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TESTING METHODS:

- Tests are conducted to judge the ability, knowledge, attitude, aptitude, skills etc.
- Tests discover the hidden talents remaining in an individual.
- Test score is a positive point (reason) to accept him or reject him.
- Some important tests are:
 - 1) **Written Tests:** are conducted to test the knowledge of candidates.
 - 2) **Ability or Trade Tests:** are conducted to judge the skill and proficiency of the candidate for e.g. typing speed of a stenographer, this test will check the speed at dictation and typing



3) Aptitude Tests:

- Are conducted to measure skills and ability.
- It explores inborn tendencies and inborn hidden talent of an applicant to perform well in a particular field.
- It determines whether an applicant has capacity or hidden ability to learn a given work if he is given proper training.
- These tests measures whether or not an individual has capacity to learn a given job quickly and efficiently.

4) Personality & Psychological Tests:

- Are conducted to judge the Self confidence, Decision-making ability, optimistic nature, emotional balance, stress level, mental condition of the candidate.



5. Interest Tests:

- Are conducted to find the areas of interest of individual.
- This test indicates the type of jobs to be allocated to the employee.
- For e.g. a computer engineer is having interest in the field of hardware other than software, this can be quickly recognized by the questions asked in this test.



TRAINING METHODS:

- Training improves employee performance, motivates him, teaches new techniques to do job, reduces scrap rate, and reduces accidents

A) Worker's Training method:

- Induction and Orientation
- Training by skilled, experienced and old workers
- On the job training
- Vestibule schools

B) Supervisor's Training methods:

- Induction and orientation
- Lecture (classroom) method
- Conference
- Written Instructional method
- Special courses



- All the training methods are explained in brief below:

- **On job Training**

- It is useful for unskilled, semi-skilled and manual jobs as well as clerical jobs.
 - The aim of this training is to give the employee the necessary skill required for a specific job.

- **Vestibule Training**

- This is similar to on the job training method.
 - New workers are trained for specific jobs on special machines and equipment in a separate training center within the plant itself.

- **Apprenticeship**

- Here worker is trained for 6 months in the enterprise.
 - The learner is given wage rate or stipend.



- Training by skilled, experienced and old workers
- New worker has to work with skilled, experienced and old worker and observe him while he is working and then try to do the same task like the experienced worker.
- Experienced worker gives him time to time instructions.
- Lecture (classroom) method
- Lectures are imparted to supervisors by experts within or outside the company.
- Lectures cover topics such as techniques and responsibilities of shop floor management, company policies, and methods of training workers etc.
- Use of audio visual aids, technical films, videos, slides, transparencies of drawing and dimensions of jobs etc makes lecture more descriptive.



□ Special courses

- Some complicated jobs require much detailed theoretical practical or technical knowledge under different work conditions.
- In such a situation intensive training courses in institutions outside the organisation have to be arranged.
- Class room methods are usually employed for supervisory and middle management training.

□ Induction or orientation training

- Induction training is the final step in selection. It helps the new employee to adjust to the new environment.
- He is made familiar with the company's policy, objectives, rules and regulations, pay day hours of work etc.



SUPERVISOR/FOREMAN:

- Supervision is ***“the act of guiding, instructing & coordinating the activities assigned to group of workers.”***
- Foreman is in constant touch with workers and management.
- He tries to solve dispute between workers and management.



QUALITIES OF GOOD SUPERVISOR:

- Be a good listener
- Have qualifications suited to his job.
- Have democratic leadership qualities.
- Possess skill to impart correct instructions to workers.
- Possess planning skills
- Possess decision making ability.
- Have impartial attitude and fair treatment to workers.
- Have ability to motivate workers.



DUTIES OF SUPERVISOR

□ Role towards Management:

1. Act middleman between management and workers.
2. Convey feelings and problems of workers to management.
3. Give feedback of work progress to management.
4. Discuss appropriate steps with management to improve efficiency and boost productivity.
5. Take part in management meetings and managerial decisions whenever asked to do.
6. Prepares reports which are useful to management.



□ **Role towards Workers:**

- Instruct workers about right method of doing job.
- Train workers and improve their skill.
- Patiently listen to workers problems and suggestions.
- Motivate workers to do better job.
- Encourage workers to take responsibilities.
- Train new workers.



□ **Role towards Fellow supervisors**

1. Co-operate with fellow supervisors.
2. Discuss with fellow supervisors and come to conclusion of any problem.
3. Patiently listen to fellow supervisors.
4. Agree to suitable suggestions.
5. Implement new suggestions with his help.
6. Try to avoid bad relations among fellow supervisors.

□ **Role towards Work:**

1. Decide the plan to carry out work.
2. Assign work to each employee according to his ability, skill and experience.
3. Check availability of material to complete work.
4. Check availability of tools and equipments.
5. Check whether the work is carried out according to the scheduled plan.
6. Ensure smooth flow of work.



MORALE

- ❑ Morale is an attitude of individuals/groups which determines their willingness to cooperate.
- ❑ Morale is extent to which an individual's needs are satisfied.
- ❑ It is the extent to which the individual achieves satisfaction from his job.
- ❑ Morale is made of one set which help to make a person satisfied with his job and second set which when lacking make him dissatisfied.
- ❑ High morale is the confident spirit of whole-hearted cooperation in a common effort.



ADVANTAGES OF HIGH MORALE

□ High morale brings:

1. Team spirit.
2. Leadership qualities
3. Discipline in work
4. Interest in job.
5. Zest or enthusiasm.
6. Fewer complaints and less employee grievances.



❑ **Disadvantage of Low morale:**

1. Higher rate of absenteeism
2. Indiscipline
3. Friction, Jealousy among workers
4. Frustration among workers
5. More complaints and employee grievances
6. Enmity towards management



MORAL MAINTENANCE (METHODS TO IMPROVE MORALE)

1. Give proper recognition and status.
2. Give freedom.
3. Allow 2 way communications between workers and management.
4. Periodic conference between workers and management.
5. Provide welfare schemes to employee and his family.
6. Provide Recreational facilities.



MOTIVATION:

- Motivation has come from the word “motive” which means “need” of an individual.
- Motivation is process of inspiring people to action to accomplish desired goal.
- Motivation moves an individual into action and forces him to work with sincerity and loyalty.



□ **Following are the reasons why motivation is necessary:**

1. For improving the efficiency and output of organisation.
2. For fulfilling organizational goal.
3. For proper utilization of men, money, machines and materials.
4. To reduce employee absenteeism.
5. For improving relations between management and workers.
6. Making changes and organisation and accepting those changes



TYPES/WAYS/METHODS OF MOTIVATION

1. By positive motivation
2. By negative motivation.

1. Positive Motivation

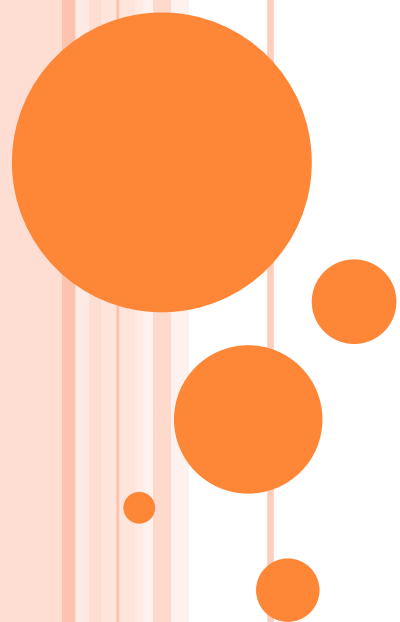
- Positive motivation makes the workers inspire positively and do their work in the best possible manner.
- This improves their performance.
- This can be done by providing:
 - better facilities and rewards
 - pay-rise, bonus scheme,
 - praise, appreciation
 - promotion, Participation in management etc.



□ 2. Negative Motivation

- In negative motivation if the man fails in achieving the desired results he is to be punished.
- This can be done by
 1. Punishment,
 2. fear of loss of job,
 3. reduced wages
 4. No incentives
 5. Demotion etc





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WAGES AND INCENTIVES

□ Wages:

- Remuneration paid for the services rendered by the workers is called as wage.
- It is the payment for the use of labour.
- Remuneration paid to staff on monthly basis is called as salary.

□

□ Types of wages:

- 1) Nominal wages:
- 2) Real wages:
- 3) Living wage, Fair wage, Minimum wage:



1) NOMINAL WAGES:

- These are the earnings of workers expressed in terms of money.
- They are paid in form of cash and do not include any other benefits given to workers.
- This wage is also called as money wage.



2) REAL WAGES:

- In addition to cash payment real wages include amount of necessities, comforts, luxuries and other benefits which a worker gets in return of the effort and work he puts in.
- Real wage is always higher than nominal wage. For example if employee is being paid 4000/- per month in addition to free accommodation having rental value of Rs 500/- per month.
- Then employees nominal wage is 4000/- and real wage is 4500/-.



3) LIVING WAGE, FAIR WAGE, MINIMUM WAGE:

- Minimum wage is to improve the standard of living of people who live below the poverty line.
- Minimum wages cover bare necessities of life such as food, clothes, shelter.
- Minimum wages should be able to keep the employees motivated.
- Fair wage assures equal pay for equal work.
- It is a fair amount of return for the efforts of the employees and should be able to cover the other necessities of life, apart from basic necessities like food, clothes and shelter for his family.
- Living wage assures maintenance of living standards in society.



CHARACTERISTICS OF SOUND WAGE/INCENTIVE PLAN:

- 1) It should provide minimum wage.
- 2) Wage system should be simple and easy to understand because it is known that if calculations are tedious workers might not understand those calculations.
- 3) Clerical work in the plan should be less.
- 4) Time and motion study should be the basis for correct work standards on which wages are based.
- 5) Wage system should be fair for both employer and employee and should be acceptable by both.
- 6) Rewards to be provided to workers or employees should be clear cut and generous.



WAGE PAYMENT PLANS:

- A good wage payment plan is one which satisfies the workers and at the same time brings profit to management.
- If employee is satisfied he will work better and bring profit to management.
- Types :
 - 1) Time rate system:
 - 2) Piece rate system:
 - 3) Combination of time rate and piece rate system



1) TIME RATE SYSTEM:

- ❑ Wages are paid on the time basis (number of hours) for which worker works.
- ❑ Workers are paid for the time they work not on the number of products they produce.
- ❑ It assures minimum fixed income to workers even though his efficiency is reduced due to temporary sickness and he could not produce more products.
- ❑ Worker is allowed to take his own time to complete the work.
- ❑ There is no hurry and this helps to improve the quality of the work.
- ❑ But the disadvantage is that this plan does not provide any reward to ambitious and more efficient employees.



2) PIECE RATE SYSTEM:

- In this system, wages are based on the quantity of work completed by the worker.
- Wages are paid to worker on the number of pieces (products) produced (Rs/hr).
- This plan provides reward (incentive) to ambitious and more efficient employee.
- Basis for wage is output and not time so it won't happen that less efficient workers are paid equal to efficient workers.
- But the disadvantage of this plan is that because of speed, worker may meet with an accident as he forgets to take safety measures and precautions.



3) COMBINATION OF TIME RATE AND PIECE RATE SYSTEM:

- In this system, guaranteed time wages are given to less efficient workers and for more efficient workers time wage plus extra money according to piece rate is provided to worker.
- Since money is given according to time rate + piece rate, this system is called as combination of time rate and piece rate system.
- This method takes care of persons who are sick or old and hence give them wages like time rate system and this method also takes care of more efficient workers since they get suitable extra wage (incentive or bonus) for their extra work output like in piece rate system.



INCENTIVES:

- Reward given to worker for his increased efficiency and hard-work.
- Workers get a guaranteed minimum wages on job hourly rate plus some extra payment or bonus for extra work done over and above standard work.
- Incentive motivates and encourages the worker to produce more and better.
- Types of Incentives :
 - 1) Financial incentives and Non financial incentives:
 - 2) Semi-financial incentives:
 - 3) Individual incentive scheme and group incentive schemes:



1) FINANCIAL INCENTIVES AND NON FINANCIAL INCENTIVES:

- Financial incentives are paid in terms of cash.
- These are financial benefits in the form of bonus and profit sharing.
- Non Financial Incentives are non monetary incentives (other than cash).
- These may include due praise of workers good work, Service security, Training and other employee improvement programmes, better and healthy working conditions, promotion, Helpful and cooperative management.



2) SEMI-FINANCIAL INCENTIVES:

- Providing lunch and recreational facilities, pension benefits, facilities petrol allowance, etc



3) INDIVIDUAL INCENTIVE SCHEME AND GROUP INCENTIVE SCHEMES:

- Under individual incentive scheme, individual employee is paid incentive regardless of output or performance of department or organisation.
- Under group incentive scheme, each employee is paid incentive on the basis of collective performance of his group to which he belongs.



WAGE INCENTIVE PLANS:

1. The various wage incentive plans are:
2. Straight piece rate system
3. Differential piece rate system
 - (a) Taylor's Differential piece rate system
 - (b) Merrick's Differential piece rate system.
4. Gantt task & bonus scheme
5. Halsey plan, Rowan plan and Bedaux plan
6. Emerson's Efficiency based plan
7. Group incentive schemes



1) STRAIGHT PIECE RATE SYSTEM & STRAIGHT PIECE RATE WITH GUARANTEED MINIMUM WAGE:

- In straight piece rate system, worker is paid straight for the number of pieces which he produces per day.
- The formula for wage calculation is given as:
- *Earning = No. of pieces × Rate per piece.*
- A worker is paid Re 1.50 per job.
- He prepares 40 jobs then he gets :
- $40 \times 1.50 = 60$ Rs per day.



2) DIFFERENTIAL PIECE RATE SYSTEM:

- Taylor's differential Piece rate system:
- This plan two piece rates namely high piece rate and low piece rate.

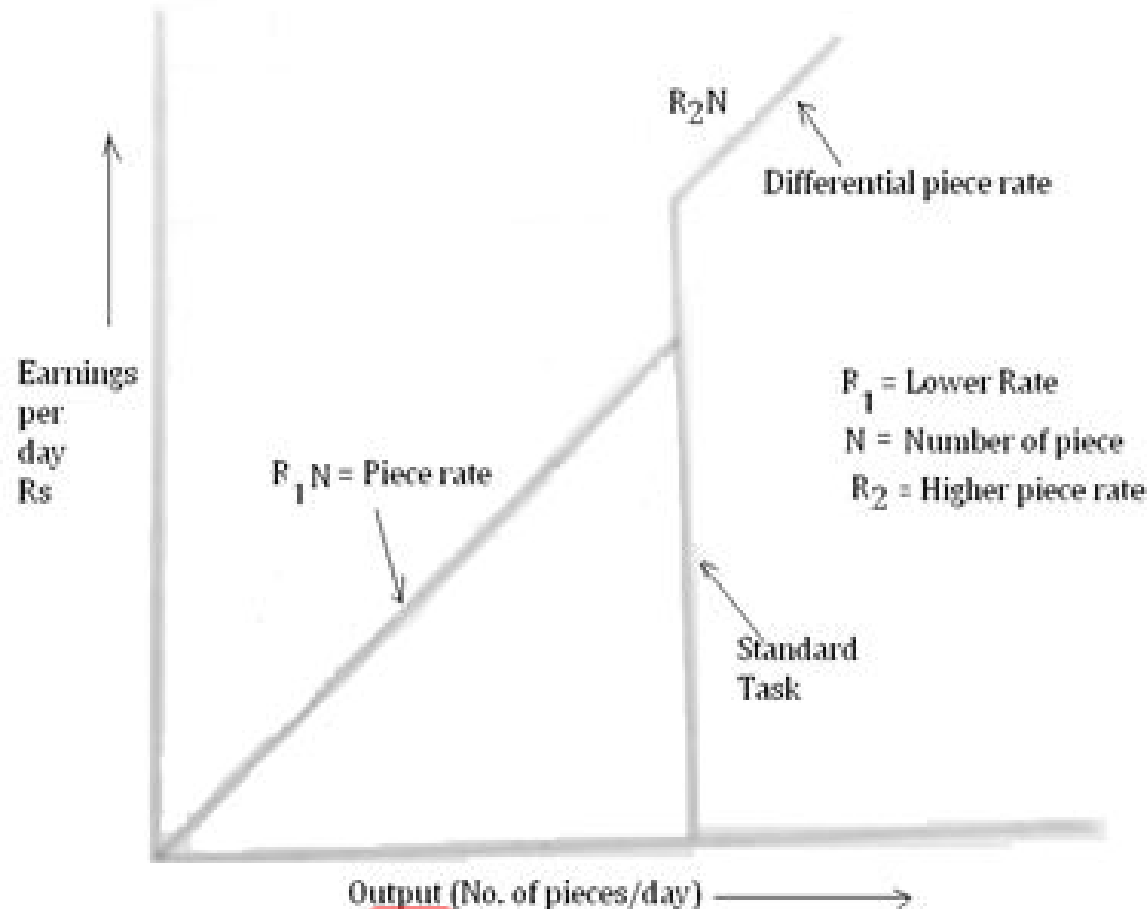


Figure: taylor's differential piece rate system

TAYLOR'S DIFFERENTIAL PIECE RATE SYSTEM:

- **Wage calculation is done as below:**
- Low piece rate = 80% of the standard (basic) piece rate for below standard performance
- High piece rate = 120% of standard piece rate for standard and above standard performance.



MERRICK'S DIFFERENTIAL PIECE RATE SYSTEM:

- Merrick modified the Taylor's plan and introduced Merrick's differential piece rate plan.

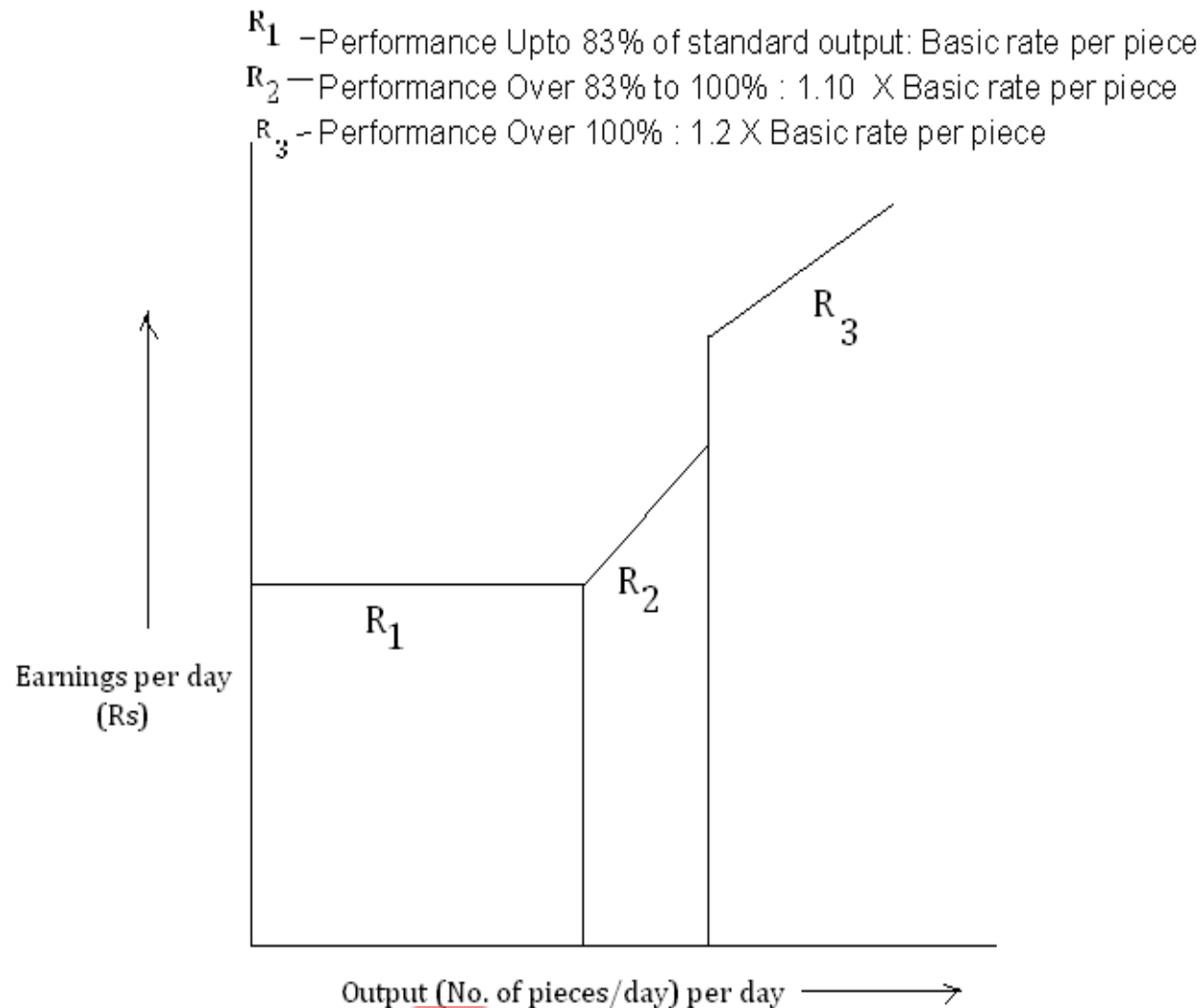
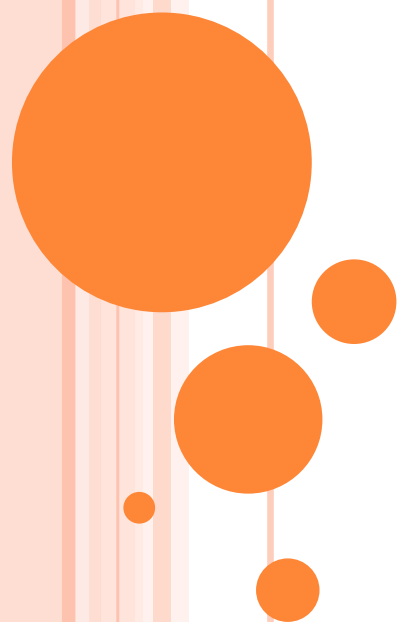


Figure: Merrick's differential piece rate system

MERRICK'S DIFFERENTIAL PIECE RATE SYSTEM:

- ❑ **Wage calculation is done as below:**
- ❑ Performance Upto 83% of standard output = Basic rate per piece
- ❑ Performance Over 83% to 100% = $1.10 \times$ Basic rate per piece
- ❑ Performance Over 100% : $1.2 \times$ Basic rate per piece
- ❑ Merrick modified Taylor's plan and introduced his own plan.
- ❑ Merrick's plan assures a minimum guaranteed wage to the workers.
- ❑ The disadvantage of Merrick's plan is that it is little complicated and wage calculations in the plan are complicated than Taylor's plan.





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LABOUR LAWS

- Industrial acts are the laws put forward by the Government to provide economic & social justice to the workers in industries.
- These laws provide guidelines to the industrialists in dealing with matter of wages, incentives, facilities and other working conditions of workers.



INDUSTRIAL LAWS ARE NECESSARY BECAUSE OF FOLLOWING REASONS:

- ❑ Improves relations between employer and employee i.e. industrial relations.
- ❑ Minimizes industrial disputes.
- ❑ Reduces conflicts, strikes, etc.
- ❑ Provides job security for workers.
- ❑ Minimize accidents for e.g. boiler explosion.
- ❑ Fixes working hours, rest pauses, etc.
- ❑ Provides compensation to workers suffered from industrial accidents.



FACTORIES ACT: (1948)

- Factories act is passed by Government to:
 - 1) maintain health of workers
 - 2) ensure safety and better working conditions to workers, protect workers against accidents
 - 3) provide various welfare activities
 - 4) Maintain working hours & rest hours of workers.
- Factory act is applicable to any factory in India having 10 or more than 10 workers.
- Approval, Licensing & Registration of Factories:
- Before starting a factory
 - a) Previous permission for the site of factory has to be taken from state government or chief inspector.
 - b) Plans & specifications have to be approved by factory inspector.
 - c) Factory has to be registered & licensed after paying necessary fees.



HEALTH PROVISIONS IN FACTORY ACT:

- Maintain Cleanliness
- Proper Waste disposal
- Maintain Ventilation & Temperature
- Arrangement for Dust & Fumes
- Provision of Artificial Humidification
- Sufficient Lighting
- Provision of Drinking Water
- Provision of Latrines & Urinals



SAFETY PROVISIONS IN FACTORY ACT:

1. Dangerous parts like engines, motors, pumps having moving parts must be fenced.
2. Only Specially trained adult workers with tight fitting clothes should examine the moving parts.
3. No young person should be allowed to work on dangerous machines unless he is trained
4. Lifting machines such as cranes, pulley, must be of good mechanical construction, adequate strength & they should be properly serviced & maintained every year.
5. Goggles or safety helmet should be provided to avoid eye irritation.
6. No one should be allowed to enter any place having dangerous smoke & if he does he must have suitable protection such as goggles or safety helmet to avoid eye irritation.
7. Suitable arrangements such as fire extinguishers, extra doors & windows for emergency exit, fire warning signals must be provided.



WELFARE PROVISIONS:

1. Washing Facilities for male & female must be provided.
2. Facilities for sitting as few workers constantly stand & do work.
3. First Aid box & Appliances for 150 workers & ambulance if 500 workers.
4. Canteen should be provided for 250 or more than 250 workers.
5. Shelters, Rest-rooms & Lunch-Rooms with good ventilation for 150 or more worker
6. Crèches (special rooms) for more than 30 women having 6 or below years of children.
7. Welfare officers must be appointed if factory has 500 workers or more.



SPECIAL PROVISIONS IN FACTORIES ACT:

- Dangerous operations:
- State government makes following rules if it finds out any manufacturing process or operation in a factory to be risky, dangerous, injurious, and poisonous or disease causing
 1. No women or child will work or perform that operation as it is dangerous
 2. Providing safeguards with that operation
 3. Periodical medical checkup of all concerned with that operation.
- Notice of accidents & diseases:
- Worker meets an accident causing death or physical injury shall not work for a period of 48hours or immediately after accident.
- If a worker is suffering from a disease, a report regarding his disease is immediately sent to Chief inspector.



PENALTIES & PROCEDURE IN FACTORY ACT

General penalty for offences:	<p>(a) If any provision is broken or not followed, factory manager will be sent for 2 years of imprisonment or he has to pay fine upto Rs 100,000 or both. After this punishment, if the manager still continue breaking provisions, there will be Rs. 1000 per day.</p> <p>(b) Once already broken the provision, if the person breaks the same provision again, he shall be punished with imprisonment upto 3 years, a fine upto Rs 10000 to 3 lakhs or both.</p>
Penalty for stopping or obstructing Inspector	If the inspector is stopped from checking the factory or doing his work, punishment is given to manager of factory for e.g. If manager fails to provide the documents & registers which inspector wants to check or if he stops inspector from examining any factory worker then manager is punished with imprisonment upto 6 months or fine upto Rs 10,000 or both.
Worker's punishment	If any worker breaks any provision of factory act, he shall be punishable with fine upto Rs 500.
Appeal	Manager can appeal against order of Inspector to a prescribed authority within 30 days of order.

OBLIGATION OF WORKERS

- ❑ No factory will misuse any device /aid that is provided specially for the purpose of securing health, safety, employee welfare.
- ❑ A worker who breaks this provision shall be punished with imprisonment upto 3 months or fine of Rs 100 or both.



WORKMEN'S COMPENSATION ACT: 1923

- Workmen's compensation act provides compensation to certain categories of workmen (worker) when he claims compensation for the loss of working capacity due to accidents.
- The amount of compensation depends upon the result of the injury and the nature of disablement.



EMPLOYER'S LIABILITY FOR COMPENSATION:

- **The employer is liable for compensation if:**
 1. Injury has been caused by accident.
 2. during the course of employment
 3. And has resulted in workmen's death, permanent or temporary disablement.
- **The employer is not liable to pay compensation if:**
 - a) Injury disables the workmen for less than 3 days.
 - b) Injury caused by an accident which occurred because workman was drunk or he had drugs.
 - c) injury is caused because worker wilfully disobeyed the safety rules explained to him by the supervisor
 - d) Injury is caused because workmen wilfully removed the safety guard/ equipment.




EMPLOYER'S LIABILITY FOR COMPENSATION IN CASE OF OCCUPATIONAL DISEASES:

- Occupational disease is the disease which occurred because of the kind of job a person is doing.
- For e.g. worker working near smokes & fumes is likely to go through air illness, breathing problems, lung diseases etc.
- If occupational disease is detected within the workmen then employer has to pay compensation to him.



AMOUNT OF COMPENSATION:

Where death results from the injury	Amount equal to 40% monthly wages of the worker multiplied by the factor related to the age completed by the worker on the last birthday. OR Amount of Rs 20000 rupees whichever is more.
Where permanent total disablement results from the injury	Amount equal to 50% monthly wages of the worker multiplied by the factor related to the age completed on the last birthday. OR Amount of Rs 24000 rupees whichever is more.
Where temporary disablement results from the injury.	A half monthly payment of sum equivalent to 25% of monthly wages of the workman, to be paid.  Edit with WPS Office

INDUSTRIAL DISPUTE ACT: (1947)

- *Industrial dispute is defined as “Conflict or difference between employer & workers or between worker”.*
- **Matters of dispute between employer & employee OR Causes of industrial dispute:**
 1. Low wages provided to workers.
 2. Insufficient incentives & bonus provided to workers
 3. Long hours of work
 4. Overload of work
 5. Workers not provided sufficient leave
 6. Insufficient breaks between work
 7. Overtime
 8. Improper working conditions
 9. Victimization of workers
 10. Exploitation of workers



SCOPE, AIM & OBJECTIVE:

- is to secure industrial peace by settling the industrial disputes, protect workmen against victimization by the employers, avoid illegal strikes & lockouts.



STRIKES & LOCKOUTS:

- Strike means *refusal of work* by workman during industrial dispute while lockout means *closing of place of employment* during industrial dispute.
- Strike is illegal if Or No employee should go on strike,
 - a) without giving a notice of strike within 6 weeks before striking
 - b) within 14 days of giving such notice
 - c) before the date mentioned in the notice
 - d) if case remains pending in Labour court, national tribunals,
- Lockout is illegal if Or no employer shall lock the place of employment
 - 1) without giving a notice of lockout within 6 weeks before lockout.
 - 2) within 14 days of giving such notice
 - 3) before the date mentioned in the notice
 - 4) if case remains pending in Labour court, national tribunals



PENALTIES FOR ILLEGAL STRIKES & LOCKOUTS:

- A worker continues illegal strike is sent to jail for upto one month or a fine upto 50 Rs or both.
- An employer continues illegal lockout is sent to jail for upto one month or a fine of Rs 1000 or both.



EMPLOYEE'S STATE INSURANCE ACT 1948:

- ❑ ESI act was formed because workmen's compensation act did not benefit workers as well as it was expected.
- ❑ Workmen's compensation act did not cover many diseases, & there was a lot of delay in payment of compensation to worker.
- ❑ **Scope, aim & objective:**
- ❑ Provide certain benefits to employees in case of sickness, employment injury, maternity leave & certain other parameters.
- ❑ **Medical Benefit Council:**
- ❑ It is setup to advice on matters relating to administration of medical benefits.
- ❑ Such council investigates complaints of workers in connection with medical treatments.
- ❑ **Finance & Audit:**
- ❑ This act makes provision for creation of a fund called Employee's State insurance fund.
- ❑ This fund is created mainly by the contribution made by the employer and the employees.



BENEFITS PROVIDED IN ESI ACT:

- ❑ **Sickness benefit:** When a worker is certified that he is sick by a medical practitioner, his payment is done under these benefits.
- ❑ **Maternity benefit:** When a medical practitioner certifies that insured women is pregnant or complications such as miscarriage, premature birth of baby has happened then her payment is done under these benefits.
- ❑ **Disablement benefit:** an insured person suffering from disablement as a result of injury, his payment is done under this benefit.
- ❑ **Dependents benefit:** when insured person dies of employment injury, dependent's benefit is payable.
- ❑ **Medical benefit:** An insured person whose condition demands medical treatment is given medical treatment under medical benefit.
- ❑ **Penalties:**
- ❑ **Punishments for false statements:** Jail upto 6 months or fine upto Rs 2000 or both.
- ❑ **Punishments for failure to pay contributions:** Jail upto 3 years or fine upto Rs 10,000.



ACCIDENTS AND SAFETY

- *“Accident may be defined as unforeseen, uncontrolled, undesirable incident/event which may result in injury or death of people, interruption in activities going on in industry and loss of property.”*
- Causes of Accidents:
 - 1) Unsafe acts (Human causes)
 - 2) Unsafe conditions (Technical causes)
 - 3) Environmental factors
 - 4) Mental condition of person
 - 5) Physical condition of person
 - 6) Supervisory mistake
 - 7) Electrical wiring.



UNSAFE ACTS:

- Faulty working habits and careless working are termed as unsafe acts.
- Typical unsafe acts are:
 - 1) ignoring rules,
 - 2) operating some machine or instrument without permission or authority,
 - 3) operating with unsafe speed, using unsafe equipments,
 - 4) improper handling of equipment,
 - 5) not wearing safety devices,
 - 6) working on moving equipment,
 - 7) unsafe lifting, pulling and pushing of job or machine,
 - 8) distraction and teasing caused by one person to another person etc.

UNSAFE CONDITIONS:

- Unsafe conditions are related to the workplace, plant layout, equipments and tools etc.
- **Some unsafe conditions are:**
 - 1) Moving parts in machine are open and some safety guard or cover is not put on it.
 - 2) Unsafe design of equipment
 - 3) Overloading of equipment
 - 4) Unsafe and improper use of material handling equipment
 - 5) Ineffective safety devices
 - 6) Insufficient ventilation
 - 7) Slippery floors
 - 8) Poor housekeeping



ENVIRONMENTAL FACTORS:

- Accidents cause due to :
 - 1) Heat causing headache and sweating
 - 2) Low temperature causing shivering
 - 3) Humid atmosphere causing uncomfortable, fatigue and drowsiness
 - 4) Irritation to eyes and other body parts
 - 5) Dust, fumes and smoke and lack of ventilation
 - 6) Noise, bad smell around person



MENTAL CONDITION OF PERSON:

□ Accidents occur due to

1. Lack of experience of person
2. Improper attitude of person
3. Unfavorable mental condition
4. Lack of concentration at work
5. Mental worriness and tension
6. Emotional unstability
7. Day dreaming and inattentiveness
8. Carelessness



PHYSICAL CONDITION OF PERSON:

□ Accidents occur if :

- 1) Fatigue
- 2) More number of working hours above the capacity of worker.
- 3) Inadequate rest and pauses or breaks between working hours
- 4) Physically handicapped person



SUPERVISORY MISTAKE:

- If the supervisor fails to give safety instructions, there are possibilities of industrial accidents.
- Poor discipline and not explaining the safety rules results into accidents.
- If supervisor does not control a condition in time, an accident can cause.

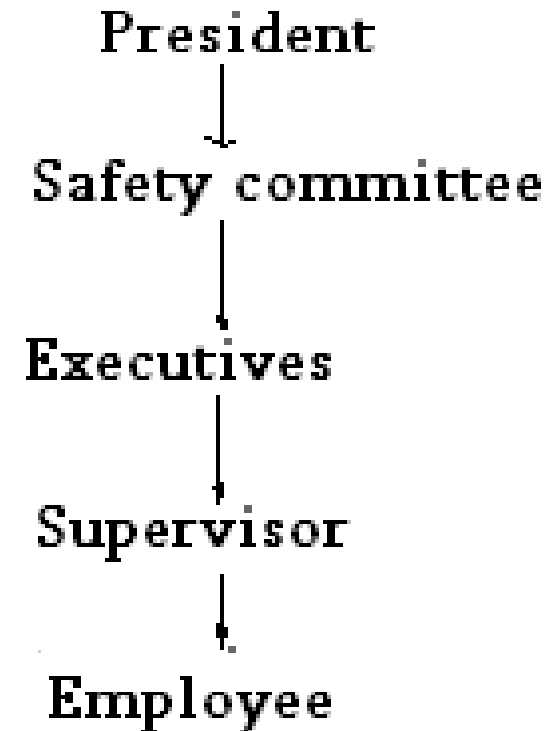


SAFETY ORGANISATION /PROCEDURE AND SAFETY PRORGRAMME:

- ❑ Safety not only reduces accidents but reduces damage of man, machine, money and production work.
- ❑ A safety organisation consists of systematic procedure by means of which interest is created and maintained and all safety activities are directed.
- ❑ In small industry foreman is responsible for taking safety measures and he has to report to his boss and discuss safety related issues.
- ❑ But in large industries, a safety department may be created with the safety Director/Manager as its chief executive and number of persons under him.
- ❑ Sometimes the responsibility of safety rests on safety committee. Safety committee consists of executives (managers), supervisors, and shop floor workers.



- To go on the shop floor and watch what is being done about safety.
- They are asked to report periodically as what improvements have been made and what more can be done.
- A safety programme is therefore implemented. It includes four E's
 1. Engineering: Safety of design of equipments
 2. Education: to employees about how to remain safe.
 3. Enlistment: arouse the interest of employee in accident prevention and safety programmes
 4. Enforcement: to force to strictly follow safety rules and practices.



Why Industrial Safety and Acts requires in Industry?

As accidents took place in industries which result in injuries to worker or may be damage the machine or may be damage to the property or the environment. Due to accident there is loss of human resource (in terms of money), machine breakdown and person life. To prevent or avoid such incident we (owner and workers both) have to take some safety measure. To follow up safety measure Indian government writes various Industrial Act. Which we will study in details.

To prevent accident or making organization safe from accident, following Safety mgt. includes

1. Organization plant layout must be proper (space between machine, less material and man movement)
2. Proper education and training to the employees.
3. Safe process and operations

Need of Safety

1. To protect the employees from injuries or accident
2. To avoid the death or disablement of employees
3. To protect machines and equipment's from damage
4. To minimize wastage
5. To increases productivity

Causes of Accident

*Definition: **Accident** is an unplanned sudden incident occurring to any employee or person, which may lead to injury or even death.*

Causes of accident are as follows:

1. **Technical Causes** - accident occurs due to technical reasons.(like improper plant layout)
2. **Manual Causes** - accident occurs due to of negligence, carelessness and ignorance of worker.
3. **Other Causes of Accident** – not under our control (e.g. natural calamities, storm, heavy rain, volcano)

1. Technical Causes – Accidents in the workplace may occur due to technical causes which includes

- Improper plant layout (Unsafe arrangement of Machine and equipments)
- Improper equipment and tools
- Poor material handling system
- Poor quality of safety devices
- Improper and insufficient training and information to employees

2. Manual Causes – Manual causes of accident in the workplace are the result of negligence, carelessness and ignorance of persons.

- Lack of knowledge of nay equipment or machine
- Improper use of equipment's
- Fatigue
- Non-use of safety devices
- Overconfidence of employees
- Age of employee.
- Negligence and carelessness in work.
- Wrong attitude towards work

3. Other Causes of Accident –

- Accident due to environment, natural calamities (which may me unexpected and not anticipated)
- Natural calamities like earth quake, storm or rain
- Too low or high temperature at workplace
- Presence of dust, gas or fumes

Types of Industrial Accidents

a) Minor (Non-reportable) Accident – In minor accident the worker gets a minor injury which can recovered quickly (a period of **less than 48 hrs**) with provision of first aid and this will be not affect the work and earning capacity of the worker. There is no need to report of such accidents to the management.

b) Major (Reportable) Accident - In major accident the worker can take **more than 48 hrs** for recovery. These are to be reported to the management.

Mainly 3 types of Major Accident

1. Fatal Accident – In this accident worker or **employee loses his/her life**. It may be sudden death (on the spot death due to injury caused in accident) . Such accident has to be reported to the management and supervisor has the responsibility to report such accident. In such cases relatives of worker may get the compensation.

2. Non- fatal (temporary or Permanent Disablement) Accidents may cause injury of the body so that a person become unable to function in a normal way. It could be of temporary nature or permanent one.

Temporary Disablement – In this accident worker may lose shift or 48 hours or more time due to injury. After recovery worker can rejoin his/her duties.

Permanent Disablement – such accident reduces the earning capacity of the worker permanently due to permanent disablement. Worker may get the compensation for the loss but he cannot return to work.

Preventive Measures

In industry preventive measures should be taken to prevent accidents for

- To prevent injury or death of any employee
- To maintain good working environment
- To reduce operating and production cost

1. Safe workplace Layout : every worker get enough space for movement in the shop floor and there should be adequate passages, roads and tracks so that there will not be any rush.

2. Proper working condition – Proper lighting and ventilation should be provided in the work area. Roof of work place should have sufficient height and floor should be of non- skid type. Worker should have easy access to the safety switches and equipment's.

3. Proper material handling : Employees should have sufficient knowledge of material handling equipment to use then safety. Right equipment should be used for the right job with proper care.

4. Proper selection of workers – All employees or worker should be selected properly with care. Improper selection of workers may cause accidents in future

5. Use of personal protective devices – Everyone working at risky place should wear safety devices (hard hats, ear protector, helmets, masks, goggles, gloves, safety shoes)

6. Discipline at workplace.

7. Maintenance of machines, equipment – proper maintenance of all machines and equipment has to be carried out, at regular interval.

8. Proper training should be given to each employee regarding his work

9. Defective equipment should be replaced.

10. Inflammable material should be stored separately.

11. There should be sufficient fire extinguishers installed at proper places and employees should be trained to use the fire extinguishers

Industrial Legislation Acts

It has always been experienced that there is always a struggle, conflicts and clashes between employee and employer on the issues like wages and facilities provided by the employer.

To handle this problem Indian Government sets some act like

1. **Indian Factory Act (1949)**
2. **Workman compensation Act (1924)**
3. **Minimum Wages Act (1948)**

Name	Workman Compensation Act	Indian factory Act-1948	Minimum Wage Act
Implemented	1924	1949	1988
Amendments (changes)	1962,1976 and 1986	1962,1976 and 1986	
Objective	to compensate employees against accidents occurred in the industry premises	to secure Health, safety, welfare, working hour and working condition of workers	to ensure that worker should get minimum wages(salary) and are not any unfair regarding wages to the worker

Important Definitions (exam point of view)

Factory: A premises of 10 workers (if power is used) or a premises of 20 workers (if power is not used)

Occupier of factory: A person who has **ultimate (all) control over affairs of factory**. It includes a

- **partner** in case of firm and **Director** in case of company

It may be noted that if a factory is run by the company, then only the director of the company can be treated as occupier

Child: A person of age less than 15 years.

Adolescent – Any person who has completed 15 years of age but not completed 18 years.

Young person: A person who is either child or an adolescent.

Adult: Any person who is more than 18 years of age.

Worker – Worker means any person employed, directly or indirectly or through any agency whether for wages or not, in any manufacturing process or any work connected with the manufacturing Process.

Power: any form of energy other than animal or husbandry input. For example: electrical or pneumatic.

Prime mover: any device which generates or provides power.

Machinery: Any device which transforms given power.

Manufacturing process: making, repairing, pumping oil, generating power, printing. Construction ships.

Weekly Hours :

- Adult : 48hrs /week
- Child: 45 hrs/week
- Women and children – not working during night(7p.m to 6 a.m)

Daily Hours: not more than 9 hours.

Interval of rest: Worker should get sufficient rest after 5 hours of continuous work.

Weekly holiday: once in a week. (any day)

In industry if 30 or more women works are employed then there should be provision of **Crèches** (nursery where babies and young children are cared for during the working day).

Labor welfare officers: Appointment of labor welfare officers in the factory consisting of minimum 500 workers.

- Rest rooms/ Centers with drinking facility, if 150 or more workers are employed.
- Canteen, if 250 or more workers are employed.
- Full Time welfare officer, if 500 or more workers are employed.
- Ambulance room, if 500 or more workers are employed.
- Safety officer, if 1000 or more workers are employed.
- Crèches, if 30 or more women works are employed

Necessity of Acts

1. These acts helps to protect the right of the employee
2. To reduce the strike, conflicts between employee and employer
3. It helps to pay fair wages to the employees
4. For giving compensation to the victims of accidents
5. It gives a feeling of job security
6. It decides the job hours and breaks during work

Indian Factory Act (1948) and came into force on April 1949.

Object of the factory Act is :

- To secure **Health, Safety, Welfare, proper working hour and other benefits of workers.**
- It provides that precaution should be taken for **Safety of workers and preventions of Accidents**

Meaning of Factory

Factory means

- ✓ Any **premises**, including the **precincts** thereof,
- ✓ In any part of which **manufacturing process** is carried on
- ✓ **With or without** the aid of **power**
- ✓ Provided that at least **10 or 20 persons** respectively are employed or were employed
- ✓ On **any day** of the preceding **12 months**

Duties of Occupier:

Facilities and Convenience

- a) Factory should be **kept clean**
- b) There should be arrangement to **dispose off wastes and effluents**
- c) **Ventilation** should be adequate
- d) **Reasonable temperature** for the comfort of employees should be maintained
- e) **Dust and fumes** should be controlled below permissible limits
- f) **Overcrowding** should be **avoided**
- g) Adequate **lighting, drinking water, toilets, and spittoons** should be provided

Main Provisions of Indian Factory Act

A. Licensing and registration of factories – It is necessary to take permission in writing from State Govt. for construction or extension of factory at a particular place. Application of approval contains purpose and drawing of the factory

B. Notice of occupation – Occupier of factory must submit the required information to Chief Inspector at least 15 days in advance.

The information contains **name of factory, address, nature of manufacturing process, nature of power used, no. of works required, name of factory manager.**

C. Health

- Cleanliness (white washing once in 14 month and paint once in 5 years.
- Disposal of wastes
- Ventilation and temperature
- Dust and fumes
- Artificial humidification
- Overcrowding (minimum 4.2 cu. M space for each worker)
- Lighting
- Drinking water
- Latrines and urinals
- Spittoons (located at convenient places to maintained clean and hygienic condition)

D. Safety

- Encasing and fencing of machinery
- Work on or near machinery in motion
- Employment of young person on dangerous machine
- Hoists and lifts
- Lifting machines, chains, ropes and lifting tackles.
- Pressure plants
- Floors, stairs and means of access to different places
- Pits, sumps, opening in floors
- Excessive weights
- Protection of eyes
- Precautions against dangerous fumes
- Explosive or inflammable dust, gas
- Precautions in case of fire

E. Welfare

- Washing facility
- Facilities for sitting
- First aid appliances
- Canteens
- Shelters, rest rooms and lunch rooms

- Welfare officers

F. Working Hours

- Weekly hours – No adult worker works not more than 48 hrs in a week
- Weekly holidays – Sunday (any single day in a week)
- Daily hours – of an adult worker should not exceed 9 hours
- Intervals for rest – rest after 5 continuous working hours
- Extra wages for over time
- Restriction on double employment
- Register of adult worker
- Restriction of employment of women (6am to 7pm)

Workman compensation Act: passed in 1924 and modified on 1962, 1976 and 1988

Aim: to compensate employees against accidents occurred in the industry.

Terminology:

Accident: any mishappening that causes injury to a person

Dependent: it means any of the relatives of an affected workers. e.g wife, widowed mother, minor son, unmarried daughter etc.

Minor: any person of age not more than 18 years.

Partial disablement: Disablement which reduces the earning capacity of workman and it is temporary nature. i.e he/she will able to work again after recovery e.g. Hand facture.

Total disablement: Disablement which reduces the earning capacity of workman for permanently and he will not able to work in future (any kind of job). E.g loss of hand or leg.

Main provisions:

- Objective is to define amount, distribution, claims, occupational diseases and compensation.**
- Employee gets Compensation under following cases**
 - Employee is liable to get compensation if he gets Injured during working in industry and injury may be Temporary, Permanent, Partial ,Total Disablement or Death.
 - Employee is liable to get compensation in case of occupational diseases – If an employee contracts any of the specified occupational diseases and he has worked in the factory for a least 6 months, the employer will have to pay compensation. Some of the occupational dieses are: Diseases caused by phosphorous or its toxic compounds, radioactive substances etc.
- Amount of compensation:**
 - Death after injury:
 - Amount= (50% of monthly wages x Relevant factor) or 80,000Rs., the amount which is more is compensated.
 - Plus to this Rs. 2500 towards expenditure of funeral
 - Permanent total disablement:
 - Amount= (60% of monthly wages x Relevant factor) or 90,000Rs., the amount which is more is compensated
 - Permanent partial disablement; proportional compensation is paid
- Compensation is not included to :**
 - Casual works (due to carelessness , negligence and ignorance of worker during working)
 - Those employed in armed forces
 - Workers covered by ESI act
 - Workers under influence of drink and drugs
 - Disobedience of worker
 - Accident due to negligence towards safety supports.
- The rate of compensation vary depending upon the injury results.**

- f. **Distribution of compensation:** Payment of compensation for respective injury or death shall be deposited by the employer with the commissioner. Employer should not make payment directly to the employee.
- g. **Notice of accident** – A workman injured by the accident must give written notice to the employer which contains date of accident and cause of accident as soon as possible.
- h. **Medical examination** - the injured workman who has submitted notice should present himself for medical examination if employer so desires. Such medical examination should be free of charge and within 3 days from the time at which service of notice has been affected.
- i. **Appointment of commissioner** – The State govt. may appoint any person to be commissioner for workmen's compensation for the areas specified in the notification

Minimum wages Act: passed in 1948 and applicable to entire country.

Aim:

- To **fix minimum wages** which employees must get
- To **prevent** exploitation (misuse) of the employees.

Definitions:

- **Wages**– Wages includes all remuneration payable to employee with respect to his employment.
Remuneration includes salary, allowances, overtime, gratuity, pension, incentives, and provident fund.
- **Cost of living index number:** the index ascertained and declared by the competent authority to be the cost of living index number applicable to employees in employment.
- **Strike** – means refusal to work by employee or works body on demand of employer during Industrial dispute

Main provisions:

1. **Fixation of minimum wages**
 - The government fixes the minimum wages
 - The minimum wages consist of basic rate and special allowance(cost of living index)
 - Rate of wages shall be revised after minimum 5 years of interval.
2. **Procedure for fixing and revising minimum wages**
 - a. Committee formation by appropriate govt. for wages fixation
 - b. These committee provide necessary inputs and suggestions
 - c. Declaration by government through official gazette.
3. **Advisory Board:** appointed by appropriate govt.
4. **Composition of committees:** In Committee equal number of members from employers and employees side , including chairman who is independent member and appointed by govt.
5. **Claims:**
 - a. Claims are possible under following cases:
 - i. Payment less than minimum wages
 - ii. Overtime rate issues
 - iii. Payment of remuneration for days of rest
 - b. Period for application of claims is 6 months.
 - c. Three possibilities in results;
 - i. Employee's stand is correct about minimum wages → Extra amount + compensation is [paid
 - ii. Other than minimum wages case of employee and his stand is correct → due amount + 10Rs. is paid
6. **Penalties: 500Rs. and imprisonment**

Unit No-3 Human Resource and Management

What is Human Resource Management?

Let's start with a brief definition. Human Resource Management, or HRM, is the practice of managing people to achieve better performance. For example, if you hire people into a business, you are looking for people who fit the company culture as they will be happier, stay longer, and be more productive than people who won't fit into the company culture. Another example is engagement. Engaged employees are more productive, deliver higher quality work and make customers happier. This means that if we can find ways to make employees more engaged, we help the company.

Human resource management can be defined as “employing people, developing their resource, utilizing maintaining and compensating their services in tune with the job and organizational requirements

1. Recruitment & selection
2. Performance management
3. Learning & development
4. Succession planning
5. Compensation and benefits
6. Human Resources Information Systems
7. HR data and analytics



Objectives of HRM

1. To help the organization reach its goal
2. To employ the skills and abilities of the workforce efficiently
3. To provide the organization with well trained & well motivated employees
4. To increase employees job satisfaction and self actualization (stimulate employees to realize their potential)
5. To develop & maintain a quality of work life.
6. To communicate HR policies to all employees.
7. To be ethically & socially responsive to the needs of the society (ensuring compliance with legal & ethical standards)

8. To provide an opportunity for expression & voice in management
9. To provide fair, acceptable & efficient leadership
10. To establish sound organizational structure & desirable working relationships.

Importance of HRM

GOOD HR PRACTICES HELPS

1. Attract & retain talent
2. Train people for challenging roles
3. Develop skills & competencies
4. Promote team spirit
5. Develop loyalty & commitment
6. Increase productivity & profits
7. Improve job satisfaction
8. Enhance standard of living
9. Generate employment opportunity
10. Greater trust & respect



SELECTION TEST

1. Intelligent test [mental ability]- numerical ability
2. Aptitude tests [potential to learn skills]- mathematical
3. Personality tests-
 - (a) Projective tests [interpret problem],
 - (b) Interest tests [idea to know peoples area of interest],
 - (c) Preference test [people differ in preference for achievement]
4. Achievement Tests[proficiency know-how test]-short hand
5. Simulation test [assess potential of employees by making them solve problem]
6. Assessment centre[in a separate room employees are assessed through multiple assessors]
 - (a) The in-basket [candidates are asked to act in limited periods with the files & notes given]
 - (b) Leaderless group discussion [to examine interaction as a group]

- (c) Business game [how to advertise, market, penetrate market]
- (d) Individual presentation [plan, organize on assigned topic]
- (e) Structured Interview [series of questions aimed at participant]
- 7. Graphology test[to examine lines, trend , curves understanding ability, flourishes persons handwriting and emotional make-up]
- 8. Polygraph (lie detector)- [rubber tube around chest , arms , fingers to examine physical changes, blood pressure etc. This establishes truth about applicants behavior]
- 9. Integrity test – measure employees honesty. By asking more “yes” or “No” questions

KINDS OF INTERVIEW

- 1. Preliminary interview-** screening of applicants this afford him freedom to decide whether the job will suit him.
- 2. The non directive interview-** recruiter asks questions that come to mind. This allows applicant to talk freely.
- 3. The directive or structured interview-** recruiters use predetermined set of questions & comparison are made among applicants.
- 4. The situational interview-** Applicant is given a hypothetical (imaginary) incident and asked to respond to it
- 5. The behavioral interview-** focuses on actual work incidents. The applicant must reveal what he/she do in given situation.
- 6. Stress interview-** Interviewer attempts to find out how applicant respond to aggressive, embarrassing, rude & insulting questions.
- 7. Panel interview-** the applicant meets 3-5 interviewers who take turns in asking questions. The panel members can ask new & incisive (penetrating) question based on their expertise & experience and elicit (draw out) deeper & meaningful responses from candidates.

3.1 Personal Management

What is Personnel Management ?

- It is defined as obtaining, using and maintaining a satisfied workforce.
- It is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals.
- It is that part which is primarily concerned with human resource of organization.

Functions of Personnel Management

1. Recruitment & selection
2. Performance management
3. Learning & development
4. Succession planning
5. Compensation and benefits
6. Human Resources Information Systems
7. HR data and analytics



Personnel Management Functions

- 1) Manpower Planning
- 2) Recruitment
- 3) Employee Selection
- 4) Training

Manpower Planning

- is also called as Human Resource Planning
- consists of putting the right number of people, the right kind of people at the right place, at the right time, doing the right things for which they are suited for the achievement of goals of the organization.

Recruitment

2 Types of Recruitment

• Internal Recruitment

- is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization. Internal recruitment sources are primarily :• Transfers

- Promotions (through Internal Job Postings)
- Re-employment of ex-employees

• External Recruitment

- External sources of recruitment have to be solicited from outside the organization.

Some external recruitment sources are :

- Advertisement
- Employment Agencies
- Educational Institutions
- Recommendations
- Labor Contractors

Employee Selection

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

Employee Selection Process

- **Preliminary Interview**

- It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization.

- **Written Tests**

- Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate.

- **Employment Interviews**

- It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not.

- **Medical examination**

- Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

- **Appointment Letter**

- A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter

Training

- Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job.

- Training process molds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

Benefits of Training

- **Improves morale of employees**

- Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

- **Less Supervision**

- A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.

- **Fewer Accidents**

- Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.

- **Chances of promotion**

- Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.

- **Increased productivity**

- Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance.

There is less wastage of time, money and resources if employees are properly trained.

Methods of Training

- **On The Job Training**

- On the job training methods are those which are given to the employees within the everyday working of a concern. The motto of such training is “learning by doing.”

- **Off The Job Training**

- Off the job training methods are those in which training is provided away from the actual working condition. Off the job training is also called as *vestibule training*, i.e., the employees are trained in a separate area(may be a hall, entrance, reception area, etc. known as a vestibule) where the actual working conditions are duplicated

Elements of Personnel Management

- **Organization**

- Organization is said to be the framework of many activities taking place in view of goals available in a concern. An organization can be called as a physical framework of various interrelated activities.

- **Job**

- The second element, i.e., jobs tell us the activities to be performed in the organization. It is said that the goals of an enterprise can be achieved only through the functional department in it.

- **People**- The last and foremost element in personnel management is people. In an organizational structure, where the main aim is to achieve the goals, the presence of manpower becomes vital.

Personnel Manager

- Personnel manager is the head of personnel department.
- He performs both managerial and operative functions of management

Roles of a Personnel Manager

- Personnel manager provides assistance to top management
- The top management are the people who decide and frame the primary policies of the concern. All kinds of policies related to personnel or workforce can be framed out effectively by the personnel manager.
- He advises the line manager as a staff specialist
- Personnel manager acts like a staff advisor and assists the line managers in dealing with various personnel matters.

What is a supervisor?

A supervisor is a manager who closely oversees a small group or department of employees. Being a supervisor means overseeing the daily activities of those employees and helping guide them through their responsibilities.

Supervisors usually perform the following duties:

- Schedule work shifts.
- Train employees for their roles.
- Give employees feedback on their performance.
- Solve workplace challenges or conflicts.
- Convey department goals and targets to their team.
- Communicate updates and status reports to upper management.

A successful supervisor is a good collaborator who communicates well and is comfortable taking the role of a leader

What makes a good supervisor?

A good supervisor is an important part of maintaining employees' productivity and morale. Individuals who are successful in this role often possess a combination of interpersonal and management skills, as well as an approachable, confident and supportive personality. A great supervisor strives to continually learn, to build upon

their strengths and to identify areas of weakness in which to improve. In this article, we will explore some of the qualities of a good supervisor and how you can become an effective supervisor.

Qualities and Duties of Supervisor

There are several characteristics, habits and qualities that contribute to someone being a good supervisor. Employers value supervisors who are proactive, responsible, reliable and capable. The best supervisors aid each member of their team by helping them to grow and succeed. Here are some other elements of a good supervisor to consider:

- Resourceful and determined
- Values each member of their team equally
- Shows respect and consideration to both management and employees
- Capable of giving employees both positive feedback and constructive criticism
- Handles in-office conflict quickly and fairly



Skills a good supervisor may possess

In addition to the essential qualities above, supervisors can work to develop a specific set of skills that will benefit them in their roles, including:

- Communication skills
- Approachability and empathy
- Management skills
- Adaptability
- Confidence and positivity
- Transparency
- Teamwork
- Willingness to learn

Why is morale important?

Good **morale** improves office relationships — When **morale** is high, employees tend to exhibit fewer negative behaviors and experience less workplace stress. This high **morale** ultimately results in improved workplace relationships between employees and with management.

Improved productivity

High morale increases engagement, thus increasing productivity.

Greater attention to the important details

Low morale causes people to stop caring and make more mistakes on the job. In a high morale setting, employees pay attention to details because they care about the outcome of a project.

Improved attendance

As employees discover the excitement of coming to work, attendance often increases.

Improved performance and creativity

When morale is high, employees get excited about solving problems, completing projects, and satisfying customers.

Higher quality work

Working in a high morale environment improves the quality of the work performed. People care more about what is being produced.

Safer work environment

A workplace with high morale makes everyone more conscious of working safely and avoiding shortcuts that may cause someone to be injured.

6 Simple Ways to Improve Employee Morale

1. Encourage ongoing one-on-ones

Giving your people leaders a structure for having better one-on-ones will help them make the most of every meeting. They'll spend less time catching up and more time at the heart of the conversation, which can lead to higher levels of trust, engagement, and productivity.

2. Give employees the tools to ask for feedback

Traditionally, the process of feedback has been led by managers as a means to help employees course correct and grow. But in reality, the best way to increase the free flow of feedback is by supporting people to seek it themselves.

3. Train your managers to become better coaches

Teaching your managers to seek out the unique talents of their employees will foster an environment that builds on those attributes, which also helps businesses remain agile during challenging times. Managers can put this approach to practice by helping employees create job descriptions that align their passions with the company's why. This naturally increases employee morale, engagement, and productivity.

4. Help your people develop—both personally and professionally

Setting your employees up for success in their role starts with giving them all the tools and resources they need to do their job well. This includes professional training. You can practice this from an employee's first day and beyond by creating a knowledge base of critical information and best practices for new hires as you grow your team.

5. Show employees how much you appreciate them

Studies show that high performing teams are far more supportive and complimentary than low performing ones. And when leaders recognize the strengths and contributions of their people, they're far more engaged, productive, and creative.

6. Don't forget to have fun

There are times to be serious and there are times when it just makes more sense to relax, laugh, and connect with your team.

What Is Motivation?

Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge.

Motivation involves the biological, emotional, social, and cognitive forces that activate behavior. In everyday usage, the term "motivation" is frequently used to describe *why* a person does something. It is the driving force behind human actions.

Types of Motivation

Different types of motivation are frequently described as being either extrinsic or intrinsic:

- **Extrinsic motivations** are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition, or praise.
- **Intrinsic motivations** are those that arise from within the individual, such as doing a complicated crossword puzzle purely for the personal gratification of solving a problem

Wages

A payment usually of money for labor or services usually according to contract and on an hourly, daily, or piecework basis —often used in plural

wages plural : the share of the national product attributable to labor as a factor in production

Wages : Remuneration paid by the employer for the services of hourly ,weekly & fortnightly workers doing manual or physical work. □Usually given to unskilled workers □It may also be defined as the compensation paid to blue collar employees.

The minimum wage Concept states that one must provide not only for the bare sustenance of life but for the preservation of the efficiency of the worker. □For this purpose, Minimum

wage should also provide for some measure of education, medical requirements and amenities

The minimum wage Concept states that one must provide not only for the bare sustenance of life but for the preservation of the efficiency of the worker. □For this purpose, Minimum wage should also provide for some measure of education, medical requirements and amenities

□Fair wage concept is a wage that is somewhat above the minimum wage but below the Living wage. □The lower limit for fair wage is the Minimum wage & the upper limit is set by the ability of the industry to.

Types of Wages

□Nominal Wages : Wages expressed in terms of money are called nominal wages □It is an evaluation of the wage without considering its current purchasing value □Nominal wages are written down in contracts between the employee and the organization

Real Wages - The amount of goods and services that the money will buy. □The term real wages refers to wages that have been adjusted for inflation

□Theory of wages is a branch of study which analyses the supply & demand conditions of labour. Two dimensions of wage theory: INTERNAL: □Capacity to pay □Work content & context □Wage sufficient to meet basic needs of food, shelter, security, social commitment & like

EXTERNAL: □Supply & demand in labour market □Level of payment prevailing in similar jobs in other establishments

characteristics of good wages

It should be accepted by all employees

- It should be flexible to adapt to changes
- It should be economical to use
- It should stabilize the labor turn over
- It should provide for incentive wage plan
- It should minimize absenteeism

- It should be understood by all workers

YPES OF WAGE PAYMENT PLANS All **wage** system must satisfy the basic need of the employee for food, shelter, clothing and reasonable compensation for their efforts.

1. Time Based **Wage** System

2. Piece Base **Wage** System

All other **wage** systems are combination of these two methods of **wage** system.

Incentives

Anything that can attract an employee's attention and motivate them to work can be called as incentive. An incentive aims at improving the overall performance of an organization.

Incentives can be classified as direct and indirect compensation. They can be prepared as individual plans, group plans and organizational plans.

Definition:

1. According to Milton L. Rock, incentives are defined as 'variable rewards granted according to variations in the achievement of specific results'.

2. According to K. N. Subramaniam, 'incentive is system of payment emphasizing the point of motivation, that is, the imparting of incentives to workers for higher production and productivity'.

Types of incentives:

1. Financial incentives:

Some extra cash is offered for extra efficiency. For example, profit sharing plan and group incentive plans.

2. Non-financial incentives:

When rewards or prizes are provided by the organization to motivate the employees it is known as non-financial incentives.

3. Monetary and non-monetary incentives:

Many times, employees are rewarded with monetary and non-monetary incentives that include promotion, seniority, recognition for merits, or even designation as permanent employee.

Advantages of incentive Plan:

1. Incentive plans motivate workers for higher efficiency and productivity.
2. It can improve the work-flow and work methods.
3. Incentive plans make employees hardworking and innovative.
4. When employees are dedicated, supervision costs can be reduced.
5. The National Commission on Labour says that under our conditions, wage incentives are the cheapest, quickest, and sure means of increasing productivity.
6. Incentive plans help establish positive response in an organization.
7. It helps workers improve their standard of living.
8. The other benefits offered by incentive plans are reduced turnover, reduced absenteeism, and reduced lost time.

Disadvantages of Incentive Plan:

1. Incentive plans can lead to disputes among workers, since some earn more than others.
2. Hunger for money among the workers forces them to overwork, which may affect their health.

3. Some workers may involve in malpractices in order to earn more money.

4. For enhanced incentives, they may sacrifice quality

5. It also leads to corruption by falsifying the production records.

6. Incentive plans can create tensions among different personnel.

to ensure that worker should get minimum wages(salary) and are not any unfair regarding wages to the worker

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WAGES

(MEANING & ITS TYPES)

Presented by-

Dr. Jyoti Khare
Associate Professor
Govt. Degree College
Maldevta, Raipur
Dehradun

MEANING OF WAGES

- In economics, the price paid to labour for its contribution to the process of production is called wages.
- Wages are commonly understood as a price for the services of labour or as a payment.
- wage means any monetary amount given by an employer to his employees for their services.
- It is different from the salary which in accounting and economic terms is paid to non-manual workers.
- Wages are the remuneration for the expenditure of effort in production of goods & services. The efforts of wage earner may be physical, mental or a combination of the two.

DEFINITIONS OF 'WAGES'

- “Wages is the payment to labour for its assistance to production.” -A.H. Hansen
- Wage rate is the price paid for the use of labour.” -Mc Connell
- “A wage is price, it is the price paid by the employer to the worker on account of labour performed.” -J.R. Turner
-

TYPES OF 'WAGES'

PIECE
WAGES

TIME
WAGES

CASH
WAGES

WAGES IN
KIND

CONTRACT
WAGES

PIECE RATE WAGES

- Under piece system of payment, wages are based on output and not on time.
- There is no consideration for time taken in completing a task.
- A fixed rate is paid for each unit produced, job completed or an operation performed.
- Workers are not guaranteed minimum wages under this system of wage payment. Different piece rates will be determined for separate jobs.

Quantity produced = output x piece rate

TYPES OF PIECE RATE WAGES

1.

- STRAIGHT PIECE RATE

2.

- INCREASING PIECE RATE

3.

- DECREASING PIECE RATE

ADVANTAGES OF PIECE RATE WAGES

1.Quantity produced = output x piece rate

2.WAGES LINKS TO EFFORTS

3.BETTER UTILIZATION OF EQUIPMENT/MACHINES

**4.DIFFERENTIATION BETWEEN EFFICIENT AND
INEFFICIENT**

5.LESS SUPERVISION REQUIRED

6.EFFECTIVE COST CONTROL

DISADVANTAGES OF PIECE RATE WAGES

1. Poor quality of goods
- 2. Deterioration in health:**
3. Cause of dissatisfaction
4. Not suitable for beginners
- 5. Difficulty in fixing piece-rates**
6. Opposition from unions

SUITABILITY

- (1) Where production quantity is more important than the quality of the product.
- (2) When the work is of repetitive nature.
- (3) When the mass manufacturing system of production is followed and the work is standardized suitable for continuous manufacturing.
- (4) When it is possible to measure the production output of worker separately.
- (5) When strict supervision is not required and difficult.
- (6) When the production is dependent on human efforts.

TIME WAGES

- wages are paid according to the time spent by workers irrespective of his output of work done.
- Wage is measured on the basis of unit of time, e.g., per day, per week or per month
- The wage rates are fixed for an hour, a day, week, a month or even a year (seldom used).
- Time Wage is based on the amount of time spent or the passage of time, e.g., hour, day, week or month.
- It does not depend at all on the performance or the amount of output given by the employee.

Earnings = $T \times R$ where T stands for time spent and R is rate of pay.

TYPES OF TIME RATE WAGES

- (a) Flat time rate or time rate at ordinary level.
- (b) High day rate or time rate at high wage level.
- (c) Measured day rate.
- (d) Graduated time rate.
- (e) differential time rate

ADVANTAGES OF TIME WAGE:

- 1. Greater care and attention on quality and workmanship can be ensured.
- 2. Worker knows exactly the amount he is to get.
- 3. Sense of security of income regular and stable.
- 4. Conducive to harmony and better labour-management relations.



DISADVANTAGES OF TIME WAGE

- ✓no close control over labour costs.
- ✓no incentive for employees.
- ✓no encouragement for better performance.
- ✓unsound basis of wage payment
- ✓increase managerial cost due to demand of supervision.

CASH WAGES

- Cash wages are any pay or compensation that comes in the form of spendable currency or other money.
- Cash wages normally make up the bulk of employment compensation for most workers, and are generally taxable.
- Non-cash compensation may sometimes also be offered or even preferred by employers, employees, or both, for various economic or business reasons.
- **Cash wages** are compensation for employees that come in the form of spendable **money**. **Cash wages** can include actual **cash** currency, checks, and **money** orders.



Continue

Wages in kind:

When the labourer is paid in terms of goods rather than cash, is called the wage in kind. These types of wages are popular in rural areas.

Contract wages:

Under this type, the wages are fixed in the beginning for complete work. For instance, if a contractor is told that he will be paid Rs. 25,000 for the construction of building, it will be termed as contract wages.

Concept of wages

The following are the two main concepts of wages:

A. Money Wages or Nominal Wages:

The total amount of money received by the labourer in the process of production is called the money wages or nominal wages.

B. Real Wages:

Real wages mean translation of money wages into real terms or in terms of commodities and services that money can buy. They refer to the advantages of worker's occupation, i.e. the amount of the necessities, comforts and luxuries of life which the worker can command in return for his services.

DIFFERENCE BETWEEN REAL WAGES & MONEY WAGES

<u>MONEY WAGES</u>	<u>REAL WAGES</u>
money wages are paid in terms of the quantity of money	whereas real wages are paid in terms of necessities of life.
money wages are expressed in terms of money	real wages in terms of goods and services.
money wages increase, with the increase in price level,	with the increase in price level real wages tend to decline ,

The image features a solid black background. In the upper left corner, there are several overlapping, wavy, translucent bands of color in shades of orange, yellow, and green. A large, solid red oval is centered horizontally and occupies the middle portion of the frame. Inside this red oval, the words "THANK YOU" are written in a bold, black, sans-serif typeface.

THANK YOU