

# **Introduction to the Human Resources Management (HRM)**

## Lecture 01

### Learning Outcomes

At the end of this discussion you should be able to:

- Describe HRM.
- Understand the signification of human resource.
- Understand the generic purpose, goals & objectives of HRM.
- List HRM function.
- Explain the signification of HRM for the government sector organizations.

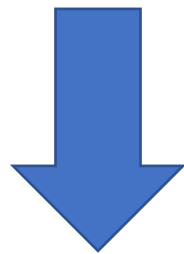
# What is an Organization?

Economic and social entity composed of a group of people who interact with each other for the purpose of achieving common goal.

# What do you mean by goal?

Goals are the desired targets to be achieved in future.

The basic goal of any organization is to



Serve the human society

- To fulfill human needs and upgrade standard of living of people.

## **What are the other Goals of private sector Organizations?**

- To increase profit of owners.
- To maximize customer satisfaction.
- To increase the market share.
- Innovations.
- Fulfill corporate social responsibility etc.

## **What are the other goals of government sector organizations?**

- To provide efficient service to the public.
- To provide essential services to the general public.
- To achieve the sustainable developmental goal.

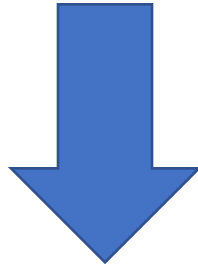
# **What is management?**

Management is the efficient and effective utilization of resources to achieve goals of an organization.

## **What is HRM?**

- HRM is the efficient and effective utilization of human resources to achieve goals of an organization.
- HRM is the set of activities in an organizations intended to influence the effectiveness of human resource.

# Human resources (HR)



Employees who work for the organization.

## Unique Characteristics of Human Resource

- It is animate, active and living
- It has the ability to think , feel and react.
- It has the ability to influence on determining its cost
- It has the ability to organize as unions
- Its behavior is complex and may be unpredictable
- It has the ability of creativity and innovation

# Efficient utilization of HR

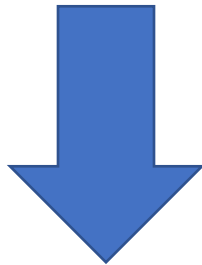
Optimum use of employees by minimizing wastage in terms of

- Right employees
- Right number
- Right cost
- Right place

# Effective Utilization

Use of HR for Organizational effectiveness

Utilization of employees



To accomplish goal of the organization fully

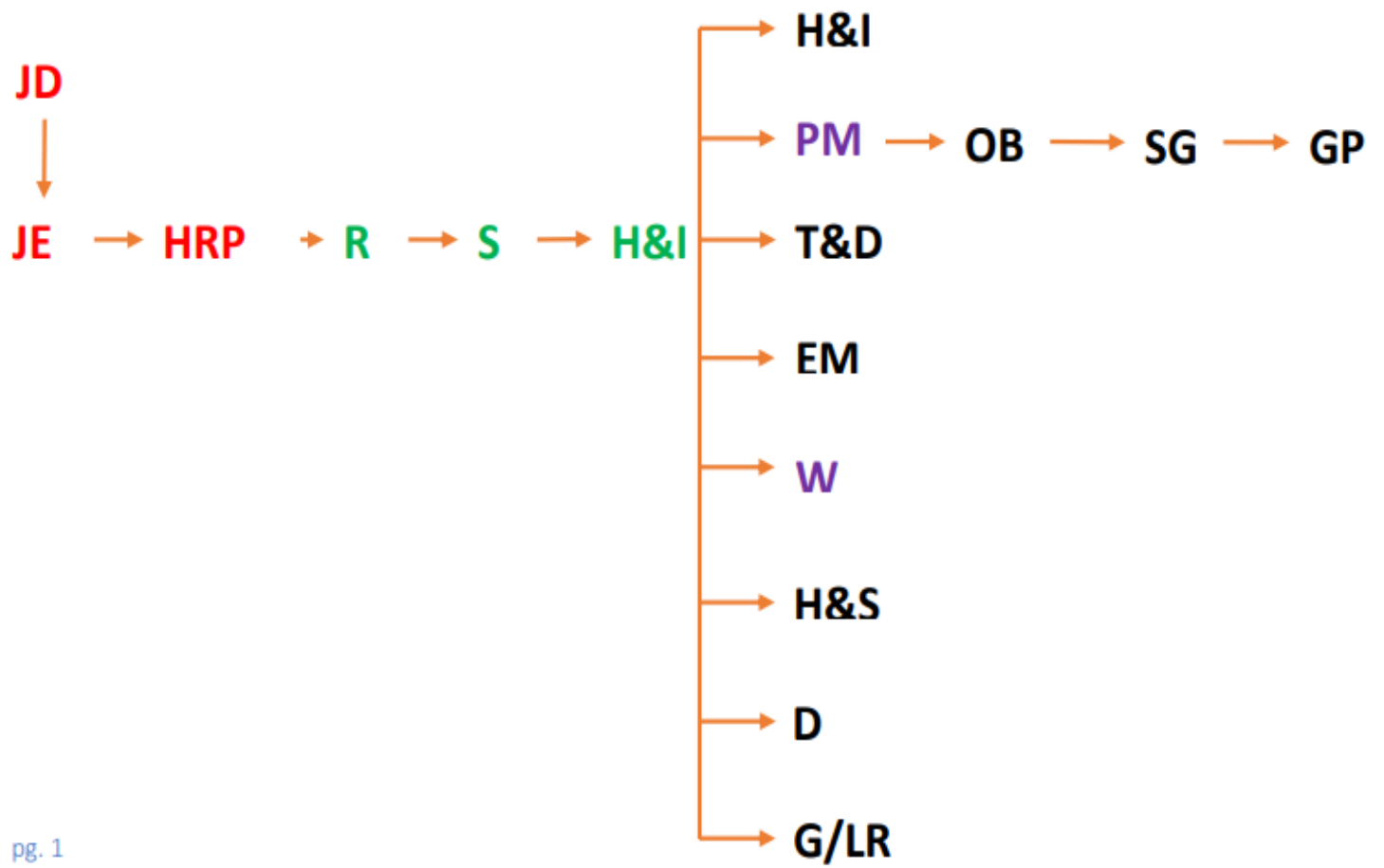
## **Generic purpose of HRM**

- Generate and retain an appropriate and contended workforce
- who gives the maximum individual contribution to organizational success

## **Goals and Objectives of HRM**

- To attract right people.
- To develop employee competencies.
- To retain appropriate employees.
- To improve employee commitment.
- To motivate employees.
- To control the cost of employees.
- To ensure legal compliance.

## HRM model





## **HRM Function**

Job design	Job Analysis
❖ Human Resource planning	❖ Recruitment
❖ Selection	❖ Hiring and induction
❖ Performance Management and evaluation	❖ Training and Development
❖ Discipline administration	❖ Employee Movement
❖ Health and safety Management	❖ Welfare ❖ Administration/Employee ❖ Wellbeing.
❖ Labor Relations	

## **Significance of HRM for the Government Sector Organization**

- To achieve the goals and objectives of the organization.
- To develop satisfied, motivated and loyal workforce.
- To increase the service quality of the public service.
- For wellbeing of the general public.
- To develop and strengthen the economy of the country

# ***Job designing***

JD is the function of arranging

- ✓ Task
- ✓ duties
- ✓ Responsibilities

Into an organizational unit of work for the purpose of accomplishing a certain objectives



**JD = JOB DESIGNING**

## ***Elements of JD***

### **1. Efficiency Elements**

Greater production and greater efficiency through minimize the cost and time

- Division of labor
- Standardization
- Specialization

## 2. Behavioral Element

Greater motivation or satisfaction of employees.

### 1. Skill Variety

Jobs require different skills.

### 2. Task Identity

Doing some complete piece of work

### 3. Task Significance

Impact on other people work & on the work of the organization as a whole.

### 4. AUTONOMY

Independence and freedom of the job holder.

### 5. Feed Back

Clear information of individual efficiency and effectiveness

## ***Both are Contradicted***

- ✚ Efficiency elements jobs are maximize satisfaction behavioral elements jobs are Maximize satisfaction but lower productivity.

# ***JOB ANALYSIS – JA***

JA IS A SYSTEMATIC INVESTIGATION OF

- Jobs and job holder characteristics in order to create a collection of information that can be used to perform various HRM Activities (Orpatha, 1995)

## **Why is job analysis treated as a prerequisite for HRM?**

### ***Job analysis***

- HRP
- Recruitment
- Selection
- Orientation
- T&D
- Performance
- Evaluation.

## **Job description and job specification**

Job description	Job specification
<ul style="list-style-type: none"><li>▪ Explain task, duties responsibilities and working condition</li></ul>	<ul style="list-style-type: none"><li>▪ Specifies the qualities and qualifications</li></ul>
<ul style="list-style-type: none"><li>▪ Describe the job</li></ul>	<ul style="list-style-type: none"><li>▪ Describe the job holder</li></ul>
<ul style="list-style-type: none"><li>▪ A profile of the job</li></ul>	<ul style="list-style-type: none"><li>▪ A profile of the human</li></ul>
<ul style="list-style-type: none"><li>▪ Characteristics</li></ul>	<ul style="list-style-type: none"><li>▪ Characteristics</li></ul>

## **Human resource planning (HRP/MPP)**

### Definition of HRP

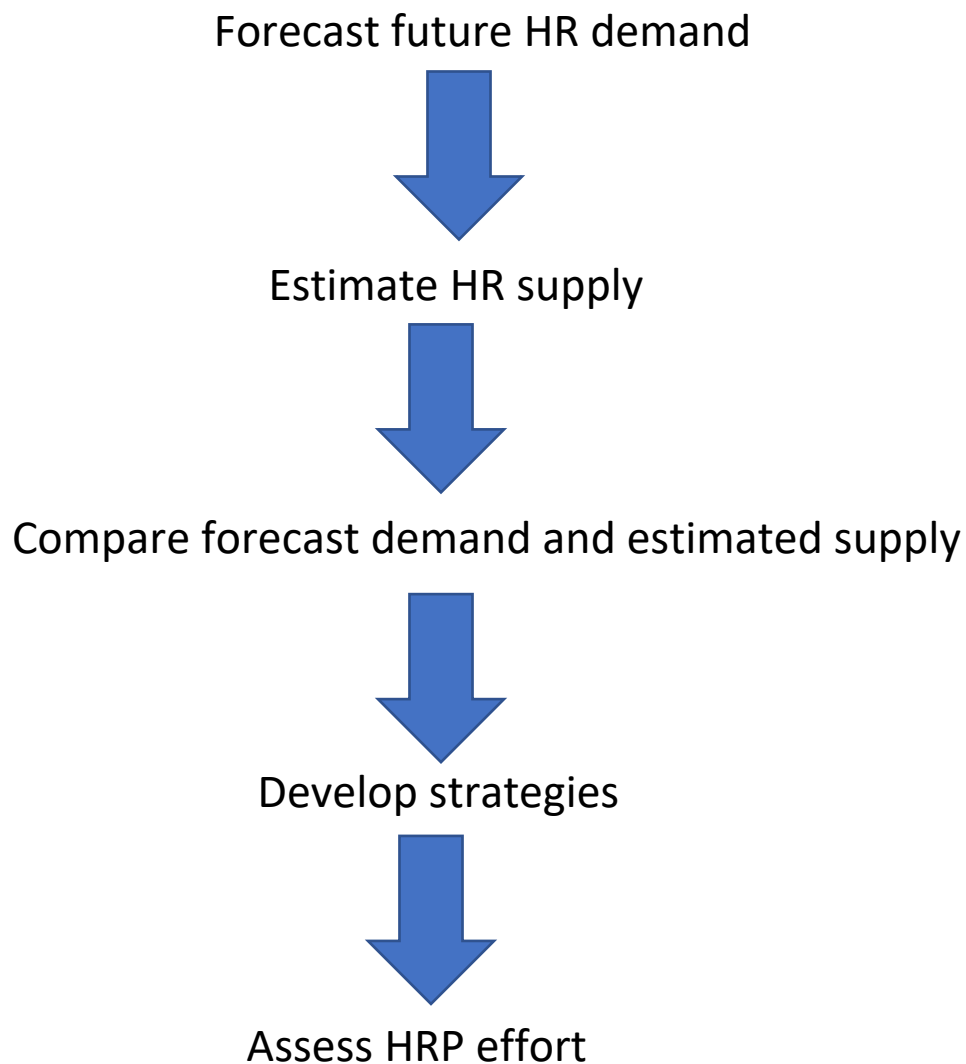
1. HRP is the process by which organization ensure that it has the right number and the right kind of people at the right places at the right time.

To achieve organizational objectives effectively and efficiently

## **Signification of HRP**

- To determine future employee needs.
- To utilize HR more effectively and efficiently.
- To develop high talent employees.
- To formulate and implement strategic plans.

## **HRP Process**



## **Forecasting techniques**

- ✚ Informal forecast
- ✚ Formal expert survey
- ✚ Delphi method
- ✚ Unit forecasting
- ✚ Extrapolation
- ✚ Indexation

## **Strategies for surplus condition**

1. Hiring freeze (stoppage of hiring new employees further)
2. Attition (voluntary departure)
3. Lay off (temporary stoppage of employee of employee service with the intention of hiring later).
4. Formal outplacement.
5. Early retirement on voluntary basis.

## **Strategies in shortage condition**

- Current employees to work part time
- Capital substitution
- Sub contract
- Hiring casual employees.
- Hiring full time permanent employees.

## **Evaluation the MPP process**

- Is there any delay between occurring the vacancy and filling the vacancy.
- Is there any vacancy which has not already been forecasted.
- Is there any shortage or surplus of employees.
- Number of employees not considered for replacement but who are competent.

## ***Human Resourcing Recruitment Selection Hiring And Induction***

### **Recruitment**

- Recruitment is the process of generating a pool of qualified applicants to fill vacancies in the organization.



## **What is recruitment policy?**

- ❖ It gives guidelines for the recruitment

Government recruitment policies:

- External/ open stream
- Internal (limited stream and merit stream)

## *Advantages and Disadvantages Of Internal Recruitment Policy*

Advantages	Disadvantages
<ul style="list-style-type: none"><li>▪ Possible to attract people who expect career development.</li></ul>	<ul style="list-style-type: none"><li>▪ Prevent from flowing inside of new knowledge and skills.</li></ul>
<ul style="list-style-type: none"><li>▪ Motivates employees.</li></ul>	<ul style="list-style-type: none"><li>▪ Recruitment pool may be limited.</li></ul>
<ul style="list-style-type: none"><li>▪ Cheaper/lesser cost</li></ul>	<ul style="list-style-type: none"><li>▪ High cost for developing professional.</li></ul>
<ul style="list-style-type: none"><li>▪ Encourage sound labor-management relationship.</li></ul>	<ul style="list-style-type: none"><li>▪ Employees promoted beyond his/her competence.</li></ul>
<ul style="list-style-type: none"><li>▪ Lesser orientation time.</li></ul>	

## *Advantages and Disadvantages Of External Recruitment Policy*

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Opportunity to get people with new knowledge and skills.</li></ul>	<ul style="list-style-type: none"><li>• Demotivate internal/current employees.</li></ul>
<ul style="list-style-type: none"><li>• Possible employed more active and young executives.</li></ul>	<ul style="list-style-type: none"><li>• High attractive efforts required.</li></ul>
<ul style="list-style-type: none"><li>• Lower cost for training and development.</li></ul>	<ul style="list-style-type: none"><li>• Leads to bad/negative labor management relations.</li></ul>
<ul style="list-style-type: none"><li>• Recruitment pool may be large.</li></ul>	<ul style="list-style-type: none"><li>• More expensive.</li></ul>

# *Recruitment methods of the government sector organization*

## **Internal methods**

- Notice board
- Intranet, Internal circulars

## **External methods**

- Newspaper
- Government gazettes
- Web sites

## *Employee selection*

- Selection is the process of picking individuals who have the necessary qualities and relevant qualifications to fill job vacancies in the organization.

## *Significance of effective selection*

Success of the organizational largely depends on the human resource available. Some negative consequences of the inappropriate selection.

- Inefficiency will occur.
- Quality of the service will be decline
- Cost incurred on training will be waste.
- Negatively affect to the organization image.
- Difficult attain organizational goals and objectives.

## *Common selection methods in the government organizations*

- Application evaluations
- Employment tests
- Interviews
- Background investigations

# N.B

## Personality

The sum total of ways in which an individual reacts to and interacts with others.

Most often described in terms of measurable traits that a person exhibits.

Such as:

- Shy
- Aggressive
- Submissive
- Lazy
- Ambitions
- Loyal
- Timid

The dynamic organization within the individual those psychophysical systems that determine his unique adjustments to his environment.

# *Work stress*

## **Stress**

A dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

## *Types of stress*

### **Challenge stressors**

- Stress associated with workload , pressure to complete tasks, and time urgency.

### **Hindrance stressors**

- Stress that keeps you from reaching your goals.

Such as: red type

- Cause greater harm than challenge stressors.

# ***Demands- resources model of stress***

## **Demands**

- Responsibilities, pressures , obligations and uncertainties in the workplace

## **Resources**

- Things within an individual's control that can be used to resolve demands.
- Adequate resources help reduce the stressful nature of demands.



# A model of stress potation

**Environmental factors**

- Economic uncertainty
- Political uncertainty
- Technical change

**Organizational factors**

- Task demands
- Role demands
- Interpersonal demands

**Personal factors**

- Family problems
- Economic problems
- Personality

**Individual differences**

- Social support
- Belief in locus of control
- Self – efficacy
- Hostility

**Experienced stress**

## Consequences

**Physiological symptoms**

- Headaches
- High blood pressure
- Hearty disease

**Physiological symptoms**

- Anxiety
- Depression
- Decrease in job satisfaction

**Behavioral symptoms**

- Productivity
- Absen theism
- Turn over

## **Potential source of stress**

### **Environmental factors**

- Economic uncertainties due to changes in the business cycle.
- Change in business particles due to changes in the political scenario.
- Treat to man power requirement due to technical changes innovation.

### **Organizational factors**

- Task demands related to the job
- Role demand of functioning in an organization.
- Interpersonal demands created by other employees.

### **Personals factors**

- Family and personal relationships.
- Economic problem from exceeding earning capacity.
- Personality problems arising from basic disposition.

## *What are the problems associated with the employee selection process of the government sector?*

- ❖ Always not use appropriate selection methods.
- ❖ Sometime not use appropriate selection criteria.
- ❖ Not give appropriate weight to each criterion.
- ❖ Business
- ❖ Political influences.
- ❖ Interviewer's incompetence.

## *What are your suggestion to minimize them?*

- ❖ Use suitable selection methods.
- ❖ Identify suitable criteria.
- ❖ Assign suitable weights for criteria.
- ❖ Train interviewers.
- ❖ Use panel of interviewers.

- ❖ Develop mechanism to minimize biasness.

## **Employee hiring**

Hiring is the process of appointing the selected candidates to the post/job which is vacant

## **Appointment letter**

- For ever employee who is hired to fill a vacancy an appointment letter should be prepared.
- It describe the terms and conditions relating to the appointment.

## **Probationary period**

- ✚ During the probationary period organization carefully examine the suitability of new employee in terms of his/her performance and behavior.

What is the importance of having probationary period.

## **What is induction?**

Induction is the HRM function that systematically and formally introduces the new employee to the organization, the job, the work group to which the new comer will belong and the work environment where the new comer will work.

## **Importance of induction**

To build confidence about self and the organization within the new employee.

- To reduce cultural and real shock.
- To create the feeling of belongings and loyalty within the new employee.
- To familiarize the new employee to his job and the job environment within a shorter time.

- To generate favorable attitudes within the new employee about peers, superiors, and the organization in general.
- To assist the new employee to contribute to organizational success more quickly.

## **Selection Note 02**

### **Interviews**

It is a face to face , oral and observational evaluation method of evaluating an applicant suitability with regard to a certain job.

Problems associated with interviews

Problems with the interviewer

## **Problems with the interviewee**

- Problems with the interviewer
- Unawareness of the job
- Halo effect
- Prejudice
- Leading question
- Dominancy
- Snap judgement

## **Problems with the interviewee**

- Talking too much
- Boasting
- Nervous and fearful
- Not listening
- Being unprepared
- Playing games

Job title: Interview Date:			Candidate name: Interviewer Name:		
Criteria	Unaccep Table	Below average	average	Above average	Excellent
Technical Competencies					
Cultural fit ( work style, personality)					
Decision making skills					
Inititives & growth mind set					
Enthusiasm					
Overall evaluation					
Additional notes ( areas of strengths, weakness)					

## Background investigation

Purpose of this method is to assess or check what kind of a person the applicant is 4 types of background investigation.