask management questions, another may ask customer service related questions etc.
- **Skeet shoot format** - The candidate is given questions from a series of panelists in rapid succession to test his or her ability to handle stress filled situations.

f) Stress: Stress interviews are still in common use. One type of stress interview is where the employer uses a succession of interviewers (one at a time or en masse) whose mission is to intimidate the candidate and keep him/her off-balance. The ostensible purpose of this interview: to find out how the candidate handles stress. Stress interviews might involve testing an applicant's behavior in a busy environment. Questions about handling work overload, dealing with multiple projects, and handling conflict are typical. Another type of stress interview may involve only a single interviewer who behaves in an uninterested or hostile manner. For example, the interviewer may not make eye contact, may roll his eyes or sigh at

the candidate's answers, interrupt, turn his back, take phone calls during the interview, or ask questions in a demeaning or challenging style.

g) Technical: This kind of interview focuses on job orientated problem solving and creativity. The questions aim at problem-solving skills of the candidates. The interviewer aims to identify the technical knowledge, skills, and attitude of the candidates. The technical knowledge, however, must always be job related.

h) In-depth Interview: Fully assessing job candidates is a crucial part of building a successful team for a company to build financial stability and long-term growth. An in-depth interview must fully determine a candidate's ability to perform a specific job and to fit in with coworkers and the company culture. An in-depth interview should gather information about a candidate's job skills, work ethic, career achievements, career failures, length of career, gaps in career and the candidate's communication skills. Information about references and prior salaries should also be gathered at the interview.

Step – V: Reference Checks:

The candidates are evaluated and the final decision taken, the offer is made to the candidate. Before the candidate joins the organization, the HR department may go for checking the references provided by the candidate or they may request the candidate to provide some references. As a norm, former teachers, employers, or superiors of the candidate use to serve as the reference. The reference provides opinion about the individual behaviour, job related behaviour and the other important attributes of the candidates. The relevant organization may contact the references by phone or may provide structured response forms.

Step – VI: Conditional Job Offer:

Conditional job offer means a tentative job offer that becomes permanent after certain conditions are met. If a job applicant has passed each step of the selection process so far, a conditional job offer is usually made.

In essence, the conditional job offer implies that if everything checks out – such as passing a certain medical, physical or substance abuse test – the conditional nature of the job offer will be removed and the offer will be permanent.

Step – VII: Placement:

Once the whole process is over, the employee is given the duties and responsibilities related to the precise job. In general, the employees are kept for a trial period called probation. During this period, the performance and behaviour of the employee is observed. Once the probation period is over, the organization offers permanent job contract to the employee.

Step – VIII: Induction:

Induction is a kind of orientation program. Usually, the employee is not assigned the direct duties or responsibilities as soon as he/she joins the organization. The employee is subjected to certain orientation through which he/she gets clear idea of the job, department, and the organization. This orientation program is called induction.

4. Conclusion:

The objectives of the selection process are to select the candidates whose success probability in the job is the highest and motivate right candidates to opt for the vacancy by a proper presentation of the organization to the potential candidates.

In many HR departments, recruiting and selection are combined and called the employment function. In large HR departments, the employment function is the responsibility of the HR Director.

Finally, recruits are necessary so that the HR manager has a group of people from which to choose. These three inputs largely determine the effectiveness of the selection process.

The selection process is a series of steps through which applicants pass.

Section – 2: Placement & Induction

A. Employee Placement

1. Meaning and Definition:

When the candidate is selected for a particular post and when he reports to duty, the organization has to place him or her in the job for which he or she is selected which is being done through placement. Placement is the act of offering the job to a finally selected candidate. It is the act of finally assigning the rank and responsibility to an employee, identifying him with a particular job.

In the words of Pigors and Myers, “*Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands. It is a matching of what he imposes in strain, working conditions and what he offers in the form of pay roll, companionship with others, promotional possibilities etc.*”

A well-placed employee will be an asset to the organization. Proper placement makes the employee happy and reduces absenteeism and labour turnover. Proper placement increases morale and efficiency of the employees and builds a good relation with the employer.

Increased production, improved quality of the product, regularity in work and attendance indicate proper placement of an employee. It should be noted that, supervisor or an executive should always keep a watch on newly recruited employee to ensure whether an employee is properly placed or misplaced.

If any symptom of misplacement is observed, action should be taken for proper placement or necessary training programme should be arranged to make the employee fit for the job. For this reason, initial appointment will be a “Probationary period” which is called “trial period” for the newly recruited employees. On successful completion of the probationary period, generally, employee will be regularized on permanent basis.

A candidate who passes all the steps in the selection process is then offered the job. The placement problem arises when the selected candidate comes to the organisation for joining the job. It is important to see that the right man should be placed on the right job.

It is necessary that every organisation should have the proper placement scheme which ensures that right man is placed at the right place in the organisation. The new employees should be placed at the jobs which fit with them.

Therefore, placement is a process of matching the jobs and the individual and placement occurs when the individual is assigned with the particular job. In the simple words placement is concerned with the sending of newly selected personnel to some department for work. It is also concerned with the assignment of authority and responsibility to the new comer in the organisation.

2. Functions of Placement:

Placement is an important HR function, and if properly handled, it does the following:

1. Improves the morale of the employees
2. Reduces employee turnover
3. Decreases accident rates
4. Enhances labour productivity
5. Clarifies expectations.

3. Importance of Placement:

1. If the employees are properly placed, they will enjoy their work and organisation will not have to suffer the problem of employee turnover.
2. If employees don't like their work, they start making excuses from the job and remain absent. Effective placement will keep the absenteeism rate low.
3. Morale of workers increases because they get the work of their choice, if correctly placed.
4. Workers will work attentively and safety of workers will be ensured and lesser accidents will happen.
5. Workers will be satisfied with their jobs and there will be no reasons for disputes, so human relations will improve.
6. Through proper placement, misfit between the job and person can be avoided.
7. Efficient and effective performance of individual tasks will ensure the achievement of organisational goals.
8. Productivity i.e., ratio of output to input increases as wastage and abnormal losses decrease.

4. General Principles of Placement:

The following principles are required to be observed while making placement of an employee:

- (i) **Job requirement** – Man should be placed on the job according to the requirement of the job rather than qualification and requirement of the man.
- (ii) **Qualification** – The job offered should match with the qualification possessed by an employee.
- (iii) **Information** – All the information relating to the job should be given to the employees along with the prevailing working conditions. They should also be made known that they have to pay penalty for wrong doing.
- (iv) **Loyalty and Co-operation** – Every effort should be made to develop a sense of loyalty and co-operation in employees to make them understand their responsibilities

B. Employee Induction or Orientation:

Orientation is the planned introduction of new employees to their jobs, coworkers, and the organization. After orientation employees can work comfortably. It is also called induction. Orientation or induction is the process of giving ideas, philosophy, and information about the organization to the newly appointed employees so that they can adjust themselves with the organization. Introductory stage in the process of new employee assimilation and a part of his or her continuous socialization process in the organization.

Major objectives of orientation are:

- a. gain employee commitment,
- b. reduce his or her anxiety,
- c. help him or her understand the organization's expectations, and
- d. convey what he or she can expect from the job and the organization.

New Employee Orientation is the process of welcoming a new employee into the organization. New employees are spearheaded by a meeting with the Human Resources the department, generally contains information about safety, the job description, benefits and eligibility, company culture, company history, the organization chart, etc.

1. Employee Orientation Meaning:

According to Gary Dessler, *"Employee orientation is a procedure for providing new employees with basic background information about the firm."*

Decenzo and S. P. Robbins said, *"An orientation program should familiarize the new member with the organization's objectives, history, philosophy, procedures, and rules, communicate relevant personnel policies such as hours of work, payment procedures and quintiles, fringe benefits, etc."*

The introduction of employee to the job is also known as induction. It is basically a welcoming process. Induction follows placement and consists of the task of orienting or introducing the new employee to the company. Followings are the features of induction

1. Orientation may be done by the supervisor, the HRM staff or some combination.
2. It may be formal or informal, depending on the size of the organization.
3. It Covers such things as:
4. The organization's objectives.
5. History.
6. Philosophy.
7. Procedures.
8. Rules.
9. HRM policies and benefits.
10. Fellow employees.
11. Learning the Organization's Culture
12. Culture includes long-standing, often unwritten rules about what is appropriate behavior.
13. Socialized employees know how things are done, what matters, and which behaviors and perspectives are acceptable.

2. Types of Employee Orientation:

Career-counseling expert John Holland says that personality (including values, motives, and needs) is one career choice determinant. For example, a person with a strong social orientation might be attracted to careers that entail interpersonal rather than intellectual or physical activities and to occupations such as social work. Based on research with his Vocational Preference Test (VPT), Holland found six basic types of orientations.

- a) Realistic Orientation.
- b) Investigative Orientation.
- c) Social Orientation.
- d) Conventional Orientation.
- e) Enterprising Orientation.
- f) Artistic Orientation.

a) Realistic Orientation	<ul style="list-style-type: none"> • These people are attracted to occupations that involve physical activities requiring skill, strength, and cooperation. Examples include forestry, farming, and agriculture.
b) Investigative Orientation	<ul style="list-style-type: none"> • Investigative people are attracted to careers that involve cognitive activities (thinking, organizing, and understanding) rather than affecting activities (feeling, acting or interpersonal and emotional tasks). Examples include biologist, chemist and college professor.
c) Social Orientation	<ul style="list-style-type: none"> • These people are attracted to careers that involve interpersonal rather than intellectual or physical activities. Examples include clinical psychology, foreign Service and social work.
d) Conventional Orientation	<ul style="list-style-type: none"> • A conventional orientation favors careers that involve structured, rule-regulated activities as well as careers in which it is expected that the employee subordinates his or her personal needs to those of the organization. Examples include accountants and bankers.
e) Enterprising Orientation	<ul style="list-style-type: none"> • Verbal activities aimed at influencing others characterize enterprising personalities. Examples include managers, lawyers, and public relations executives.
f) Artistic Orientation	<ul style="list-style-type: none"> • People here are attracted to careers that involve self-expression, artistic creation, expression of emotions and individualistic activities. Examples include artists, advertising executives, and musicians.

Most people have more than one occupational orientation (they might be realistic, social and investigative) and Holland believes that the more similar or compatible these orientations are, the less internal conflict or indecision a person will face in making a career choice.

3. Topics Covered in the Employee Induction program:

Following topics are covered in the induction or socialization process.

- a. **Introduction:** Regarding the organization, supervisor, trainers, and co-workers and to
- b. **Job Duties:** It provides job-related information like job location, job tasks, job safety requirements, an overview of the job, job objectives, relationship to other jobs, etc.

c. Organizational Issues: This provides the information about the overall organization it may include; history of employer, organization of employer, name & titles of key executive, employee's titles and departments, layout of physical facilities, probationary period, overview of production process, company policies and rules, disciplinary regulations, employee handbook, safety procedures etc.

d. Employee Benefits: This part provides the information about the benefits that are offered by the organization like; Pay scales & paydays, vacations, rest break, training & education, benefits, counseling, housing facilities, insurance benefits, retirement program, employer-provided services for employees, rehabilitation program.

4. Purposes of Employee Direction/Onboarding:

Employee orientation still provides new employees with the information they need to function; ideally, though, it should also help new employees start getting emotionally attached to the firm.

An orientation process properly designed, should serve the following purpose:

- a. Make the new employee feel welcome and at home and part of the team.
- b. Make sure the new employee has the basic information to function effectively, such as e-mail access, personnel policies and benefits and what the employer expects in terms of work behavior.
- c. Help the new employee understand the organization in a broad sense (it's past, present, culture and strategies and vision of the future).
- d. Start the person on the process of becoming socialized into the firm's culture, values and ways of doing things.
- e. Help the newcomer to overcome his natural shyness, any nervousness he may experience in meeting new people in the new environment.
- f. Integrate the new employee into the organization and develop a sense of belongingness which is a strong motivational force.
- g. Supply information about the nature of work-force, conditions of service and welfare facilities.
- h. Minimize the reality shock of new employees.
- i. Initiate the socialization process of the employee into the organization.
- j. Provide an opportunity to interact with other fellow employees