

differences. Every manager to be successful must possess social skills to manage people with differing needs.

10. An integrated concept:

HRM in its scope includes Personnel aspect, Welfare aspect and Industrial relations aspect in itself. It is also integrated as it concerns with not only acquisition, but also development, utilisation, and maintenance.

MAJOR FUNCTIONS OF HUMAN RESOURCE MANAGEMENT ARE:

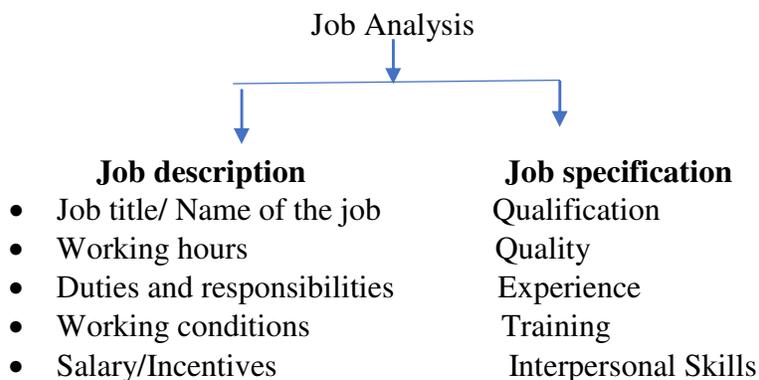
1. Human Resource Planning

Human resource planning as a function of human resource management, it determines the number and type of employees needed to accomplish organisational goals. Research is an important part of this function because planning requires the collection and analysis of information in order to forecast human resources supplies and to predict future human resources needs. The basic human resource planning strategy is staffing and employee development.

2. Job Analysis

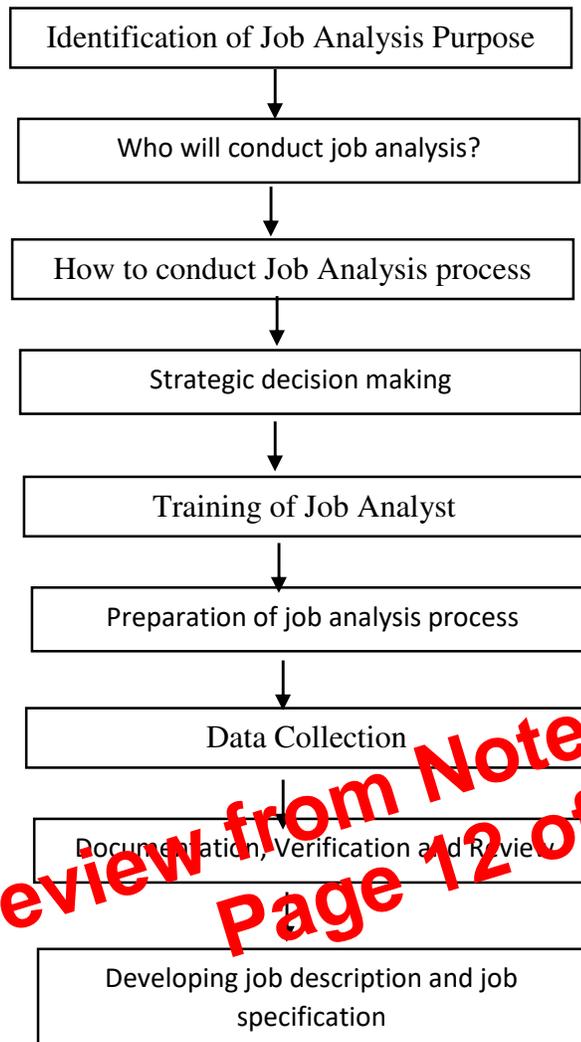
Job analysis is the process of describing the nature of a job and specifying the human requirements, such as skills, and experience needed to perform it. The end product of the job analysis process is the job description. A job description spells out work duties and activities of employees. Job descriptions are a vital source of information to employees, managers, and personnel people because job content has a great influence on personnel programmes and practices.

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3. Recruitment and Selection (Staffing)

Staffing emphasises the recruitment and selection of the human resources for an organisation. Since staffing is a major and primary function of HR department, HR managers and hiring managers should ensure equal employment opportunities Without any discrimination based on caste, creed, race, sex and religion in staffing process, since it is constitutional and mandatory in most countries. It's failure or contravenes shall invite legal action against such organisation which shall sometimes leads to huge finality or closure depending upon the gravity of such



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Purpose of Job Analysis

Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.

Job design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialised.

FACTORS AFFECTING JOB DESIGN

Job design is not an exclusive one. It affects and is also affected by various factors. All the factors that affect job design are broadly classified into three categories:

1. Organisational factors
2. Environmental factors
3. Behavioural factors.

1. Organisational Factors:

The various factors under organisational factors include task features, work flow, ergonomics, work practices, etc.

Task Features:

A job design involves a number of tasks performed by a group of workers. Further, each task consists of three internal features, namely, (i) planning, (ii) executing and (iii) controlling. An ideal job design needs to integrate all these three features of tasks to be performed.

Work Flow:

The very nature of a product influences the sequences of jobs, i.e., work flow. In order to perform work in an effective and efficient manner, the tasks involved in a job need to be sequenced and balanced. Consider the car as a product. The frame of a car needs to be built before the fenders, and similarly the doors will be built later. Thus, once the sequences of tasks are determined, and then the balance between tasks is established.

Ergonomics:

Ergonomics refers to designing and shaping job in such a manner so as to strike a fit between the job and the job holder. In other words, jobs are designed in such a way to match job requirements with worker's physical abilities to perform a job effectively.

Work Practices:

Practice means a set way of doing work based on tradition or collective wishes of workers. While designing jobs, these work practices need to be taken into consideration. Evidences are available to state that ignoring work practices can result in undesirable consequences F.W. Taylor determined work practices by time and motion study.

Such determination requires repeated observations. However, the accuracy of the determined work practice is subject to distortions depending on the competence of the observer and deviations from the normal work cycle. Another limitation of this method is its applicability only when production is underway.

2. Environmental Factors:

boredom, fatigue and mistakes can be avoided and the job can be done in more effective and efficient manner.

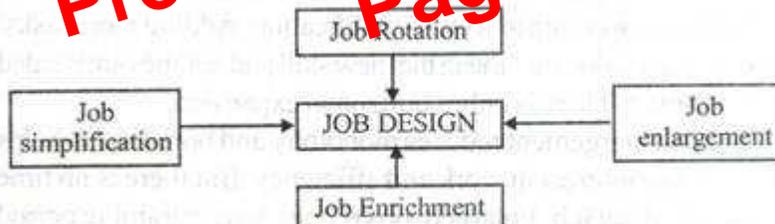
TECHNIQUES OF JOB DESIGN

Job Design Methods: Rotation, Simplification, Enlargement and Enrichment of Jobs!

Job design logically follows job analysis. Job analysis provides job related data as well as the skill and knowledge expected of the incumbent to discharge the job. Job design involves organizing tasks, duties and responsibilities into a unit of work to achieve certain objectives.

Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job in terms of techniques, systems and procedures, and on the relationships that should exist between the job holders and his supervisors, subordinates and colleagues.

The main objectives of job design are to integrate the needs of the individuals and the requirements of the organisation. Needs of the employees include job satisfaction in terms of interest, challenge and achievement? Organisational requirements are high productivity, technical efficiency and quality of work.



1. Job Rotation:

It is one of the methods of job design which is an answer to the problem of boredom. Job rotation implies the shifting of an employee from one job to another without any change in the job. With job rotation, a given employee performs different jobs but, more or less, jobs of the same nature.

The advantages of job rotation are—it relieves the employee from the boredom and monotony of doing a single task. The organisation also stands to benefit as the worker become competent in several jobs rather than only one. Periodic job changing can also improve inter-department co-operation.

3. Forecasting Demand and Supply of Human Resource:

The human resources required at different positions according to their job profile are to be estimated. The available internal and external sources to fulfill those requirements are also measured. There should be proper matching of job description and job specification of one particular work, and the profile of the person should be suitable to it.

4. Estimating Manpower Gaps:

Comparison of human resource demand and human resource supply will provide with the surplus or deficit of human resource. Deficit represents the number of people to be employed, whereas surplus represents termination. Extensive use of proper training and development programme can be done to upgrade the skills of employees.

5. Formulating the Human Resource Action Plan:

The human resource plan depends on whether there is deficit or surplus in the organization. Accordingly, the plan may be finalized either for new recruitment, training, interdepartmental transfer in case of deficit or termination, or voluntary retirement schemes and redeployment in case of surplus.

6. Monitoring, Control and Feedback:

It mainly involves implementation of the human resource action plan. Human resources are allocated according to the requirements and inventories are updated over a period. The plan is monitored strictly to identify the deficiencies and remove it. Comparison between the human resource plan and its actual implementation is done to ensure the appropriate action and the availability of the required number of employees for various jobs.

DEMAND FORECAST TECHNIQUE

Methods/Techniques of Demand Forecasting:

Demand forecasting is a quantitative aspect of human resource planning. It is the process of estimating the future requirement of human resources of all kinds and types of the organisation. Demand forecasting is the process of estimating the future quantity and quality of people required. This Broadly, forecasting methods can be classified as **Quantitative methods** and **Qualitative methods**.

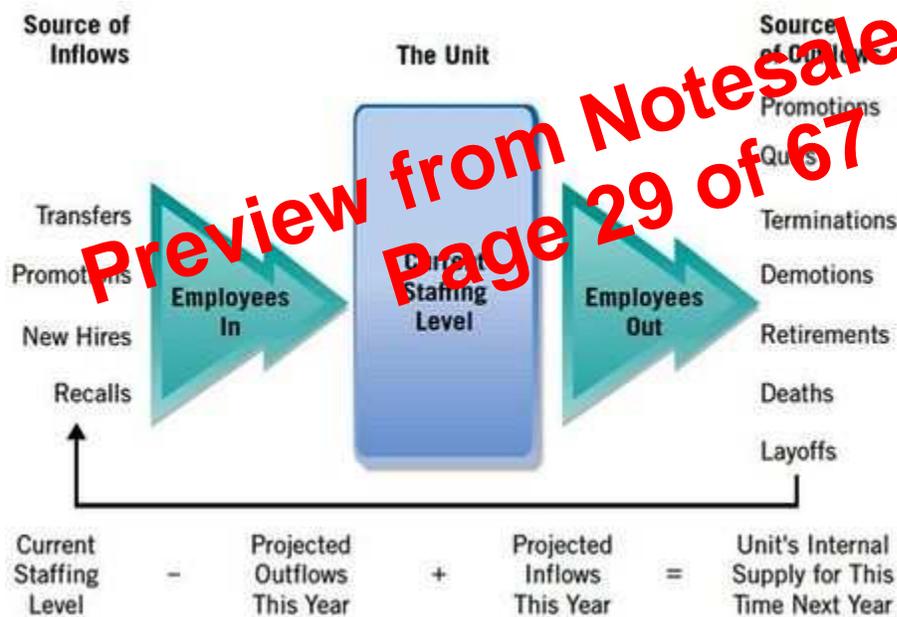
QUALITATIVE: These are judgmental methods where forecast is made subjectively by an expert,

a) Succession analysis

Once a company has forecast the demand for labour, it needs an indication of the firm's labour supply. Determining the internal labour supply calls for a detailed analysis of how many people are currently in various job categories or have specific skills within the organization. The planner then modifies this analysis to reflect changes expected in the near future as a result of retirements, promotions, transfers, voluntary turnover, and terminations.

Demand forecasting helps in determining the number and type of personnel/human resources required in future. The next step in human resource planning is forecasting supply of human resources. The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organisation to meet the future demand of human resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organisation.

Estimating Internal Labor Supply for a Given Unit



The above figure illustrates that internal supply forecasting can be estimated based on the following:

- Current Staffing Level
- Projected Outflows This Year
- Projected Inflows This Year

1. Availability of Suitable Persons:

Internal sources, sometimes, may not be able to supply suitable persons from within. External sources do give a wide choice to the management. A large number of applicants may be willing to join the organisation. They will also be suitable as per the requirements of skill, training and education.

2. Brings New Ideas:

The selection of persons from outside sources will have the benefit of new ideas. The persons having experience in other concerns will be able to suggest new things and methods. This will keep the organisation in a competitive position.

3. Economical:

This method of recruitment can prove to be economical because new employees are already trained and experienced and do not require much training for the jobs.

Demerits of External Sources:

1. Demoralisation:

When new persons from outside join the organisation then present employees feel demoralised because these positions should have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.

2. Lack of Co-Operation:

The old staff may not co-operate with the new employees because they feel that their right has been snatched away by them. This problem will be acute especially when persons for higher positions are recruited from outside.

3. Expensive:

The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews. In spite of all this if suitable persons are not available, then the whole process will have to be repeated.

4. Problem of Maladjustment:

There may be a possibility that the new entrants have not been able to adjust in the new environment. They may not temperamentally adjust with the new persons. In such cases either the persons may leave themselves or management may have to replace them. These things have adverse effect on the working of the organisation.

General orientation by the staff: It gives necessary general information about the history and the operations of the firm. The purpose is to help an employee to build up some pride and interest in the organization.

Specific orientation by the job supervisor: The employee is shown the department and his place of work; the location of facilities and is told about the organization's specific practices and customs. The purpose is to enable the employee to adjust with his work and environment.

Follow-up orientation by either the personnel department or the supervisor: This is conducted within one week to six months of the initial induction and by a foreman or a specialist. The purpose is to find out whether the employee is reasonably well satisfied with him. Through personal talks, guidance and counselling efforts are made to remove the difficulties experienced by the newcomer.

Reasons why Induction Programs are Essential

1 - Workplace Culture

New employees need to align and be assimilated into your workplace culture. They need to understand your values and the behaviours that drive those values.

2 - Compliance

Educate employees about your company policies on safety, bullying, sexual harassment and other critical policies. This will help to protect the business by preventing incidents and better defending any claim.

3 - Retention

Inductions programs help employees to adjust to their new role, make a smoother transition into the business and assimilate into the company culture. This ultimately helps retention of employees and saves on recruitment costs and helps employees to feel supported.

4 - Productivity

Employees learn the right way of doing things from the beginning, instead of being shown shortcuts or the other

5 - Saves Time & Money

Saves your business time and money in the long term as a well-developed induction program can be easily replicated for each new employee (great systems available to automate) and added to with new information when necessary.

NB// At the Orientation Day, all attendees should receive takeaway copies of policies and how to sheets, which are referred to in the presentations and they should also sign an individual attendance sheet. This sheet should then be filed in their employee file. Have no doubt, the time and effort that is put into an induction process (including online induction and orientation day) is worth its weight in gold. Firstly, ensuring your new employee is made feel welcome and part of a team from day one, sets an important tone for him/her. Having a successful induction process is the difference between flying with wings or flying without. It will give the new employee a great start and a great impression of the company, along with complying with all legal and company policies and procedures. In short the new employee will feel valued and confident that they made the right choice to come and work for you!

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1. Stipend which is also known as a fixed amount of salary is received by the trainees to some extent during this training.
2. Trainees acquire valuable skills which is highly regarded and valuable and demanding in the market.
3. When talking about the employer, it is a way of obtaining cheap labor with a needed skilled work force still being maintained.
4. This method helps in reducing cost for labor and production cost.
5. There is ensured loyalty of the employees of the company.

b) Limitations:

1. The length or the period of the training is very long and at all times the trainees need regular supervision which can be difficult as the company is at a large scale.
2. This method is unsatisfactory if the standards are rigid.
3. At times if the person or the worker getting this training fails to learn it completely after a long duration, then they may not be considered for working in the company which may lead to labor problems.
4. This method is very expensive in nature.

IV. Vestibule or Training Center Training:

A vestibule is a place or passage or also a room situated between the outside door and inside of the building. So under vestibule type training the trainers train the workers on certain special machines in a different location like classrooms and this is known as a 'vestibule school' which the Personnel Department of the firm runs.

A) Advantages:

1. The person who is training the trainees is a specialist person and has certain specialization in training to be provided.
2. As the training which is provided isn't present when the actual job takes place, the trainees mainly can focus on learning the job.
3. As the instructor or the trainer has no work assigned to them, they can provide certain attention individually to the trainees.
4. The job is learnt by the employee in a short time.

B) Limitations:

1. As the training is provided in an artificial work environment the worker may not adjust to certain machines when they are actually doing the job in reality.

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