

During the period when employees are on employment they should be made to feel part of the organization by meeting individual personal needs which should be integrated with organizational goals.

Finally, people should be separated from the organization

Key activities involved in HRM

- Procurement:
 - a. HR Planning
 - b. Recruitment and Selection
- Development
- Compensation / Rewards.
- Integration.
- Maintenance
- Separation.

Differences between Human Resource and Personnel Management

According to P. C. Tripathi (2002):

- PM is a traditional, routine, maintenance-oriented, administrative function whereas HRM is a continuous, on-going development function aimed at improving human processes.
- PM is an independent function with independent sub-functions. HRM follows and must take into account the linkages and interfaces.

- Ethical points of view or social responsibility of the organization towards the public.

Importance of Personnel Policy

- Impossible to rely on experience and precedence to solve problems which arise. Decision making is more consistent when the policy is defined and known.
- The policy provides continuity for the organization; they are more permanent than individuals
- They can help to facilitate expansion and integration of new businesses into the company so that when growth occurs there is already a firm foundation of policy
- They provide yardsticks against which to measure progress in defined areas
- It stimulates action because the managers have the knowledge and confidence to make decisions and take action
- Policies save management time because the information is available and the procedure for carrying out is known.
- They promote fairness for employees
- They can help to defend the organization in the event of a challenge in a court of law.

Manpower Planning

Planning is a management function which determines in advance what should be done and why, when and how it should be done.

The terms “manpower planning” and “HR planning” are synonymous.

Since large numbers of persons have to be replaced because they have retired, died or incapacitated due to physical or mental ailments, there is a constant need for replacing such personnel. HRP has the management in preparations for pension schemes for such people.

In order to meet the needs of expansion programs, this will become necessary.

Manpower planning to identify areas of surplus personnel or areas in which there is a shortage of personnel.

Career development and succession planning

Training and Development

Utilization of Staff

Determination of Human Resource Requirement

The critical decision facing most organizations before procurement is the determination of the number and type of personnel they might require at a particular time both present and future.

The purpose of HRP, therefore, is to ensure that certain desired number of persons with the correct skills, knowledge, aptitude, attitude, qualifications will be available in the organization at some specific time in the future.

This therefore involves:-

- HR Demand Forecasting
- HR Supply Forecasting
- HR Action Plans.

CHAPTER TWO: RECRUITMENT AND SELECTION

Recruitment is an immediate activity between HRP and selection whose primary function is to serve as a link between the two.

The purpose of recruitment is to attract a large group of candidates so that the organization can select the qualified employees it needs.

Definitions:

- According to Beard Well and Holden (1997), recruitment and selection is a process concerned with identifying, attracting and choosing suitable people to meet the organization's HR requirements.
- According to Megginson (1985) recruitment is defined as “referring to searching out and attracting a pool of potential employees from which to select the ones needed to satisfy the organization’s HR needs”. It involves attracting the right number of people with the ability needed to fill the available jobs.

Significance of the recruitment process

- Enables the organization to obtain the right personnel it needs.
- Enables the organization to improve the hiring standards i.e. selection of appropriate candidates.
- Reduces the cost of training and supervision by getting people with the right qualifications.
- Helps the organization to maintain constant wages and salaries in their wage and salary structure.
- Determining the organizations present and future recruitment needs in conjunction with HR planning and job analysis.

- Restructuring i.e. organizational restructuring or engineering where job engineering refers to job design i.e. making major policy changes in a particular job e.g. HR director may give a personnel post new meaning as opposed to a personnel manager.
- Government policy on recruitment i.e. affirmative action.
- Nature of the products or services which may have an effect on their demand and which indirectly affects recruitment.

Sources/types of recruitment

Internal sources- these include personnel already on the payroll of the organization.

External sources- refer to prospective candidates outside the enterprise. They usually include new entrants to the labor force.

Internal sources:

Promotion

- Moving an employee to a higher position carrying higher responsibilities, facilities, status and salaries various positions in an organization are filled up by promotion of existing employees on the basis of merit, seniority or combination.

Transfer

- Change in job assignment. It may involve promotion, demotion or no change in terms of responsibilities or status.

Advantages of Internal source of recruitment

- Familiarity- the organization and its employees are familiar with each other. The organization knows the ability and skills of the likely candidates since they are insiders. Similarly, employees also know about the working conditions and job requirements of the vacancies.

- Reduces employee stress

Induction / Orientation

Induction is the process through which new employees are introduced to the job and the entire organization.

Objectives of the Induction Programme

- To introduce new employees to the organization's work procedures, rules, and regulations
- To familiarize employees with the work environment, fellow workmates, immediate supervisor, and departmental head
- To set new employees at ease in their new jobs and instill confidence
- Reduce fears and anxiety associated with work in a new environment such as feelings of insecurity and nervousness
- To explain to new employees duties and responsibilities and introduce the person to report to when he has a problem
- To introduce new employees to general employment conditions of the organization i.e. organizational policies and procedures

Areas covered by an induction programme

- The significance of the job with all necessary information about it including job training and hazards
- The company, its history, products or services, the process of production and major activities involved in an individual work
- Structure of the organization i.e. the geographical location of the plant and the location of various departments.
- Employee's department and how such department fits in the organization
- The relationship between employee's departments and other departments
- Company policies, practices, and procedures

- Apprenticeship. Can be traced back to medieval times when those intended of learning trade skills bound themselves to a master craftsman to learn by doing work under his guidance.
- Vestibule. Large organizations are frequently provided with vestibule schools in preliminary to actual shop experience.

Advantages of On-the-Job Training

- Cost effective. Trainee uses company resources while training.
- The learner learns the actual skills, knowledge, and attitude required for his jobs.
- Learner practices knowledge acquired under the supervision of experienced employees.
- Production goes on at the same time the learning process takes place.
- No time is given to the learner.
- No fee is paid by the learner.

Disadvantages of On-the-Job Training

- There will always be interruptions.
- There is always waste and scrap.
- There is time wastage for an experienced employee.
- There is a conflict between experienced employees and learner.
- It can be discontinued at any time the trainer decides to drop out or is engaged in other activities.

Off-the-job training

Trainees leave their workplaces and create time for the development of objectives. In this method development of trainees is primary. Techniques used include:

Methods of Off-the-job training

- Critical incident method

This format of performance appraisal is a method which is involved in identifying and describing specific incidents where employees did something really well or that needs improving during their performance period.

- Weighted checklist method

In this style, performance appraisal is made under a method where the jobs being evaluated based on descriptive statements about effective and ineffective behavior on jobs.

- Paired comparison analysis

This form of performance appraisal is a good way to make full use of the methods of options. There will be a list of relevant options. Each option is in comparison with the others in the list. The results will be calculated and then such an option with the highest score will be mostly chosen.

Graphic rating scales

This format is considered the oldest and most popular method to assess the employee's performance.

In this style of performance appraisal, the management just simply does checks on the performance levels of their staff.

- Essay Evaluation method

In this style of performance appraisal, managers/ supervisors are required to figure out the strong and weak points of staff's behaviors. The essay evaluation method is a non-quantitative technique. It is often mixed with the method of the graphic rating scale.

- Behaviorally anchored rating scales

- Central Tendency. It occurs when an appraiser clusters all ratings around central measurement, usually on average or mid-point scale. The object is to please everyone in the department.
- Regency/Latest Behavior. This is basing appraisal on the latest behavior demonstrated by employees e.g. some employees may perform poorly during the months of the year but when appraisal time approaches, they may put more effort and this effort may influence the appraisal outcome.
- Leniency/Generosity. Involves being too lenient to the extent that nearly every employee gets a higher rating. The leniency problem can be as a result of inexperience on rating or poor supervision on the part of the supervisor

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Page 39 of 62

may be based on personal and arbitrary decisions. This may not assure adequate and equitable compensation schemes. This result is low morale and inter-group conflict

Objectives

- Employees are paid equitably according to their skills and abilities.
- Employers can systematically estimate labor costs and control of labor costs.
- Employee's motivation is enhanced and morale is stepped up.
- Attracts highly qualified people into the organization.
- Reduces the friction and grievance of employees over wage differentials and inequities.
- Builds up morale and increase the motivation of employees. The result is increased productivity and profits.
- Favoritism is reduced when the wage and salary administration is good.

Ways of achieving the objectives

To meet these objectives the HR managers should do any or a combination of the following:

- Industry rates

Research the rates being paid to various categories in the market in order to determine what rates ought to be paid in the company

- Engage in the collective bargaining process and in doing so secure acceptance of a particular rate of pay
- Efficiency of performance

This is a major factor in the determination of wages payable to any employees. A new and relatively inexperienced employee cannot, for instance, be as efficient in his job