

b Descriptions

Descriptions provide the data of the job itself in terms of duties and responsibilities. In order to prepare this document, detailed information is to be collected about job title, job contents, duties and responsibilities and so on. The information necessary for the preparation of the job descriptions can be obtained in one or more of the following ways:

1. By observation of job being performed.
2. By discussion with the supervisor of the job.
3. By requesting the supervisor of the job to fill in a questionnaire describing the job.
4. By discussion with some of the employees working on the job.
5. By requesting some of the employees working on the job to fill in the questionnaire describing the job.

The most practical method of getting information is through personal observation of the work performed, coupled with discussion with the supervisor of the job. The technique of questionnaires is time-consuming and generally does not yield satisfactory results. Most of the employees cannot be depended upon the complete questionnaire because of their own limitations. At the same time, the supervisor also cannot be depended upon fully. He may either attempt to magnify the job in order to increase its importance or may fail to include pertinent information in the reply. When questionnaires are used, invariably the job analyst must discuss the job with the supervisor concerned in order to clarify the information provided in the questionnaire. The use of questionnaire is recommended only in case of those technical jobs where the job contents are not completely known to the supervisor, or the operation is too complex to observe, or the job is actually what the employee makes it.

Job description may be well prepared out in the work-shop. Every job should be described as it exists and as it is currently performed. Changes in procedures that might be planned should never be included in a job description until they take place. Sometimes, instances are found where the way in which the job is performed does not correspond to

the way in which supervisor wants the job to be done. In such cases, the preparation of the job description should be held up until the operator is trained in the method which is finally decided upon.

Accountability for Job Description

Usually, the chief executive of the organization will hold the personnel department accountable for coordinating the development and maintenance of job descriptions. Managers throughout the organization are held accountable for cooperating in this programme and for supplying accurate information. Thus, the personnel manager and other top managers are held jointly accountable for the development and maintenance of job descriptions.

Validity of Job Description

A job description is valid to the extent that it accurately reflects job contents. The importance of job description validity becomes clear when the influence of job descriptions on employment and evaluation practices is taken into consideration. These two functions are likely to be performed away from the job scene and possibly by people not

jobs. If the job description is inaccurate and misleading, candidates without proper qualifications may be referred to departmental heads, or jobs may be ranked improperly with others in terms of worth the organization. When used for this purpose, inaccurate job descriptions can also reduce the effectiveness of training, or the result in the development of unrealistic standards of performance. These problems demonstrate the importance of systematic, periodic information gathering and careful writing of the descriptions.

SELECTING HUMAN RESOURCES

RECRUITMENT

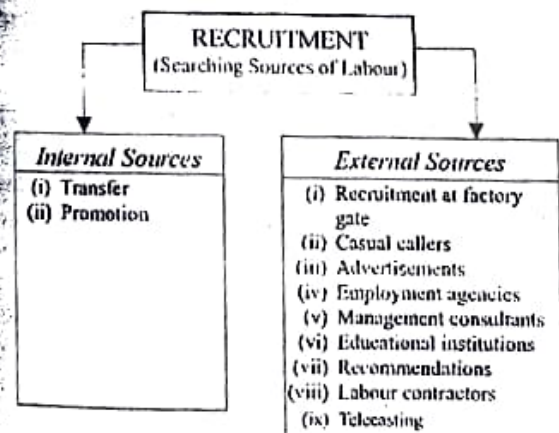
Meaning of Recruitment: The process of identification of different sources of personnel is known as recruitment. According to Edwin B. Flippo, "Recruitment is the process of searching the candidates for employment and stimulating

them to apply for jobs in the organization". It is a linking activity that brings together those offering jobs and those seeking jobs.

Date S. Beach observed, "Recruitment is the development and maintenance of adequate manpower resources. It involves the creation of a pool of available labour upon whom the organization can draw when it needs additional employees." Recruitment refers to the attempt of getting interested applicants and providing a pool of prospective employees so that the management can select the right person for the right job from this pool. Recruitment precedes the selection process, i.e., selection of right candidates for various positions in the organization.

Sources of Recruitment: As shown in the following figure, the various sources of recruitment may be grouped into the following two categories:

1. Internal Sources (recruitment from within the enterprise); and
2. External Sources (recruitment from outside).



Internal Sources

There are two important internal sources of recruitment, namely, *transfer* and *promotion* which are given below in details

- (i) **Transfer:** It involves the shifting of an employee from one job to another, one department to another or from one shift to another. Transfer is a good source of filling vacancies.

- (ii) **Promotion:** It leads to shifting an employee to a higher position, carrying higher responsibilities, facilities, status and pay.

Advantages of Internal Sources: Filling vacancies in higher jobs from within the organization or through internal transfers has the following merits:

- (i) Employees are motivated to improve their performance
- (ii) Morale of the employees is increased
- (iii) Industrial peace prevails in the enterprise because of promotion avenues
- (iv) Filling of jobs internally is cheaper as compared to getting candidates from external sources
- (v) A promotion at a higher level may lead to a chain of promotions at lower levels in the organization. This motivates the employees to improve their performance through learning and practices.
- (vi) Transfer or job rotation is a tool of training the employees to prepare them for higher jobs.
- (vii) Transfer has the benefit of shifting workplace from the surplus departments to those departments where there is shortage of staff.

Drawbacks of Internal Sources: Internal sources of recruitment have certain demerits also. These are listed below:

- (i) When vacancies are filled through internal promotions, the scope for fresh talent is reduced.
- (ii) The employees may become lethargic if they are sure of time bound promotions.
- (iii) The spirit of competition among the employees may be hampered.
- (iv) Frequent transfers of employees may reduce the overall productivity of the organization.

External Sources

Every enterprise has to tap external sources for various positions. Running enterprises have to recruit employees from outside for filling the positions whose specifications cannot be met by the present employees, and for meeting the additional requirements of manpower. The following

external sources of recruitment are commonly used by the big enterprises:

- (i) **Direct Recruitment:** An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the jobs available. It is also known as *recruitment at factory gate*. The practice of direct recruitment is generally followed for filling casual vacancies requiring unskilled workers. Such workers are known as *casual or badli workers* and they are paid remuneration on daily-wage basis. This method of recruitment is very cheap as it does not involve any cost of advertising vacancies. It is suitable for filling casual vacancies when there is greater rush of work or when a number of permanent workers are absent.
- (ii) **Casual Callers or Unsolicited Applications:** The organizations which are regarded as good employers draw a steady stream of unsolicited applications in their offices. This serves as a valuable source of manpower. If adequate attention is paid to maintain pending application folders for various jobs, the personnel department may find the unsolicited applications useful in filling the vacancies whenever they arise. The merit of this source of recruitment is that it avoids the costs of recruiting workforce from other sources.
- (iii) **Media Advertisement:** Advertisement in newspapers or trade and professional journals is generally used when qualified and experienced personnel are not available from other sources. Most of the senior positions in industry as well as commerce are filled by this method. The advantage of advertising is that more information about the organization, job descriptions and job specifications can be given in advertisement to allow self-screening by the prospective candidates. Advertisement gives the management a wider range of candidates from which to choose. Its disadvantage is that it may bring in a flood of response, and many times, from quite unsuitable candidates.

(iv) **Employment Agencies:** Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled, semi-skilled and skilled operative jobs. In some cases, compulsory notification of vacancies to the employment exchange is required by law. Thus, the employment exchanges bring the job givers in contact with the job seekers. However, in the technical and professional area, private agencies and professional bodies appear to be doing most of the work. Employment exchanges and selected private agencies provide nationwide services in attempting to match personnel demand and supply.

(v) **Management Consultants:** Management consultancy firms help the organizations to recruit technical, professional and managerial personnel. They specialize in middle level and top level executive placements. They maintain data bank of persons with different qualifications and skills and even advertise the jobs on behalf of their to recruit right type of accountants, engineers, etc. also help their members to get suitable placements in industrial organizations.

(vi) **Educational Institutions or Campus Recruitment:** Jobs in commerce and industry have become increasingly technical and complex to the point where school and college degrees are widely required. Consequently, big organizations maintain a close liaison with the universities, vocational institutes and management institutes for recruitment to various jobs. Recruitment from educational institutions are a well-established practice of thousands of business and other organizations. It is also known as *campus recruitment*.

(vii) **Recommendations:** Applicants introduced by friends and relatives may prove to be a good source of recruitment. In fact, many employers prefer to take such persons because something about their background is known. When a present employee or a business friend

recommends some one for a job, a type of preliminary screening is done and the person is placed on a job. Some organizations have agreements with the trade unions to give preference to blood relations of existing or retired employees if their qualifications and experience are suited to fill the vacant jobs.

(i) **Labour Contractors:** Labour contractors are an important source of recruitment in some industries in India. Workers are recruited through labour contractors who are themselves employees of the organization. The advantage of this system is that if the contractor leaves the organization, all the workers employed through him will also leave. That is why, this source of labour is not preferred by many businesses organizations.

(ii) **Telecasting:** The practice of telecasting of vacant posts over T.V. is gaining importance these days. Special programmes like 'Job Watch', 'Youth Pulse', etc. over the T.V. have become quite popular in recruitment for various types of jobs.

Merits of External Sources

The merit of external sources is as under:

- (i) **Qualified Personnel:** By using external sources of recruitment, the management can get qualified and trained people.
- (ii) **Wider Choice:** When vacancies are advertised widely, a large number of applicants apply. The management has a wider choice to select people for employment.
- (iii) **Fresh Talent:** External sources facilitate infusion of fresh blood with new ideas into the enterprise. This will improve working of the enterprise.
- (iv) **Competitive Spirit:** If a company can tap external sources, the existing staff will have to compete with the outsiders. They will work hard to show better performance.

Demerits of External Sources

The demerits of filling vacancies from external sources are as follows:

- (i) **Dissatisfaction among Existing Staff:** External recruitment may lead to dissatisfaction and frustrations among existing employees. They may feel that their chances of promotion are reduced.
- (ii) **Lengthy Process:** Recruitment from outside takes a long time. The business has to notify the vacancies and wait for applications to initiate the selection process.
- (iii) **Costly Process:** It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.
- (iv) **Uncertain Response:** The candidates from outside may not be suitable for the enterprise. There is no guarantee that the enterprise will be able to attract right kinds of people from external sources.

RECRUITMENT PROCEDURE

Responsibility for Recruitment: In a small organization, recruitment is usually done rather informally by the owner or manager. But in a larger organization, the human resource department is usually responsible for developing sources of applicants. Within the human resource department, there is likely to be an employment office to do the recruiting and even initial selection of candidates for a job. Big organizations employing large number of professional and managerial employees may have a separate department engaged entirely in recruiting.

At the same time, individual managers and employees may be referring promising applicants to the personnel department. Similarly, the human managers as may be the case when campus recruitment is assistance from the managers or as may be the case when campus recruitment is proposed at the alma mater of one of the managers. Still other firms prefer to put together recruiting teams consisting of human resource specialists and other executives. For example, one or more engineers may accompany the team of campus recruiters for recruitment of engineering personnel at technical institutes.

Regardless of who does the recruiting, it is important for one department to coordinate the recruitment function in order to develop adequate sources, avoid duplication, and ensure that human resource needs for the whole organization are met.

Factors affecting Recruitment: There are many factors that limit or affect the recruitment policy of an organization. The important factors are listed below:

- (i) Size of the organization and the kinds of human resources required.
- (ii) Effect of past recruitment efforts.
- (iii) Nature of labour market of the region.
- (iv) Extent and strength of unionization in the region.
- (v) Working conditions, wages and other benefits offered by other concerns.
- (vi) Social and political environment.
- (vii) Legal obligations created by various statutes.

Requisition for Recruitment: Recruitment is an on-going process whereby the firm attempts to develop a pool of qualified applicants for future human resource needs even though specific vacancies do not currently exist. This process also involves contacts with sources of recruitment.

In most cases, recruitment starts when a manager initiates an employee requisition for a specific vacancy. The requisition should contain the basic information describing the position to be filled, the duties to be performed, and the experience and qualifications required of the candidate for the job.

SELECTION

Selection involves a series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. The process of selection leads to employment of persons who possess the ability and qualifications to perform the jobs which have fallen vacant in an organization. It divides the candidates for employment into two categories, namely, 'those who will be offered employment and those who will not be'. This process should be called 'rejection' since more candidates may be turned away than employed. That is why, selection is frequently

described as a negative process in contrast with the positive nature of recruitment.

Purpose of Selection

The basic purpose of the selection process is to *choose right type of candidates to man various positions* in the organization. In order to achieve this purpose, a well-organized selection procedure involves many steps and at each step, unsuitable candidates are rejected. In other words, the aim of selection process is to reject the unsuitable candidates. But recruitment, on the other hand, is a positive process. Its aim is to attract applicants for vacant jobs in the organization. Various sources of recruitment are used for this purpose.

Thus, recruitment is a positive process because it aims at attracting applicants for various jobs. But selection is a negative process because it aims at rejecting applicants who are unsuitable and offering jobs to those who are found fully suitable.

Distinctive Features of Selection

- (i) Selection means employment of workers in relation to the employer-employee relationship between the employer and the worker.
- (ii) Selection is a *negative process* because it involves rejection of unsuitable candidates.
- (iii) Selection aims at *eliminating unsuitable candidates* and *ensuring most competent people* for the vacant job.
- (iv) Selection is a *complex process* under which each candidate is required to cross a number of hurdles before getting the offer for a job.

Significance of Selection

Selection is a critical process these days because it requires a heavy investment of money to get right types of people. Induction and training costs are high. If the right types of persons are not chosen, it will lead to huge loss of the employer in terms of time, effort and money. Therefore, it is essential to devise a suitable selection procedure. Each step of the selection procedure should help in getting more and more information about the applicants to facilitate decision making in the area of selection.

Absenteeism and employee turnover are the important problems which are being faced by most of the organizations. The intensity of these problems can be reduced if in the future all selections are made carefully so that there are 'round pegs in the round holes'. Whenever unsuitable employees are appointed, the efficiency of the organization will go down. Such employees will shirk work and absent themselves from the work more often. They may also be compelled to leave their jobs. If this happens, all the expenses incurred on the selection and training of such employees will go waste.

Scientific selection and placement of personnel will go a long way towards building up a stable workforce. It will keep the rates of absenteeism and labour turnover low and will increase the morale of the employees. If the employees are suitable according to the requirements of the jobs, they will show higher efficiency and productivity. This will also enable the organization to achieve its objectives effectively.

The benefits of selecting right kinds of people for various jobs are as follows:

- (i) Proper selection and placement of personnel go a long way towards building up a suitable workforce. It will keep the rates of absenteeism and labour turnover low.
- (ii) Competent employees will show higher efficiency and enable the organization to achieve its objective effectively.
- (iii) The rate of industrial accidents will be considerably low if suitable employees are placed on various jobs.
- (iv) When people get jobs of their taste and choice, they get higher job satisfaction. This will build up a contented workforce for the organization.
- (v) The morale of the employees who are satisfied with their jobs is often high.

Scientific Selection

Fitting the worker to the job is the first and the most important step in promoting individual efficiency in industry. Scientific selection of employees is an important function of the Personnel Department. The object of scientific selection is to place on each job a worker who can maintain a

given output with minimum expenditure of energy and who will be best fitted to the job.

The factors to be considered for selecting the right person for the right job are as under:

1. **Physical Characteristics:** Sound body, limbs, height, weight, sight, etc.
2. **Personal Characteristics:** Age, sex, marital status, number of children, family background, etc.
3. **Proficiency or Skill and Ability:** Qualifications and previous experience.
4. **Competency:** Potentiality of an individual for learning and becoming proficient in a job. Competency points out capacity to acquire knowledge and skill for success on the job.
5. **Temperament and character:** Emotional, moral and social qualities, honesty, loyalty, etc. A high degree of intellectual competency can never serve as a substitute for such qualities as honesty and trustworthiness. It is important to know about individual's character, his habits of work, his way of reacting in this or that situation, his driving forces in determining his fitness for the job.
6. **Interest:** Without interest, work is colourless and worthwhile to the individual and abilities are developed as well as accomplishments are realized. If a person has skill, and competency, but he has no interest in the job, he will be unhappy in his work.

Role of Personnel Department in Selection

Personnel department plays an important role in the selection process. However, it should be kept in mind that decision to add persons on the payroll in a particular department of the organization is not made by the personnel department. The requisition for the employees must originate from the department where it is necessary to hire some persons to particular jobs in the near future. For this purpose, the use of a standard requisition form by the departmental head is preferable as it will make clear the number of vacancies, types of jobs, pay scale and any special characteristics or skills required. After receiving the requisition, the personnel department will see the

catalogue of job description and job specifications to obtain a picture of the job and will tap some source or sources of recruitment according to the circumstances of the case.

Selection process will start when some applications are received from the candidates. The personnel department will classify and file the applications and will screen out the applicants which are found unsuitable. After this, it may call the other applicants for initial interview or employment tests.

Selection Procedure

The procedure of selection will vary from organization to organization and even from department to department within the same organization according to the kinds of the jobs to be filled. The number of steps in the procedure and the sequence of steps also vary. For instance, some organizations do not hold preliminary interview, test or screening, whereas in other organizations such as commercial banks, preliminary tests are given to eliminate a large numbers of applicants. Similarly, in some cases, medical examination is given before final selection and in others, medical check up follows final selection. Thus, every organization will design a selection procedure that suits its requirements. However, the main steps could be incorporated in the selections procedures are as under:

1. Preliminary interview
2. Receiving applications
3. Screening of applications
4. Employment test
5. Employment Interview
6. Physical examination
7. Checking references
8. Final selection

As shown in the Fig. 3, every candidate for a job has to clear a number of hurdles before getting selected for the job. If he is not found suitable at any stage, he is not considered for the further stages. Thus, he will be rejected. For instance, if a candidate's particulars in the application are not found suitable, he will not be called for the interview.

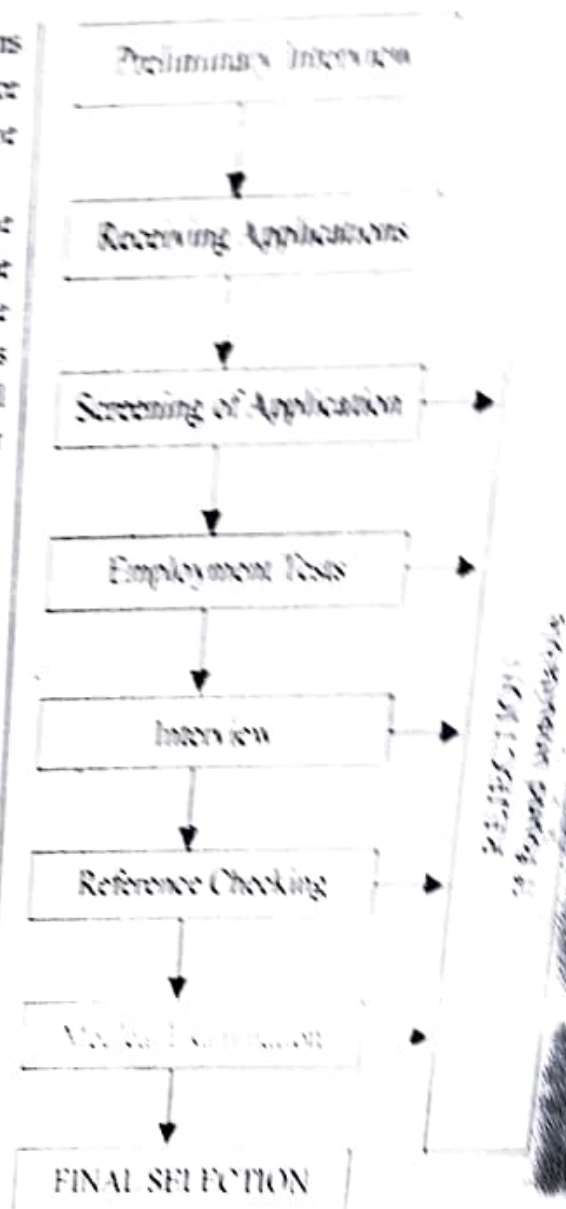


Fig. 3

The successive stages in the selection process are discussed below:

1. **Preliminary Interview:** In the most of the organizations, the selection programme begins with preliminary interview or screening. The preliminary interview is generally brief and does the job of eliminating the totally unsuitable candidates. The preliminary interview offers advantages not only to the organization, but also to the applicants. If an applicant is eliminated at this stage, the organization will be saved from the expenses of processing him through the remaining steps of the selection procedure and the unsuitable candidate.

2. **Receiving Applications:** Whenever there is a vacancy, it is advertised or enquires are made from the suitable sources, and applications are received from the candidates. Standard application forms may be drawn up for different jobs supplied to the candidates on request. The application form is useful for several reasons. It gives a preliminary idea about the candidate to the interviewer and helps him in formulating questions to have more information about the candidate. The written information about age, qualifications, experience, etc. may prove to be of greater value to the interviewers. It makes the processing of applications very easy since there is uniformity of filling the data in the application form.

3. **Screening of Applications:** After the applications are received, they are screened by a screening committee and a list is prepared of the candidates to be interviewed. Applicants may be called for interview on some specific criteria like sex, desired age group, experience and qualifications. The number of candidates to be called for interview is normally five to seven times the number of posts to be filled up. The screened applications are then reviewed by the Personnel Manager and interview letters are dispatched by registered post or under certificate of post.

4. **Employment Tests:** Individual differ in almost all aspects one can think of. They differ with respect to physical characteristics, capacity, level of mental ability, their likes and dislikes and also with respect to personality traits. The pattern of physical, mental and personal variables gives rise to thousand and one combinations and the particular pattern makes the individual suitable for several classes of activities, jobs or fields of work. Matching of individual's physical, mental and temperamental pattern with the requirements of job or field of training is a difficult task. But where this matching takes place, the result is happiness for the individual and

prosperity for the organization and the society. But instances of round pegs in square holes and vice versa are not rare. So before deciding upon the job or jobs suitable for a particular individual, one should know the level of his ability and the knowledge, the pattern of his interest and aptitudes in detail. This will require the use of employment tests which are listed below:

- (a) Intelligence tests
- (b) Aptitude tests
- (c) Trade of proficiency tests
- (d) Interest tests
- (e) Personality tests

Employment tests are widely used for judging the applicant's suitability for the job. They bring out the qualities and weaknesses of individuals which could be analyzed before offering jobs to them. The tests must be designed properly.

5. **Employment Interview:** Employment tests provide a lot of valuable information about the candidate, yet they don't provide the complete information required of the applicant. Interview may be used to secure more information about the candidate. The main purposes of an employment interview are:

- (a) To find out the suitability of the candidate
- (b) To seek more information about the candidate, and
- (c) To give him an accurate picture of the job with details of terms and conditions and some idea of organization's policies.

For the selection of right types of people, employment interview is very important. The communication skill of the candidate can be judged in the interview. His way of thinking can also be known. Interview is very important where the candidate has to go through employment tests. The information contained in the application can be checked during the interview.

6. **Checking References:** A referee is potentially an important source of information about a candidate's ability and personality if he holds

a responsible position in some organization or has been the boss or employer of the candidate. Prior to final selection, the prospective employer normally makes an investigation on the reference supplied by the applicant and undertakes more or less thorough search into the candidate's past employment, education, personal reputation, financial condition, police record, etc. However, it is often difficult to persuade a referee to give his opinion frankly. The organization may persuade him to do so by giving an assurance that all information provided by him will be treated as strictly confidential.

7. **Medical Examination:** The pre-employment physical examination or medical test of a candidate is an important step in the selection procedure. Though in the suggested selection procedure, medical test is located near the end, but this sequence need not be rigid. The organizations may place the medical examination relatively early in process so as to avoid time and expenditure to be incurred on the selection of medically unfit persons. Some organizations either place the examination relatively early in the selection procedure or they advise the candidates to get themselves examined by a medical expert so as to avoid disappointment at the end.

The physical examination should disclose the physical characteristics of the individual that are significant from the standpoint of his efficient performance of the job he may assigned for those jobs to which he may reasonably be expected to be transferred or promoted. A proper medical examination will ensure higher standard of health and physical fitness of the employees and will reduce the rates of accident, labour turnover, and absenteeism.

The advantages of physical examination are:

- (a) It serves to ascertain the applicant's physical capability to meet the job requirements;

- (b) It serves to protect the organization against the unwarranted claims against workers' compensation laws, law suits for damages; and
- (c) It helps to prevent communicable diseases entering the organization.

8. Final Selection and Appointment

After a candidate has cleared all the steps in the selection procedure, he is appointed by issuing him an appointment letter or by concluding with him an agreement. Generally, the candidate is appointed on permanent basis. He is considered better to try them for a few months on the job itself. This is because the selection is complete in itself. It gives the whole picture of the person in terms of qualities of a candidate. It is not only observing a person at work that one can know how he does his work and how he gets on with fellow employees and supervisors. At the end of the probation period, an employee found unsuitable, the management may transfer him to some other job to which he is expected to do justice. But if the organization cannot offer him a job which he is capable of doing, it may either sack him or give him time and training to improve himself.

INDUCTION (ORIENTATION) PRELIMINARY TRAINING

Induction is the welcoming process to make the new employee feel at home and generate in him a sense of belongingness to the organization. It is concerned with the problem of introducing a new employee to his work, his supervisor and the organization. It is the first step of the fusion process which helps in the integration between the organization goal and the personal goals of the new employee. After selecting compatible personnel, the organization should communicate to the new employees its policies and customs and practices. A proper induction welcomes the new employees with a good attitude, reduces labour turnover, and makes the employee feel at home right from the beginning.

It serves to protect the new employee reports for work, he must be acquainted and adjusted with the workers' compensation and the fellow employees. It is to prevent suits for damages; to give him a friendly welcome when he joins the organization, get him introduced to the organization and help him to get a general idea of its policies and regulations, working conditions, and socializing process by which the candidate has cleared the selection procedure. It seeks to make an individual its agent by concluding with him the achievement of its objectives and the achievement of the agency of the organization for the achievement of his personal better to try them for himself. This is because an induction or introduction is complete in its picture of the organization should try to achieve the following of a candidate.

It builds up the new employee's confidence in the organization and in himself so that he becomes an efficient employee. It promotes a feeling of belonging and loyalty to the organization among new-comers. It ensures that the new employee may not get a false impression regarding the new place of work because first impression is the last impression. It gives the new entrant the information he needs such as location of locker room, canteen and other facilities, time to break, etc.

INDUCTION (ORIENTATIONAL) TRAINING

The coming process to the new employee and generate in him a feeling of belonging to the organization. The problem of induction programme is generally informal in small firms. It may be formal of the duration of four weeks in case of big organizations. The training course should not be too long which helps in training goal and need not necessarily be given on the first day. After the new employee joins. But if a formal induction programme is to be attended after two or three weeks on the first day, the organization should be given by the supervisor immediately after the new employee joins. The range of information that is covered under orientation training is as follows:

- (i) Company's history and philosophy
- (ii) Products of the company
- (iii) Company's organization structure
- (iv) Location of departments and employee services
- (v) Personnel policies and practices
- (vi) Employees' activities
- (vii) Rules and regulations
- (viii) Grievance procedure
- (ix) Safety measures
- (x) Standing orders

Socialization: Familiarization with Organization Culture

Socialization is a process of indoctrinating the new employees into the organization culture. The organization takes steps to get them adapt to its existing culture. It socializes the new employees and moulds them to accept its standards and norms.

Socialization is a process of adaptation by which employees are able to understand the basic values, norms and customs for becoming the accepted members of organization and assuming organizational roles. People who do not learn to adjust with the culture of organization are labelled as 'rebels' or 'nonconformists' and may even be turned out of the organization. Socialization performs two functions:

- (i) It creates uniform behaviour in members, increases understanding, reduces conflicts, etc. and
- (ii) It reduces role ambiguity of employees as they will come to know what is expected of them.

As shown in the Fig. 4, Maanen and Schein have conceptualized three stages in the process of socialization: pre-arrival, encounter and metamorphosis or transformation. These are briefly discussed below:

1. **Prearrival Stage:** It denotes the period of learning in the socialization process that occurs before a new worker joins the organization. The new worker has a set of values, beliefs, attitudes and expectations. Such factors must be taken care of at the selection stage. Those types of people should

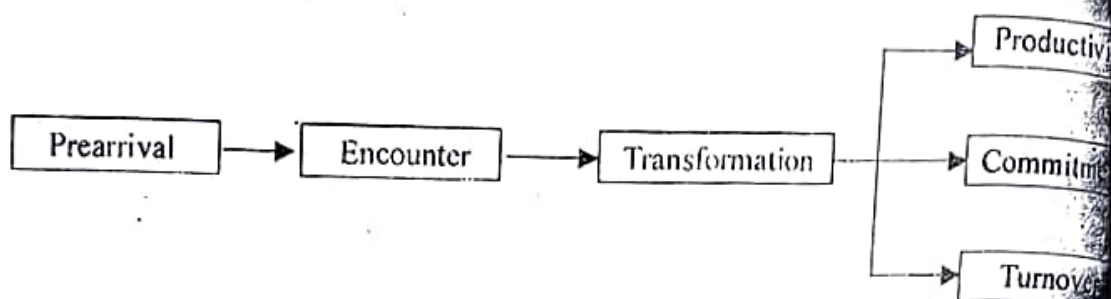


Fig. 4. Stages in Socialization Process

be selected who might be able to fit into the organization's culture. The candidates must be made aware of the organization's values and expectations during the selection process so that the chances of wrong selection are reduced to the minimum.

2. **Encounter Stage:** The new employee enters this stage when he joins the organization. He comes to know what the organization is really like and may find divergence between his expectations and those of the organization. If this is so, the new employee must undergo socialization that will detach him from his previous notions and assumptions about the organization and make him learn another set the organization deems desirable. The induction process is helpful in many of the cases. But if the employee is not able to change his expectations and adapt to the requirements of the organization, he might have to leave the organization.
3. **Metamorphosis or Transformation Stage:** Under this stage, the real transformation in the new employee takes place. He adjusts to this work-group's values and norms and becomes comfortable with the organization and his job. His internalization of organization's culture wins him acceptability among his colleagues and creates confidence in him. This makes him a contended employee and he likes the place of work and enjoys the company of his colleagues. As a result, he will feel committed to the organizational and his productivity will increase. His search for job elsewhere will also

come to the end. If, in any case, the employee is not able to adapt himself to the organization's culture, the result will be productivity of commitment and even leaving organization.

TRAINING

Need and Rationale of Training

Training is important not only from the point of view of the organization, but also for the employee. Training is valuable to the employees because it will give them greater job security and opportunity for advancement. A skill acquired through training is an asset for the organization and the employee. It can be taken away only by complete elimination of the need for that skill because of technological changes.

The need for training arises because of the following reasons:

- (i) **Changing Technology:** Technology is changing at a fast pace. The workers must learn new techniques to make use of advanced technology. Thus, training should be treated as a continuous process to update employees in new methods and procedures.
- (ii) **Quality Conscious Customers:** The customers have become quality conscious and their requirements keep on changing. To satisfy customers, quality of products must be continuously improved through training of workers.
- (iii) **Greater Productivity:** It is essential to increase productivity and reduce cost of production for meeting competition.

Productivity: Effective training can increase productivity of the workers.

Stable Workforce: Training creates a feeling of confidence in the minds of the workers. It gives them a security at the work place. As a result, labour turnover and absenteeism rates are reduced.

Increased Safety: Trained workers handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

Better Management: Training can be used as an effective tool of planning and control. It develops skills among workers for the future and also prepares them for promotion. It helps in reducing the costs of supervision, wastages and industrial accidents. It also increases productivity and quality.

Definition of Training

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for imparting technical know-how to the employees to increase their knowledge and skills for doing jobs with proficiency. In other words, the employees acquire technical knowledge, skills and problem solving ability by undergoing the training programme.

According to Edwin B. Flippo, "Training is the process of increasing the knowledge and skills of an employee for doing a particular job." Its purpose is to bring about a change in the behaviour of those employees and to enable them to do their jobs better. Training is a continuous process.

Objectives of Training

The objectives of training are as follows:

- To increase the knowledge of workers in doing specific jobs
- To impart new skills among the workers systematically so that they learn quickly
- To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization

- To improve the overall performance of the organization
- To make the workers handle materials, machines and equipment efficiently and thus to check wastage of time and resources.
- To reduce the number of accidents by providing safety training to workers
- To prepare workers for higher jobs by developing advanced skills in them

Benefits of Training to Employees

Training helps the employees or workers in the following ways:

- Confidence:** Training creates a feeling of confidence in the minds of workers. It gives a feeling of safety and security to them at the work-place.
- New Skills:** Training develops skills which serve as a valuable personal asset of a worker. It remains permanently with the worker himself.
- Promotion:** Training provides opportunity for quick promotion and self-development.
- Higher Earnings:** Training helps in earning higher remuneration and other monetary benefits to the workers as their productivity is increased.
- Adaptability:** Training develops adaptability among workers. They don't worry when work procedures and methods are changed.
- Increased Safety:** Trained workers handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to accidents.

Types of Training

On the basis of purpose, several types of training programmes are offered to the employees. It should be noted that these programmes are not mutually exclusive. They invariably overlap and employ many common techniques. The important types of training programmes are as follows:

- Induction or orientation training
- Job training
- Apprenticeship training

4. Internship training
5. Refresher training or retraining
6. Training for promotion

1. **Induction or Orientation Training:** Induction is concerned with *introduction or orientation* a new employee to the organization and its procedures, rules and regulations. When a new employee reports for work, he must be helped to get acquainted with the work environment and fellow employees. It is better to give him a friendly welcome when he joins the organization, get him introduced to the organization and help him to get a general idea about the rules and regulations, working conditions, etc. of the organization.
2. **Job Training:** Job training relates to specific job which the worker has to handle. It gives information about machines, process of production, instructions to be followed, and methods to be used and so on. It develops skills and confidence among the workers and enables them to perform the job efficiently.
3. **Apprenticeship Training:** Apprenticeship training programme tends more towards education than merely on the vocational training. Under this, both knowledge and skills in doing a job or a series of related jobs are involved. The governments of various countries have passed laws which make it obligatory on certain classes of employers to provide apprenticeship training to the young people. The usual apprenticeship programmes combine on the job training and experience with class-room instructions in particular subjects.

The trainees receive wages while learning and they acquire valuable skills which command a high wage in the labour market. In India, there are so many 'earn when you learn' schemes both in the private as well as public sector undertakings. This is also advantageous to the trainees. Some employers look upon apprentices as a source of cheap labour. Apprenticeship training is desirable in industries which require a constant flow of new employees expected to become all round

craftsmen. It is very much prevalent in printing trades, building and construction, and crafts like mechanics, electricians, welders, etc.

4. **Internship Training:** Under this method, the educational or vocational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its students. Internship training is usually meant for such vocations where advanced theoretical knowledge is to be backed by practical experience on the job. For instance, engineering students are sent to big industrial enterprise for gaining practical work experience and medical students are sent to big hospitals to get practical knowledge. The period of such training varies from six months to two years. The trainees do not belong to the business enterprises, they come from the vocational or professional institutions. It is quite usual that enterprise giving the training absorb them by offering suitable jobs.
5. **Refresher Training or Retraining:** As the name implies, the refresher training is meant for the old employees of the enterprise. The basic purpose of refresher training is to acquaint the employees with the latest

their efficiency further. In the words of Dale Yoder, "Retraining programmes are designed to avoid personnel obsolescence." The skills with the existing employees become obsolete because of technological changes and because of the tendency of human beings to forget. Thus refresher training is essential because of the following factors:

- (a) The workers require training to bring them up-to-date with the knowledge and skills and to relearn what they have forgotten.
- (b) Rapid technological changes make even the most skilled workers obsolete in course of time because new technology is associated with new work-methods and job requirements. The workers need to learn new work methods to use new techniques in doing their jobs.

- (c) Refresher training becomes necessary because many new jobs which are created due to changes in the demand for goods and services are to be handled by the existing employees.

Training for Promotion: The talented employees may be given adequate training to make them eligible for promotion to higher jobs in the organization. Promotion of an employee means a significant change in his responsibilities and duties. Therefore, it is essential that he is provided sufficient training to learn new skills to perform his new duties efficiently. The purpose of training for promotion is to develop the existing employees to make them fit for undertaking higher job responsibilities. This serves as a motivating force to the employees.

Methods of Training

As shown in the following Exhibit, a wide range of training methods and techniques have been developed over the years by various organizations and training experts. Different training methods are suitable for different categories of personnel in the organization: Managerial and Non-managerial, Technical, administrative, skilled, unskilled, senior, junior and so on. Each organization has to choose those methods and techniques of training which are relevant for its training needs.

EXHIBIT: Methods of Training

- I. **Vestibule Training** (adapted to the environment at the place of work)
- II. **On-the-job training** (at the place of work)
 - (i) Coaching
 - (ii) Understudy
 - (iii) Position Rotation
- III. **Off-the-job Training** (away from the place of work)
 - (i) Special Lecture-cum-Discussion
 - (ii) Conference
 - (iii) Case Study
 - (iv) Sensitivity Training
 - (v) Special Projects
 - (vi) Committee Assignments

The various methods of training may be classified into the following categories:

- I. Vestibule training
- II. On-the-job training
- III. Off-the-job training

I. Vestibule Training: The term 'vestibule training' is used to designate training in a classroom for semi-skilled jobs. It is more suitable where a large number of employees must be trained at the same time for the same kind of work. Where this method is used, there should be well qualified instructors in charge of training programme. Here the emphasis tends to be on learning rather than production. It is frequently used to train clerks, machine operators, typists, etc.

Vestibule training is adapted to the same general type of training problem that is faced by on-the-job training. A vestibule school is run as a special endeavor of the personnel department. An attempt is made to duplicate, as nearly as possible, the actual material, equipment and conditions found in the real work-lace. Now the question arises why to have a vestibule school. The vestibule school may be started when the training work exceeds the capacity of the line supervisor. Thus, in vestibule training, the workers are trained on specific jobs in a school run by the organization. An attempt is made to create working conditions which are similar to the actual workshop conditions. The learning conditions are also carefully controlled.

Vestibule training is particularly suitable where it is not admissible to put the burden of training on line supervisors and where a special coaching is required. The staff of the vestibule school consists of expert and specialist instructors. The trainees avoid confusion and pressure of the work situation and are thus able to concentrate on training. Their activities do not interfere with the regular processes of production. Moreover, trainees get an opportunity to become accustomed to work routine and recover from their initial nervousness before going on to actual jobs.

Vestibule training has certain demerits also. The artificial training atmosphere may create the adjustment problem for the trainees when they return to the place of job. Vestibule training is relatively

expensive because there is duplication of materials, equipment and conditions found in a real work-place.

II. On-the-job Training: On-the-job training is considered to be the most effective method of training the operative personnel. Under this method, *the worker is given training at the work place by his immediate supervisor.* In other words, the worker learns in the actual work environment. It is based on the principle of 'learning by doing'.

On-the-job training is suitable for imparting skills that can be learnt in a relatively short period of time. It has the chief advantage of strongly motivating the trainee to learn. It is not located in an artificial situation. It permits the trainee to learn on the equipment and in the work-environment. On-the-job training methods are relatively cheaper and less time consuming. Another important factor about On-the-job training is that supervisors play an important part in training the subordinates.

There are four methods of On-the-job training describing below:

- (i) **Coaching:** Under this method, the supervisor imparts job knowledge and skills to his subordinate. The emphasis in coaching or instructing the subordinate is on learning by doing. This method is very effective if the superior has sufficient time to provide coaching to his subordinates.
- (ii) **Understudy:** The superior gives training to a subordinate as his understudy or assistant. The subordinate learns through experience and observation. It prepares the subordinate to assume the responsibilities of the superior's job in case the superior leaves the organization. The subordinate chosen for under-study is designated as the heir-apparent and his future depends upon what happens to his boss. The purpose of under study is to prepare someone to fill the vacancy caused by death, retirements, promotion, or transfer of the superior.
- (iii) **Position Rotation:** The purpose of position rotation is to broaden the background of the trainee in various positions. The trainee is

periodically rotated from job to job instead of sticking to one job so that he acquires a general background of different jobs. However, rotation of an employee from one job to another should not be done frequently. He should be allowed to stay on a job for a sufficient period so that he may acquire the full knowledge of the job.

Job rotation is used by many organizations to develop *all-round-workers*. The employees learn new skills and gain experience in handling different kinds of jobs. They also come to know the inter-relationship between different jobs. Job rotation is also used to place workers on the right jobs and prepare them to handle other jobs in case of need.

III. Off-the-job Training: It requires the worker to undergo training for a specific period away from the work-place. Off-the-job methods are concerned with both knowledge and skills in doing certain jobs. The workers are free of tension of work while they are learning.

Methods of training and development as described below:

- (i) **Special Lecture cum Discussion:** Training through special lectures is also known as 'class-room training'. It is more associated with imparting knowledge than with skills. The special lectures may be delivered by some executives of the organization or specially from vocational and professional institutes. Many firms also follow the practice of inviting expert for special lectures for the staff on matters like health, safety, productivity, quantity, etc.
- (ii) **Conference Training:** A conference is a group meeting conducted according to an organized plan in which the members seek to develop knowledge and understanding by participation. It is an effective training device for persons in the positions of both conference member and conference leader. As a member, a person can learn from others by comparing his opinion with those of others. He learns to respect the viewpoints of others and also

realizes that there is more than one workable approach to any problem.

Case Study: The case method is a means of simulating experience in the classroom. Under this method, the trainees are given a problem or case which is more or less related to the concepts and principles already taught. They analyse the problem and suggest solutions which are discussed in the class. The instructor helps them reach a common solution to the problem. This method gives the trainee an opportunity to apply his knowledge to the solution of realistic problems.

Designing a Training Programme

A training programme is an integral part of human resource management. As shown in the Fig. 5, it consists of the following inter-related steps:

- 1. Identification of training needs
- 2. Setting training objectives
- 3. Organization of training
- 4. Evaluation of training

Identification of Training Needs
Organizational Analysis
Task Analysis
Human Resource Analysis

Setting Training Objectives

Organization of Training Programme
Trainee and Instructor
Period of Training
Training Methods and Material

Evaluation of Training Results

Fig. 5. Design of a Training Programme

Essentials of Good Training

Training is an important tool of management capable of making significant contribution to the goals of the organization. Training tends to improve the performance of employees by narrowing the gap between expectations and achievements. Because of its significant role, it is essential to have an effective training programme in the enterprise. An effective training programme should possess the following characteristics:

- (a) Training programme should be chalked out after identifying the training needs or goals. It should have relevance to the job requirements.
- (b) An effective training programme should be flexible. It should make due allowance for the differences among the individuals as regards ability, aptitude, learning capacity, emotional make-up, etc.
- (c) A good training programme should prepare the trainees mentally before they are imparted any job knowledge or skill.
- (d) An effective training programme should be conducted by well qualified and experience trainers.
- (e) An effective training programme should emphasis both theory and practice. It should help in acquiring knowledge and its application.
- (f) An effective training programme should have the top management's support. The top management can greatly influence the quality of training in the organization by the policies it adopts and the extent to which it supports the training programme.

DEVELOPMENT

Executive or management development consists of all activities by which executives learn to improve their behaviour and performance. It is designed to improve the effectiveness of managers in their present jobs and to prepare them for higher jobs in future. Executive development denotes planned efforts to improve current and future performance of the organization.