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Kwame Nkrumah University of
Science & Technology, Kumasi, Ghana

Introduction to Human Resource Management

MAS 263

Department of Human Resource & Organizational Development

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KNUST SCHOOL OF BUSINESS

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HUMAN RESOURCE MANAGEMENT

HRM endorses the view that people are a ***key resource***; that it is important to ***involve them*** in key activities and communicate well with them, to encourage their ***commitment and engagement*** with the organisation and adopt a ***strategic approach*** to the acquisition, management and motivation of employees.

HRM Defined

- The effective management of people at work is Human Resource Management (HRM)

- Human resource management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2009).

- Human resource management involves all **management decisions and actions** that affect the nature of the relationship between the organization and its employees – its human resources. (Beer et al, 1984)

- HRM comprises a **set of policies** designed to maximize organizational integration, employee commitment, flexibility and quality of work. (Guest, 1987)

HRM in Pictorial Form
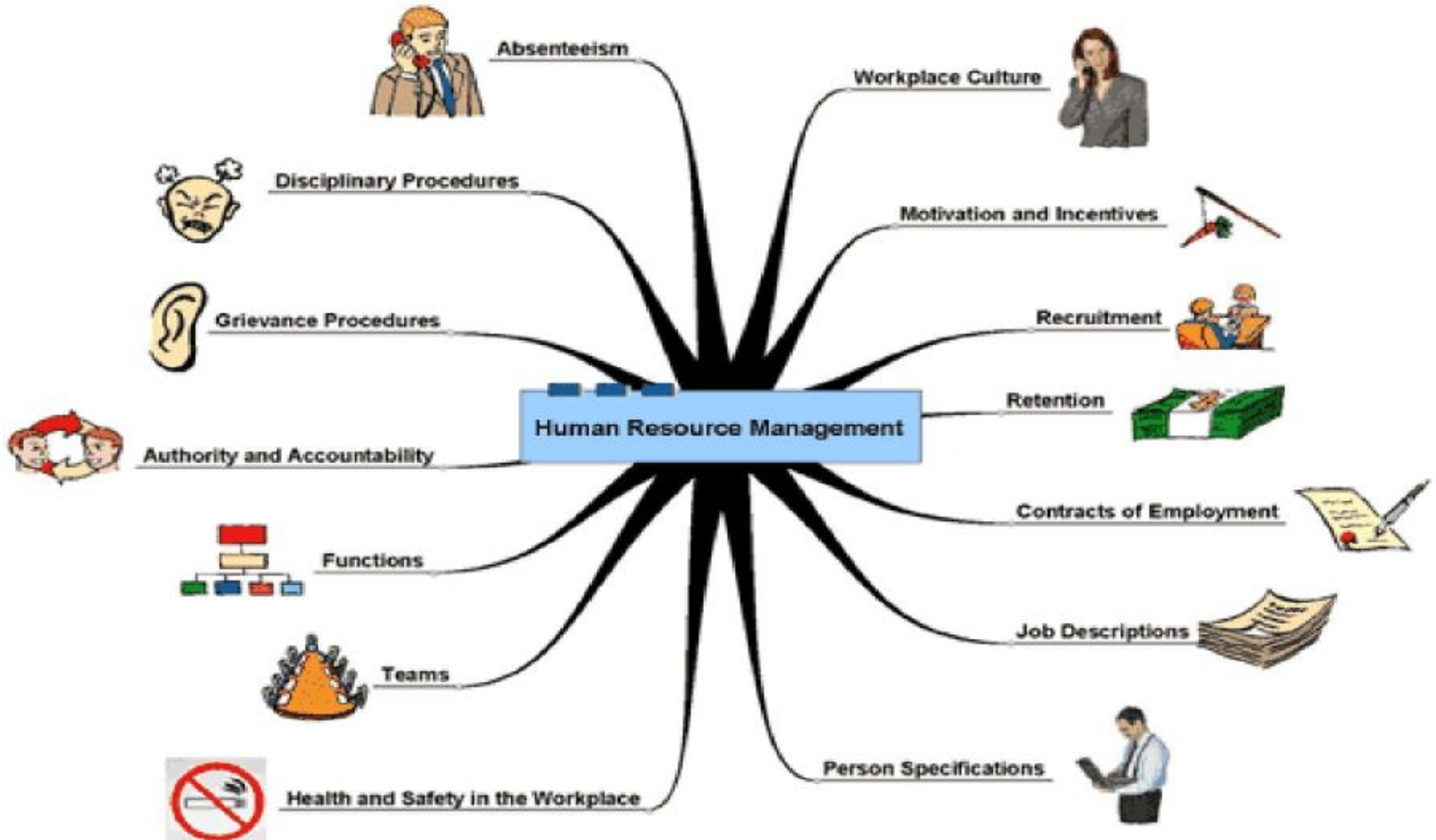
HRM Functions/Activities

- **Human Resource Planning**

  ➤ Deciding on the human resources the organisation needs

- **Recruitment and Selection / Staffing**

Staffing is the process of planning, acquiring, deploying, and retaining employees that enables the organisation to meet its talent needs and to execute its business strategy.

  – Brings in the talents responsible for executing the organisational strategy

  – Organisation's people are central to its development of a competitive advantage

- **Training and Development (T & D)**
  - ➢ Training and development focuses on developing employees capabilities.
  - ➢ T&D improve performance by remedying deficiencies and nurture the human resource with the future in mind
  - ➢ T & D is responsible for career planning, organisational development and legal compliance

- **Performance Management**
  - ➢ It involves aligning employees goals and behaviors with organizational goals and strategies.
  - ➢ Specific goals/ targets and feedback are given to employees
  - ➢ Compensation is tied to performance management rating (objective)

- **Rewards and Benefits**

What employees receive in exchange for their contributions towards the attainment of organisational goals
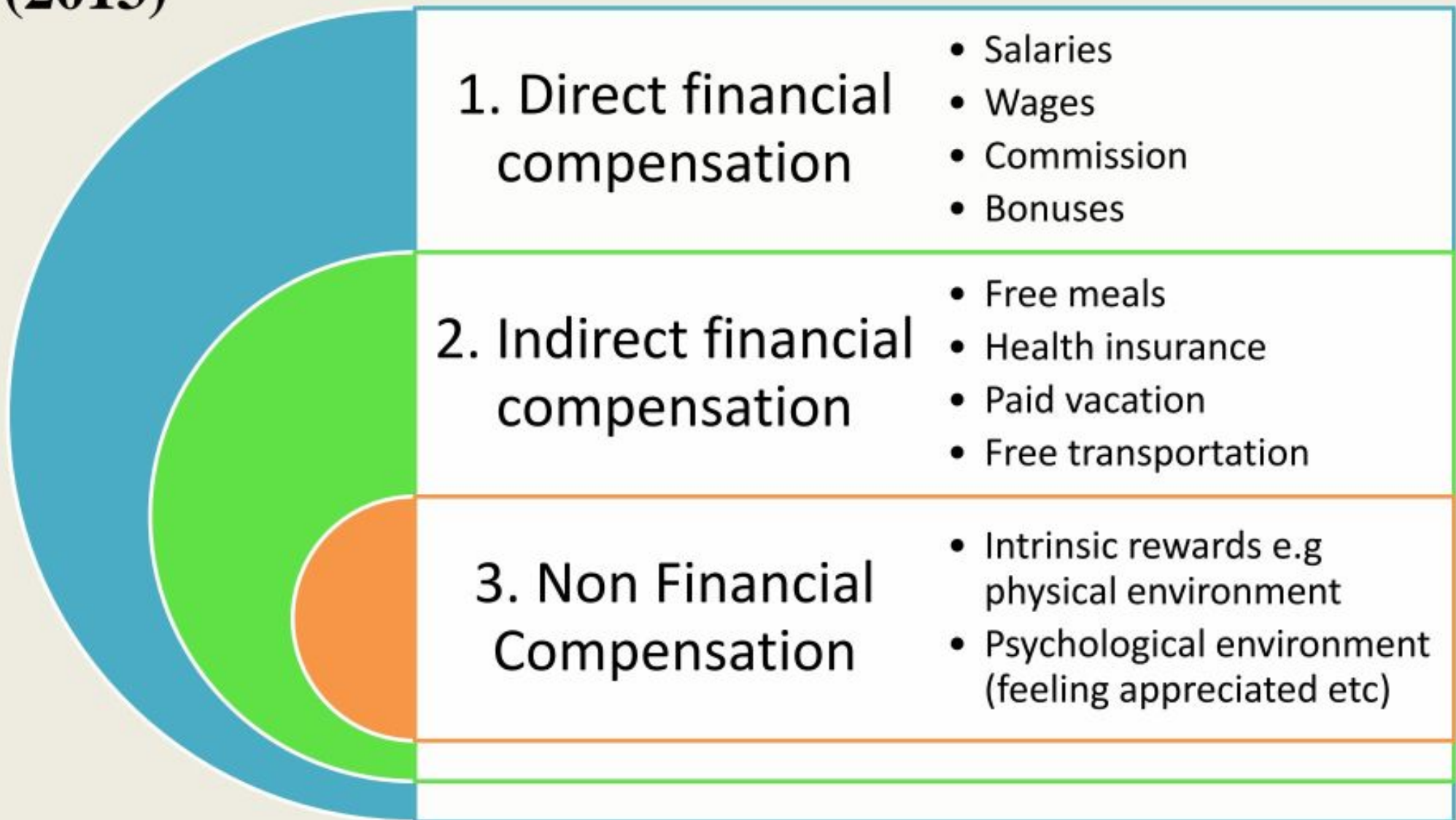
Importance:

- Motivation
- Performance
- Retention

- Total rewards refers to the sum of all rewards that employees receive in exchange for their time, efforts and performance

Three Types of Total Rewards – Phillips and Gully (2013)

1. Direct financial compensation

- Salaries
- Wages
- Commission
- Bonuses

2. Indirect financial compensation

- Free meals
- Health insurance
- Paid vacation
- Free transportation

3. Non Financial Compensation

- Intrinsic rewards e.g physical environment
- Psychological environment (feeling appreciated etc)

- **Employee-Management Relations**

➢ The relations between employees and the capital owners of the organisation.

Importance:

- improve communication

- problem solving and

- performance

- **Health and Safety**

Includes:

- Wellness

- Fire safety

- Injury management

- Disaster preparedness

- Industrial hygiene

- **Personnel Records**

  ➢ HR department centrally keeps the personnel records.

  ➢ Human Resource Information System (HRIS)

- *A human resource information system is an integrated and increasingly automated system for maintaining a database regarding the employees in an organization.*

- For example, a properly developed human resource information system should have details on every employee regarding date of hire, job history within the organization, education, performance ratings, compensation history, training and development profile, and various special skills and abilities that each employee possesses.

- HRIS is an organized method of providing information about *human resource, their functions, and external factors*

Current issues in HRM

- Flexibility and diversity

- Information technology

- Human capital

- Added value

- Knowledge workers

Distinctive features of HRM

- Alignment of corporate strategy and HR strategy.

- Key role of line managers.

- Seeks commitment of employees rather than compliance

- Harmonise interests of stakeholders into 'common interest – profitability'

- Integration, coherency and consistency with respect to a set of HR policies

- Competitive advantage through people (BSC, Hard and Soft HRM)

Distinctive features of HRM (Contd)

- Unitarist and Pluralist approaches to management-employee relations
- HR policies are supportive of organisational culture
- HR techniques (e.g. rewards, training) support a performance-oriented culture
- Managers are more powerful, unions are less powerful
- Participative management; open communication
- Competencies; multi-skilling
- Flexibility: tasks, structure, employment contracts
- Management of change
- Accepts job insecurity; lack of traditional career paths

HRM and Organizational Performance

- HRM policies and practices add value to organizations and influence organizational performance by either improving efficiency or contributing to revenue growth. – Becker and Gerhart(1996)

- Effective HRM system increases:

    – Organization's ability to meet its goals

    – Enhance the organization's ability to grow

    – Increases employees engagement, effort and performance

CAREERS IN HRM

Careers in HRM

- Director of HRM

- HR Specialist / HR Generalist

- HR Consultant or HR Business Partner

- Recruitment specialist

- Compensation Analyst

- Employee benefits manager

- Work-life manager

- Training and Development specialist

- Human Resource Generalist

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Human Resource Strategy and Planning

Strategy

- A strategy is a course of action

- Strategy is an organization's intention to achieve certain goals through planned alignment or fit between the organization and its environment (De Wit and Meyer, 1998).

- The intention is for current and future organizational actions.

Levels of Strategies

1. Corporate Strategy

- Organization wide level

- Unilever Ghana Ltd. produces Key soap, Omo, Frytol, Pepsodent etc. So it needs a corporate level strategy.

- Diversification- expand by adding new product lines

- Vertical integration- expand by producing its own raw materials

- Consolidation- reducing the organization's size

- Geographic expansion- taking business abroad

2. Business Strategy (Competitive Strategy)

- For example, Omo

- Each of the business need

- How to build and strengthen the business' long-term competitive position in the market place

- How Omo will compete with So Klin

Cost leadership	Differentiation	Focus/ Niche
• Seeking to produce at low costs to enhance competitiveness • (ability to charge lower prices)	• Producing products/services that are unique and difficult to copy • Different features	• Identifying a particular customer group, products or market (eg geographically defined)

3. Functional Strategy

- Business composed of departments – HRM, Marketing, Finance, Accounting, Manufacturing

- Identifies the basic courses of action that each department will pursue in order to help the business attain its competitive goals

Generic Corporate/Business Strategies

- Growth

- Stability

- Retrenchment (Millmore et al 2007)

- Internationalisation (Glaister, 1995)

- Innovation (Guest et al., 1997)

What human resource management
issues do you think would need to be
addressed in a human resource
strategy devised to support a business
strategy of innovation?

Human Resource Strategies (Functional) to Achieve Innovation

❖Employee resourcing

❖Employee development

❖Employee relations

❖Employee reward

Human Resource Planning (HRP)

Human Resource Planning Defined

- It is the process that identifies current and future human resources needs for an organisation to achieve its goals.

- It is concerned with setting out the size, quality and nature of the workforce in order to meet corporate objectives.

- Previously known as manpower planning

- Starts with knowing and understanding the corporate strategy of an organization and then assessing the future needs of the organization for employee

Stages in Human Resource Planning

1. Strategic emphasis

2. Estimate the demand for human resources

3. Estimate the supply of human resources (internal and external)

4. Compare demand and supply

5. Formulate human resource strategies and action plans

Stage 1. Strategic emphasis

- Starts with the crafting of corporate strategy and objectives of the organisation by the top managers.

- Corporate plans should be related to the human resource plans interactively to establish the adequacy of the pool of human resources to achieve corporate objectives.

- Senior management involvement and commitment is crucial.

Stage 2. Estimating demand for human resources

- Number and type(skills) of people needed to meet future challenges due to changes in markets and technology.

- The composition of the existing workforce in terms of the required skills.

- Questions to be answered:
    - What tasks need to be done
    - The skills required to complete these task
    - Can tasks be grouped together to form jobs
    - How many people will be required to complete the volume of work?

- Work study techniques
  - ➤Ratio analysis (e.g. relationship between technicians and scientific staff)
  - ➤Job analysis

- Job description

- Person specification

Stage 3. Forecasting / estimating the supply of human resources

This can be done qualitatively and / quantitatively

Establish labour needed (supply) after calculating the demand for labour

- Internal supply
- External supply

Estimating the internal supply – (Qualitatively)

•Profile of staff: age, gender, qualifications, grade, skills.

•Internal factors affecting supply: (e.g. absenteeism; reliance on temporary or contract staff; deficiencies detected by performance appraisal and reflected in poor performance and thereby reduced supply).

•Other factors: reduced demand for company's output, and excess staff in particular departments.

Estimating Internal Supply: Quantitative Techniques

- **Labour turnover rate(wastage / separation rate)**
(Number of leavers/total number of employees) × 100

- **Stability index**

(Number of employees with 1 or more years of service/total number of employees in post 1 year ago) × 100

External Supply Factors

- Size and composition of the labour force

- Tight or slack labour market

- Ageing of the workforce

- Unemployment rates

- Skills shortages

- Education and training schemes

- Geographical considerations

Stage 4. Comparing demand and supply forecasts

- A comparison of the demand and supply for human resources will identify what needs to be accomplished in the HR plans.

- Internal supply $=$ demand
- Internal supply $>$ demand
- Internal supply $<$ demand
- Internal plus external supply $<$ demand

Stage 5. Human Resource Strategies and Action Plans

- Resourcing

- Performance management

- Reward

- Employee relations

Strategies when internal < demand

- Staff turnover and reasons for it: qualitative analysis (based on exit interviews).

- Talent management: attracting and retaining talented people, providing appropriate development and rewards.

- Improve the quality of the existing supply of human resources by relevant training and development.

- Succession planning: traditional and contemporary approaches to identifying individuals capable of assuming senior roles in the future.

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Recruitment and Selection

Recruitment

- All activities directed at locating potential employees and attracting applications from suitable applicants.

The Recruitment Process

A systematic approach is needed to:

- meet organizational objectives

- demonstrate fairness

Recruitment Documentation

Two main documents are required for recruitment. The documents are:

- job descriptions
- person specifications

Job Analysis

The process of job analysis leads to the production of:

- job descriptions

- person specifications

- What is job analysis?

Job Analysis Techniques

- Written questionnaires
- Personal interviews
- Feedback on draft versions

JDs: Typical Format

Job title

Department

Reports to

Responsible for

Grade

Contacts

JDs: Typical Format

- Purpose of job

- Major duties

- Qualifications

- Performance standards

Uses of JDs

- Recruitment
- Day-to-day performance
- Training
- Job evaluation
- Job design
- Performance appraisal
- Re-organization: management of change

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Person Specifications

- Outline the skills, knowledge, and personal attributes necessary to perform a set of tasks adequately

- Essential and desirable characteristics

Competencies

- Work-related behaviors that have been identified as necessary for successful performance at work.

Competency Frameworks

A framework of competencies that can be applied to all jobs or sets of jobs in an organization.

Job Description

Job description is an essential basis for writing advertisements, determining skill requirements in order to:

- describe your vacancy to others
- attract suitable applicants

Selection

Aims of the Selection Process

- Gather as much *relevant* information as possible

- Organise and *evaluate* the information

- *Assess* each candidate in order to:

  ➢ *forecast* performance on the job

  ➢ *give information* to applicants so that they can judge whether they wish to accept an offer of employment or not

Selection Processes

Basic processes include:

- – screening written applications to create a shortlist

- – interview

- – references

Interviews

What factors contribute to the low predictive validity of employment interviews?

Interviewer Errors

- Halo effect
- Making snap decisions
- Hiring in one's own image
- Stereotyping
- Making assumptions
- Gathering insufficient or irrelevant information
- Contrast effect

What can be done to ***eliminate or minimize*** the effect of interviewer errors?

Questioning Techniques

- Open questions

- Closed questions

- Situational questions

- Patterned behaviour description questions

- Probing questions

Stage 3. Forecasting / estimating the supply of human resources

This can be done qualitatively and / quantitatively

Establish labour needed (supply) after calculating the demand for labour

- Internal supply
- External supply

- If the results of interviews are not always reliable or valid, what can be done to improve the selection process?

- Write down three things that employers could do to supplement the interview process.

Supplementary Selection Techniques

- Psychological tests

- Work sample tests

- Assessment centres

- References

Psychological Tests

Can be used to:

- add an element of objectivity

- increase the predictive validity of selection decisions

- measure some factors that cannot be assessed through the application form and interview

Work Sample Tests

A work sample test consists of getting a candidate to perform some task or element of a task that forms part of the job.

Design a Work Sample Exercise

- Identify key critical factors of performance.

- Choose factors that can appropriately be tested by a work sample.

- Identify assessment criteria.

- Design the work sample exercise.

- Write instructions for the candidate.

- Design the assessment form.

- Train the assessors.

Assessment Centres

- ***A number of applicants are assessed together by a number of assessors***, using a variety of selection techniques.

Selection techniques usually include:

- work simulations
  - work samples
  - in-tray exercises
  - role plays
- group exercises and discussions
- psychological tests
- interviews
- peer and self assessment

Administrative Procedures (1)

The successful candidate:

- Offer the position to the successful candidate.

- Secure his or her acceptance of the position.

- Agree on the details of the appointment.

- Confirm the details in writing.

- Check essential qualifications.

- Initiate new employee processes.

Administrative Procedures (2)

The unsuccessful candidates:

- Inform the candidates of the outcome.

- Provide feedback if appropriate.

Administrative Procedures (3)

- Prepare and keep adequate records.

- Monitor the process.

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Performance Management and Appraisal

What is Performance?

• Performance means both behaviour and results

• In performance management, both behaviour (input) and result (output) need to be considered.

What is Performance Management

- A process for sharing an understanding about what needs to be achieved and then managing and developing people in a way that enables such shared objectives to be achieved.

- It is a strategic process that is fundamentally aimed at establishing a shared understanding in the organisation of what is important and where effort should be deployed (Armstrong and Baron, 2004)

- The development of individuals with competence and commitment, working towards the achievement of shared meaningful objectives within an organisation which supports and encourages their achievement.

Aims of Performance Management

- To establish a high performance culture

- To focus people on doing the right things

- To develop the capacity of people to meet and exceed expectations

- To align personal objectives to organisational objectives

- Empowering, motivating and rewarding employees to do their best

Features of PM

- Continuous and flexible process

- Primary elements include agreement, measurement, feedback, reinforcement and dialogue

- Concentrates on future performance planning

- Based on the principle of management by contract and agreement rather than management by command
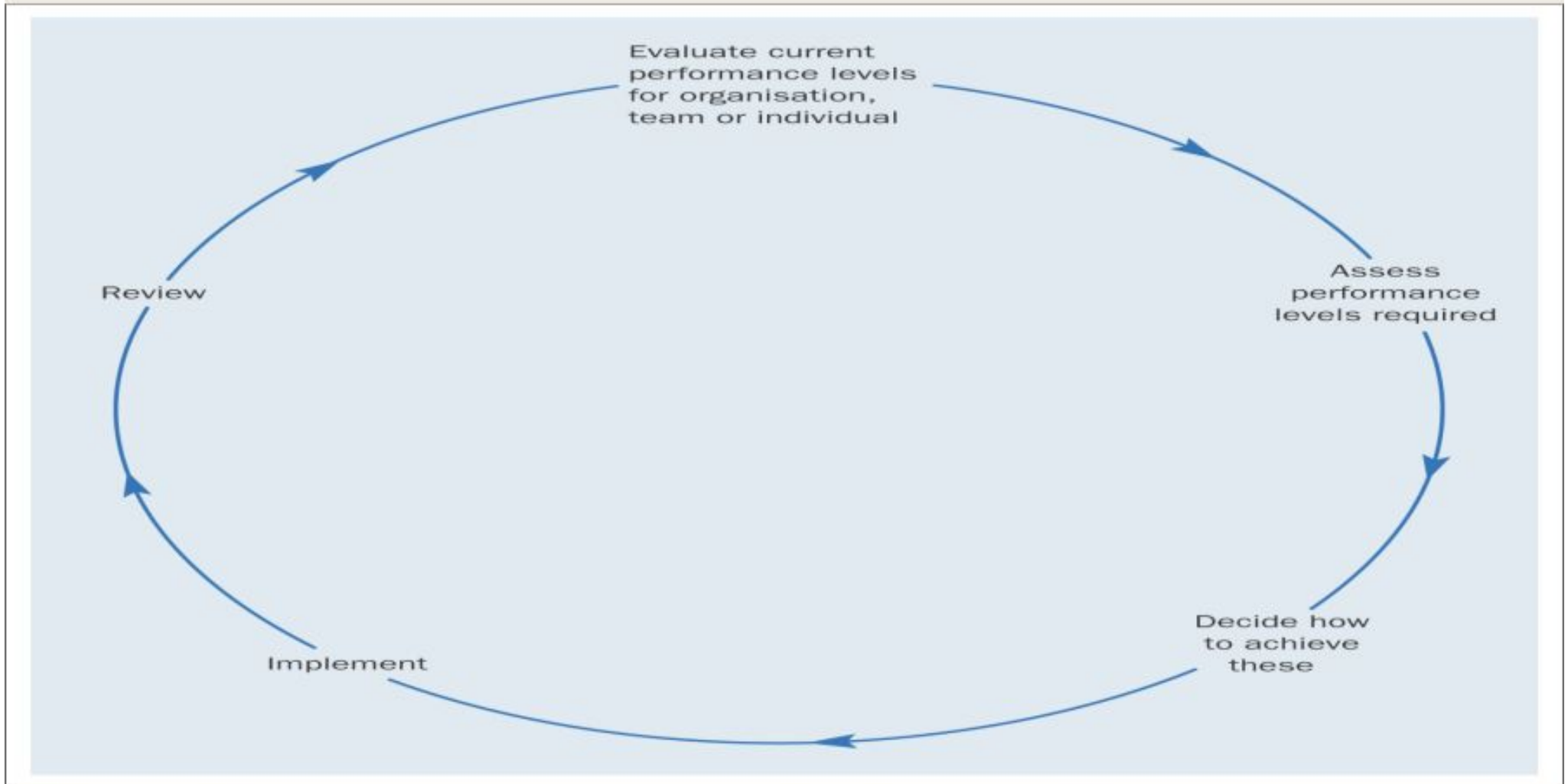
Concerns of PM

Concern with

- Outputs, outcomes, process and inputs

- Planning

- Measurement and review

- Continuous improvement

- Continuous development

Concern for

- Communication

- Stakeholders

- Fairness and transparency

Model of PM

Evaluate current
performance levels
for organisation,
team or individual

Review

Assess
performance
levels required

Implement

Decide how
to achieve
these

The performance management implementation process

High- performance culture

- Culture in which people are aware of the need to perform well, and behave accordingly in order to meet or exceed expectations.

Steps to turn an organisation into a high-performing place of work

- People clear about their goals and objectives

- Relevant skills and competences

- High performance is recognised and rewarded

- Managers – supportive leaders

- Climate of trust and teamwork

- Fair and consistent pay and reward system

- Formal procedures used fairly

PM as integrated and strategic process

- Shared process between managers, individuals and teams

- Objectives jointly agreed and reviewed

- Corporate, individual and team objectives integrated

Needs of people involved:

- To know and understand what is expected of them

- To have the skills necessary

- To be supported in developing their capacity

- To receive feedback

- To discuss and contribute to individual and team aims and objectives

Approaches to developing a high-performance culture

- the implementation of high-performance work system (HPWS)

  ➢ An inherently consistent and coherent HRM system that is focused on solving operational problems and implementing the organisation's competitive advantage

- the use of rewards

- the use of systematic methods of managing performance

PM tools

- Performance and development reviews

- Learning and development (learning organisation)

- Coaching

- 360 degrees feedback

- 540 degrees

What is Performance Appraisal

- The process of evaluating the performance of employees, sharing that information with them and searching for ways to improve their performance.

- A process, typically performed annually by a supervisor for a subordinate, designed to help employees understand their roles, objectives, expectations, and performance success.

- Regularly records an assessment of an employee's performance, potential and development needs.

- 3 uses of appraisal: performance, potential and reward (Randell et all (1984)

Objectives of Performance Appraisal

- To determine the effectiveness of employees on their present jobs so as to decide their benefits.

- To identify the shortcomings of employees so as to overcome them through systematic guidance and trainig.

-

- To find out their potential for promotion.

Purposes of Performance Appraisal

- Gives employees feedback on performance

- Creates opportunity to plan future objectives or workload

- Judge and helper roles

- The training needs of an employee can be identified

- Relationship with personal development reviews ('one-to-ones')

- Integration of objectives and competencies (these are the two different approaches used to assess performance)

Problems with Performance Appraisal

- Lack of clear purpose

- Links with pay

- Information kept secret from employee

- Appraiser attacking appraisee's character / subjective

- Linking to disciplinary process

The role of line managers in performance appraisal

Advantages

- Line managers know about subordinates, their jobs and their performance

- Creates time for discussion

- Gives appraisee the manager's attention

Disadvantages

- Personality conflicts

- Subjectivity

- Seen by managers as low priority
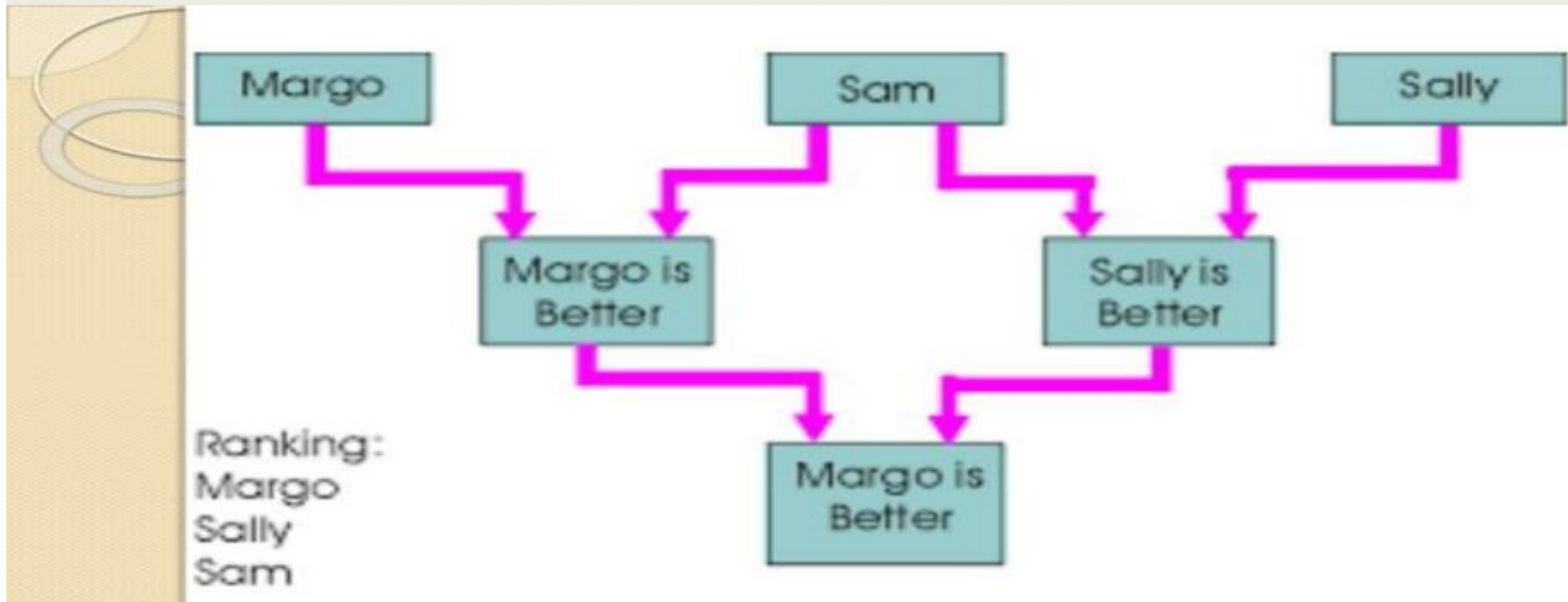
Methods of Performance Appraisal

- Ranking Method

  ➤ An employee is ranked against the other in the working group.

  ➤ Useful in small organisat-ions

- Paired Comparison Method

  ➤ Each employee is compared with other employees taking only one at a time. The evaluator compares two employees and puts a tick mark against an employee whom he considers a better employee.

  ➤ Used in big organisations.

| Margo | | Sam | | Sally |

Margo is Better

Sally is Better

Margo is Better

Ranking:
Margo
Sally
Sam

- Grading

  ➢ Certain categories of abilities or performance of employees are defined well in advance to fall in certain grades. Such grades are very good, good, average, poor, and very poor.

  ➢ The individual traits and characteristics are identified.

- Checklist

  ➢ The appraisal of the ability of an employee through getting answers for a number of questions.

  ➢ These questions are related to the behaviour of an employee.

PRELIMINARY DESIGN REVIEW CHECKLIST

SATISFIED?	NO.	CRITERIA	COMMENTS
YES	1	Contract entry criteria is satisfied.	
NO	2	Deliverables are received significantly before the design review.	
YES	3	Preliminary review shows that the RTM is sufficient to support the design review.	
NO	4	Risk assessments and risk mitigation plans have been addressed.	
YES	5	Review agenda has been documented.	
YES	6	All relevant sponsors are involved, and communication has been coordinated.	
NO	7	Technical specialists are participating (as appropriate).	
	8	Exit criteria (stated in the contract) has been satisfied.	
	9	Risk mitigation plans are addressed and revised as necessary.	
	10	Copies of presentation materials are made and have been received.	
	11	All requests for action (RFAs) have been addressed and resolved.	
	12	Design review minutes have been reviewed.	
	13	Summary Report has been completed and distributed.	

- Forced Choice Method

➢ A series of groups of statement are prepared positively or negatively.

➢ The appraiser is forced to select any one of the statements either out of positive or negative statements.

Forced Choice Performance Evaluation Form

Employee: _____ Department: _____

Supervisor: _____ Date: _____

Performance Factors	Performance Rating				
	Low	Below Average	Average	Above Average	High
Understands department functions	Poorly informed about department functions	Has fair knowledge of the department functions	Can answer most questions about the department	Understands all phases of the department.	Has complete mastery of all phases of the department.
Follows directions and company policy without supervision	Requires constant supervision	Requires occasional follow-up	Can usually be counted on	Requires very little supervision	Requires absolute minimum supervision
Accuracy, skill, completeness, and quality of work performed	Seldom meets the requirements and is almost always unsatisfactory	Work is often unsatisfactory and often does not meet requirements	Work is consistently satisfactory and usually meets requirements	Work is sometimes superior and rarely contains mistakes	Work is consistently superior and never contains mistakes

- Graphic Rating Scale (Linear Rating Scale)

  ➢ The printed appraisal form is used to appraise each employee.

  ➢ The form list traits (e.g., quality and reliability) and a range of job performance characteristics (from unsatisfactory to outstanding) for each unit.

  ➢ The rating is done on the basis of points on the continuum. The common practice is to follow five points scale.

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GRAPHIC SCALE RATING

Employee Name ....

Department ....

Job Title ....

Performance Level / Work Dimension	Poor	Fairly Poor	Fairly Good	Good	Excellent
Attendance			✔		
Behavior towards Subordinates			✔		
Sincerity				✔	
Dependability					✔

	1 Unsatisfactory	2 Needs improvement	3 Meets expectations	4 Exceeds expectations	5 Exceptional
Communication				✓	
Judgement			✓		
Planning		✓			
Reliability					✓
Initiative			✓		
Resilience and flexibility		✓			
Problem-solving			✓		
Supports company values			✓		
Develops self		✓			
Overall assessment			✓		

- Field Review Method

➢ An employee's performance is appraised through an interview between the appraiser and the immediate superior.

➢ The appraiser asks the superior questions about the performance of an employee. The HR department prepares a detail report on the basis of this collected information.

- Peer Review

➤ An employee selects peers to conduct the evaluation.

➤ Usually two to four peers are identified through a pre-determined process.

➤ The employee submits self evaluation port folio. The port folio might describe how he or she met objectives and/or pre-determined standards during the past evaluation cycle.

➤ Supporting materials are included.

➤ The peer evaluates the employee either individually or in a group.

➤ Manager and employee meet to discuss the evaluation.

- Management by Objectives (MBO)

  ➢ Performance is rated against the achievement of objectives stated by the management.

  ➢ It is more useful for managerial positions.

  ➢ Not applicable to all jobs.

Process of MBO

- Define Organizational Goals
- Define Employees Objectives
- Continuous Monitoring Performance and Progress
- Performance Evaluation
- Providing Feedback
- Performance Appraisal

++Log in to http://edu-article.blogspot.com

- 360-Degree Feedback
  - ➤ It is a technique which is a systematic collection of performance data on an individual group, derived from a number of stakeholders, including immediate supervisor, customers, peers, and self.

Successful 360-Degree Feedback Program

Direct Reports

Manager

Feedback Reciever

Peers

Customers

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Recruitment and Selection

Recruitment

- All activities directed at locating potential employees and attracting applications from suitable applicants.

- Recruitment forms the stage in the hiring process, which continues with selection and cease with placement of the candidate.

- A process of searching and obtaining applicants for jobs.

The Recruitment Process

A systematic approach is needed to:

- meet organizational objectives

- demonstrate fairness

Recruitment Documentation

Two main documents are required for recruitment. The documents are:

- job descriptions
- person specifications

Job Analysis

The process of job analysis leads to the production of:

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- What is job analysis?

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- Purpose of job

- Major duties

- Performance standards

Uses of JDs

- Recruitment

- Day-to-day performance

- Training

- Job evaluation

- Job design

- Performance appraisal

- Re-organization: management of change

Person Specifications

- Outline the skills, knowledge, and personal attributes necessary to perform a set of tasks adequately

- Essential and desirable characteristics

Competencies

- Work-related behaviors that have been identified as necessary for successful performance at work.

Competency Frameworks

A framework of competencies that can be applied to all jobs or sets of jobs in an organization.

Job Description

Job description is an essential basis for writing advertisements, determining skill requirements in order to:

  – describe your vacancy to others
  – attract suitable applicants

Recruitment Process

- Identify vacancy

- Prepare job description and person specification

- Advertise the vacancy

- Manage the response

- Shortlisting

Selection

Selection- The process by which qualified applicants are chosen by means of various tests in predetermined numbers, out of large number of applicants

Aims of the Selection Process

- Gather as much *relevant* information as possible

- Organise and *evaluate* the information

- *Assess* each candidate in order to:

  ➢ *forecast* performance on the job

  ➢ *give information* to applicants so that they can judge whether they wish to accept an offer of employment or not

Selection Processes

1. Preliminary interview

2. Selection tests

3. Employment interview

4. Reference and background checks

5. Medical examination

6. Selection decision

Selection test

- Intelligence test

- Aptitude test

- Personality test

- Achievement test/ Work sample test

- Simulation test

- Integrity test

- Polygraph

Interviews

What factors contribute to the low predictive validity of employment interviews?

Interviewer Errors

- Personal bias
- Halo effect.
- Making snap judgement
- Hiring in one's own image
- Stereotyping
- Making assumptions
- Gathering insufficient or irrelevant information
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What can be done to *eliminate or minimize* the effect of interviewer errors?

Questioning Techniques

- Open questions

- Closed questions

- Situational questions

- Patterned behaviour description questions

- Probing questions

Administrative Procedures

The successful candidate:

- Offer the position to the successful candidate.

- Secure his or her acceptance of the position.

- Agree on the details of the appointment.

- Confirm the details in writing.

- Check essential qualifications.

- Initiate new employee processes.

Administrative Procedures

The unsuccessful candidates:

- Inform the candidates of the outcome.

- Provide feedback if appropriate.

Administrative Procedures

- Prepare and keep adequate records.

- Monitor the process.

EMPLOYMENT INTERVIEW

Selected candidates call for the final interview in which interviewer asked many type of questions to judge the candidate for that job.

It consist of interaction between interviewer and applicant.

There are different types of interviews:

a. One to one interview
b. Panel Interview
c. Structured Interview
d. Unstructured Interview
e. Stressed interview
f. Behavioral description Interview
g. Telephonic Interview
h. Situational Interview

ONE TO ONE

PANEL INTERVIEW

STRESS INTERVIEW

TELEPHONE INTERVIEW

DOs and DON'Ts for an interview

DOs	DON'Ts
Groom yourself well	Do not demonstrate overconfidence
Show enthusiasm	Do not answer before the question has been completed
Carry extra copies of your resume	Do not talk continuously
Wear a cheerful smile	Do not be rude or get into an argument with the interviewers
Be polite, assertive and firm	Do not fiddle with your tie or pen
Be genuine and truthful when you reply	Do not extend your hand first for a handshake
Look into the eyes of the interviewer while talking to him/her	Do not be unclear about your expectations from the job

QUESTIONS YOU MUST PREPARE FOR..

- Tell me something about yourself.
- What are your hobbies ?
- Why did you do your MBA after graduation ?
- Which is the most recent book that you have read ?
- Have you heard about …. (a current topic) ?
- What will you do if you reach office one morning and find out that you have lost your job ?
- What was your role in your previous company ?
- Where do you see yourself two years down the line ?
- What are your expectations from the job ?
- What are your strengths and weaknesses ?
- Give us an example of an adverse situation at work and how you tackled it ?

Human Resource Management

MAS 263

**Department of Human Resource &
Organizational Development**

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Compensation

SALARY

- Regular money received by an employee from an employer on a weekly, biweekly or monthly basis.

- It includes employee benefits such as health and life insurance, saving plans and Social Security.

WAGES

Payment for a labour or a worker, especially remuneration on an hourly, daily or weekly basis or by the piece rate.
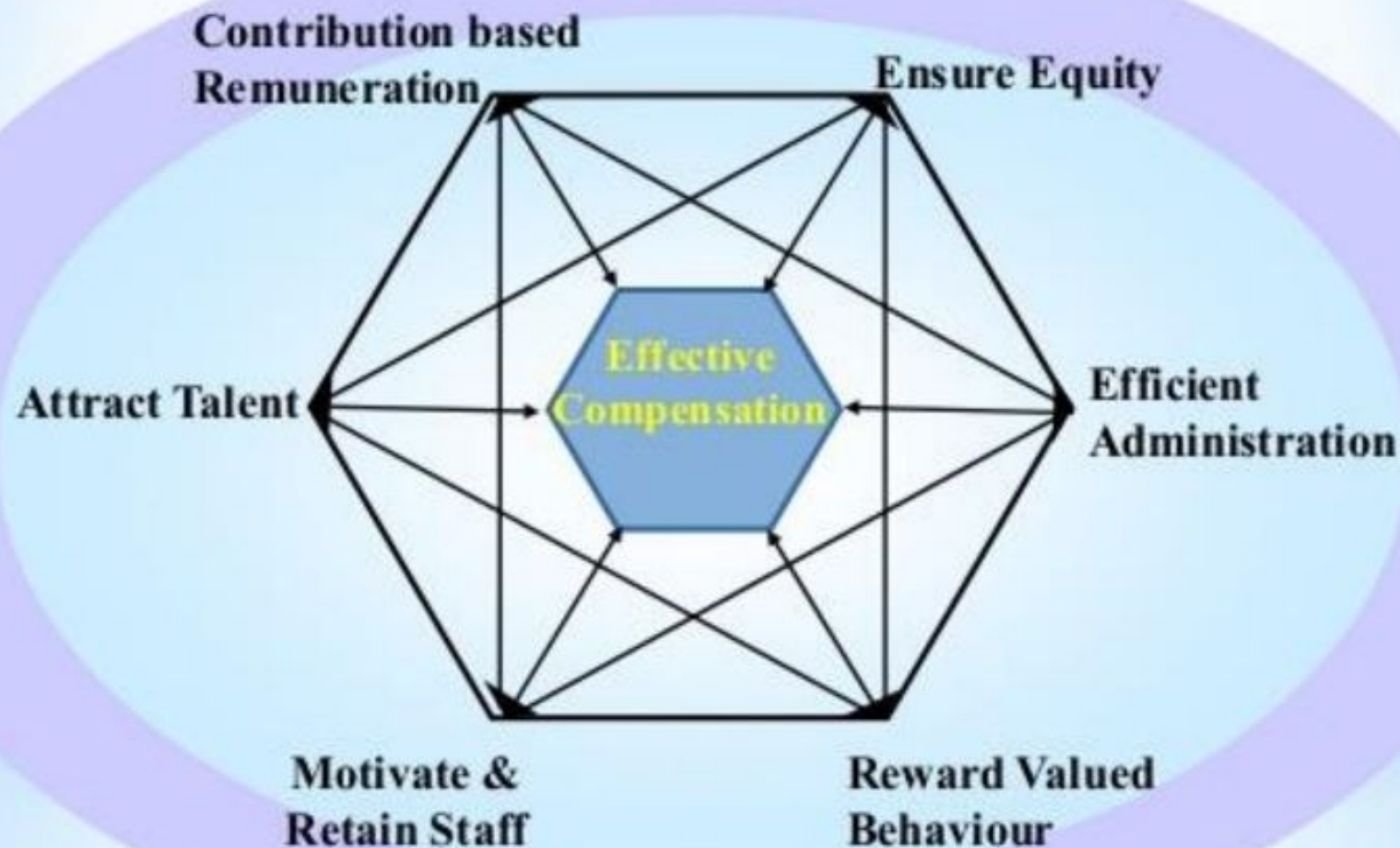
COMPENSATION

➤ The sum of all forms of payments or rewards provided to employees for performing tasks to achieve organizational objectives.

➤ Compensation is the process of providing adequate, equitable and fair remuneration to the employees.

➤ It is a comprehensive term which includes pay, incentives and benefits offered to the employees.

➤ Compensation is a systematic approach to providing monetary value to employees in exchange for work performed.
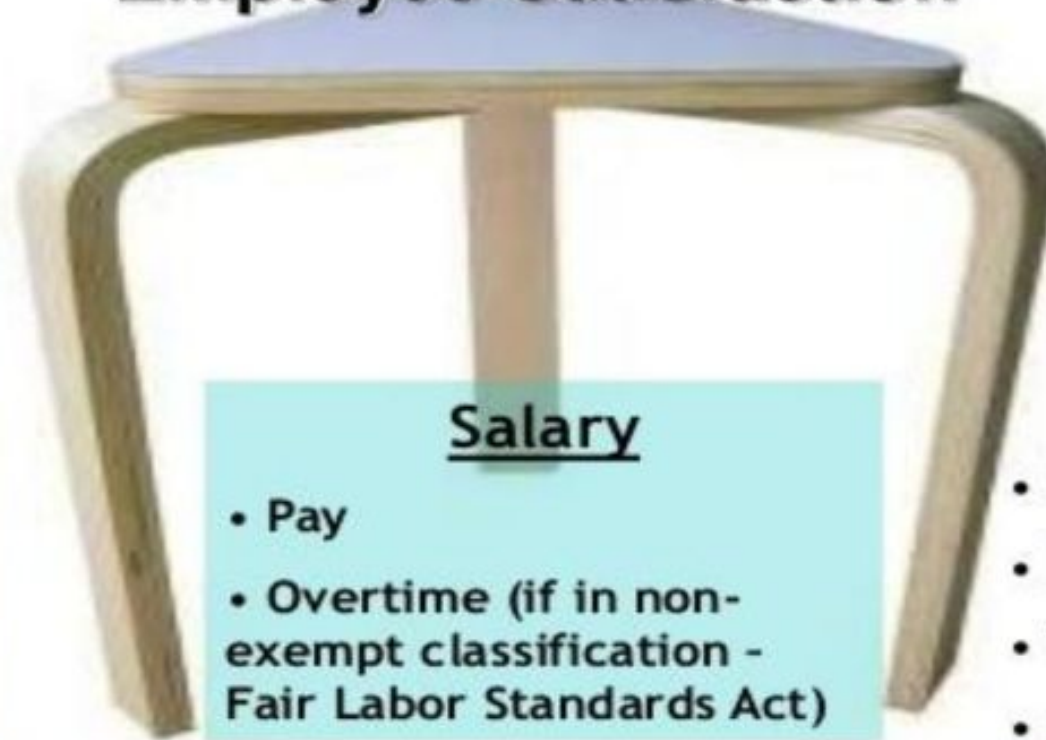
PURPOSE OF COMPENSATION

TOTAL COMPENSATION

Employee Satisfaction

Rewards

- Bonus
- Salary Increases
- Promotions
- Equity Offerings
- Awards
- Recognition
- New job assignments

Salary

- Pay
- Overtime (if in non-exempt classification – Fair Labor Standards Act)

Benefits

- Health Plans
- Retirement Plans
- Vacation/ time off
- Paid Training
- Working Hours

CONTINGENT FACTORS

- Legal requirements or government policies

- Strength of Trade Union

- Labour market conditions

- Capacity to pay

(cont.)

Business Strategy:

- The direction in which organization is going in relation to its environment in order to achieve its objectives.
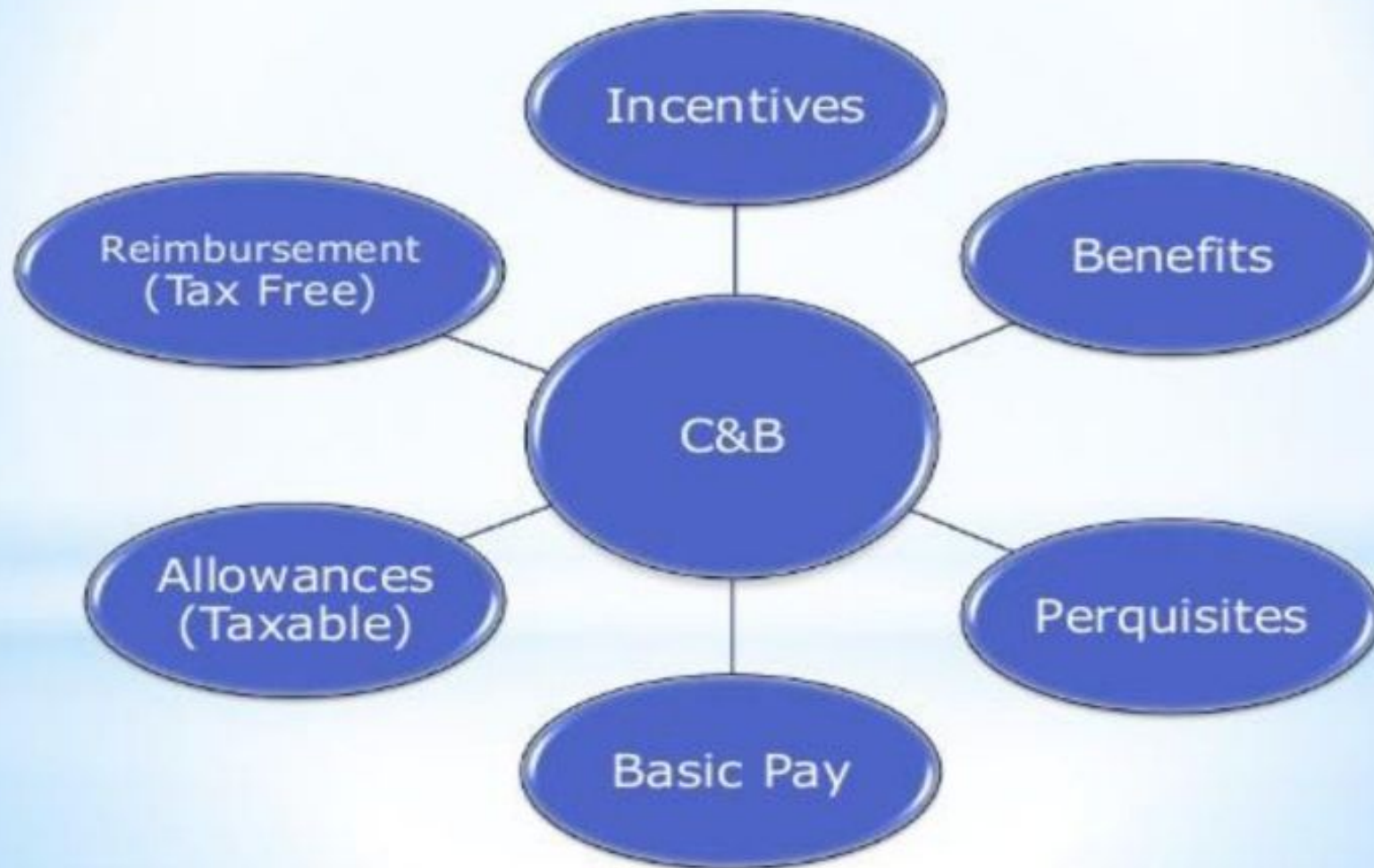
Compensation Strategy:

- The intentions of the organization on reward policies, processes and practices required to ensure that it has the skilled, competent and well-motivated workforce it needs to achieve its business goals.

Contingent Factors:

- Legal requirements or Government Policies, Strength of Trade Union, Labour Market conditions and Capacity to Pay.
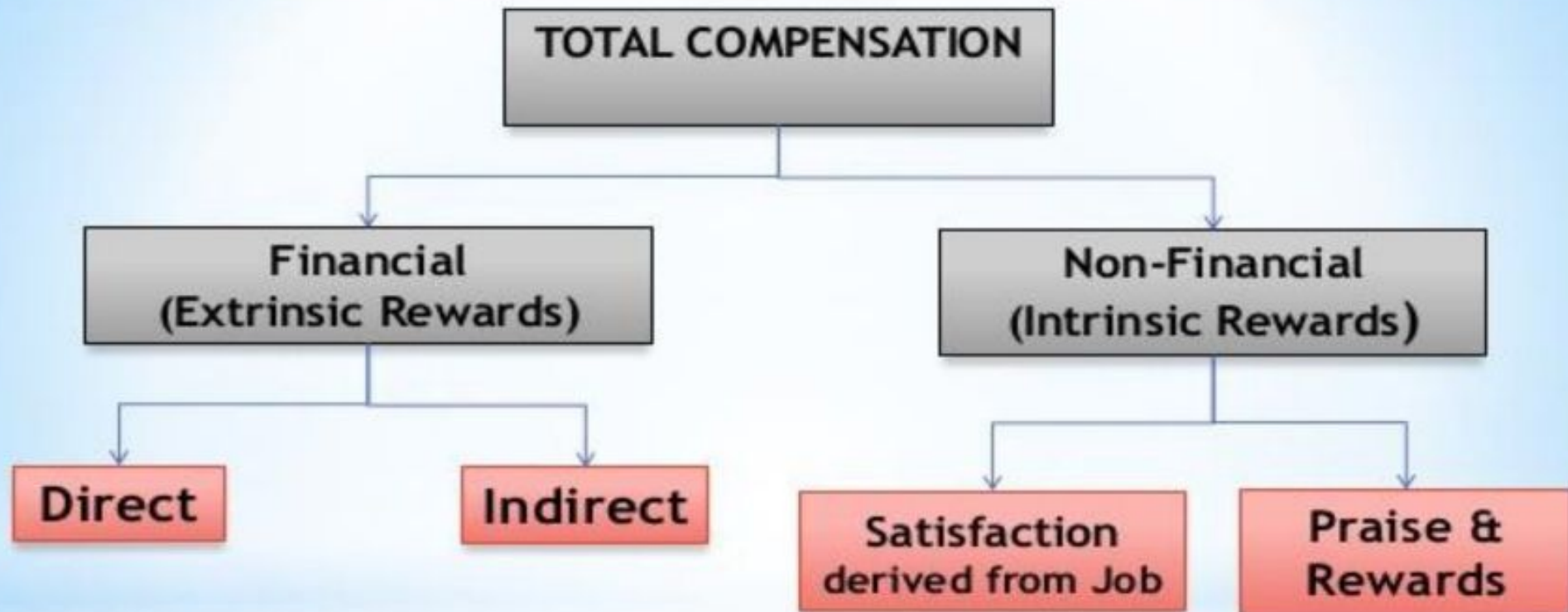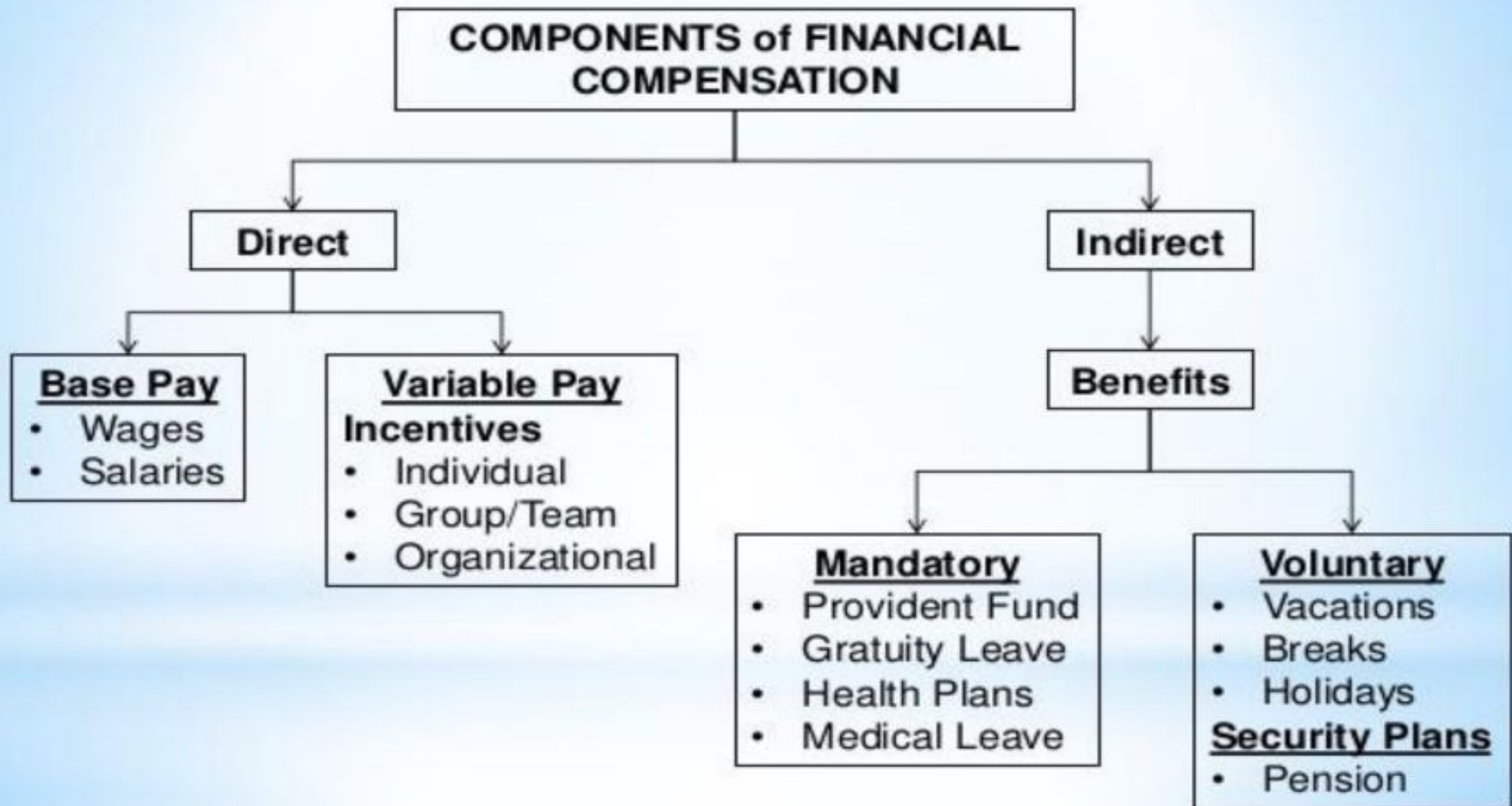
COMPONENTS OF COMPENSATION & BENEFITS

CLASSIFICATION OF REWARDS

TOTAL COMPENSATION

Financial (Extrinsic Rewards)

- Direct
- Indirect

Non-Financial (Intrinsic Rewards)

- Satisfaction derived from Job
- Praise & Rewards

COMPONETS OF FINANCIAL COMPENSATION

COMPONENTS of FINANCIAL COMPENSATION

Direct

Base Pay
- Wages
- Salaries

Variable Pay Incentives
- Individual
- Group/Team
- Organizational

Indirect

Benefits

Mandatory
- Provident Fund
- Gratuity Leave
- Health Plans
- Medical Leave

Voluntary
- Vacations
- Breaks
- Holidays

Security Plans
- Pension

BASE PAY

The direct financial compensation an individual receives based on the time Worked.

➢ **Bases of calculation:**
  • **Hourly/wage**: payment for the number of hours worked.

  • **Salaried**: receive consistent payments at the end of specific period regardless of number of hours worked Nature.

➢ **Generally Market Driven:**

(Demand > Supply = Increase in Pay)

➢ **Job Evaluation:**
  • The formal systematic means used to identify the relative worth of jobs within an organization.

VARIABLE

➤ Variable Pay/ Incentives

- Any plan that ties pay to productivity or profitability (i.e.) the standard by which managers tie compensation to employee effort and performance.

- It is linked to individual, group, or organizational performance and not to time worked.

- Establish a performance "threshold" to qualify for incentive payments.

- Emphasize a shared focus on organizational objectives.

- Create shared commitment in that every individual contributes to organizational performance and success.

IMPLEMENTING EFFECTIVE INCENTIVE PLAN

- Link the incentive with your strategy.

- Make sure effort and rewards are directly related.

- Make the plan easy for employees to understand.

- Get employees' support for the plan.

- Use good measurement systems.

- Emphasize long-term as well as short-term success.

- Adopt a comprehensive, commitment-oriented approach.

NON FINANCIAL COMPENSATION

➢ Are most effective as motivators when the award is combined with a meaningful **employee recognition** program.

- **Intrinsic motivators** are worthwhile as financial package
- Organization **reward** high performing employees
- **Psychological rewards** that employees receive in recognition of their skills and contributions

TYPES of NON FINANCIAL COMPENSATION

➤**Awards**

- Often used to recognize productivity gains, special contributions or achievements, and service to the organization.
- Employees feel appreciated when employers tie awards to performance and deliver awards in a timely, sincere and specific way.

➤ **Recognition awards**

- Recognition has a positive impact on performance, either alone or in conjunction with financial rewards.
- Combining financial rewards with nonfinancial ones produces performance improvement in service firms almost twice the effect of using each reward alone.
- Day-to-day recognition from supervisors, peers, and team members is important.
- Best performer of the month awards in Blue Dart, ALACTEL,XANSA etc.,

➤ **Service awards**

- Award for the length of service and exactly not on performance
- IBM: thanks award
- IDEA: appreciation card

EQUITY AND MOTIVATION OF EMPLOYEES

➤ **Pay Equity (also Distributive Fairness)**

- An employee's perception that compensation received is equal to the value of the work performed.

- A motivation theory that explains how people respond to situations in which they feel they have received less (or more) than they deserve.

- Individuals form a ratio of their inputs to outcomes in their job and then compare the value of that ratio with the value of the ratio for other individuals in similar jobs.

RELATIONSHIP BETWEEN PAY EQUITY AND MOTIVATION

My Input/Output Ratio

Comparison Person's Input/Output Ratio

Inequity (Feelings of Being Underpaid)

Doing More and Receiving Less

My Input/Output Ratio

Comparison Person's Input/Output Ratio

Equity (Feelings of Being Paid Fairly)

Doing the Same and Receiving the Same

My Input/Output Ratio

Comparison Person's Input/Output Ratio

Inequity (Feelings of Being Overpaid)

Doing Less and Receiving More

The greater the perceived disparity between my input/output ratio and the comparison person's input/output ratio, the greater the motivation to reduce the inequity.

Introdution to Human Resource Management

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Occupational
Health and Safety Management

What is occupational health and safety?

A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity

In a broader sense it involves:

- The promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations.

- The prevention among workers of adverse effects on health caused by their working conditions.

- The protection of workers in their employment from risks resulting from factors adverse to health;

- The placing and maintenance of workers in an occupational environment adapted to physical and mental needs

- In sum, it is the adaptation of work to man and of each man to his job.

Objectives of Occupational Health and Safety

Three main objectives:

- The maintenance and promotion of workers' health and working capacity

- The improvement of working environment and work to become conducive to safety and health

- Development of work organisations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings

Importance of Good Standards of Health and Safety

- Poor working conditions of any type have the potential to affect a worker's health and safety.

- Poor working conditions can also affect the environment workers live in.

- The working and living environments are the same for many workers.

- Work-related accidents or diseases are very costly and can have many serious direct and indirect effects on the lives of workers and their families; employers and the nation as a whole

The Responsibility for Health and Safety

The responsibility for health and safety is that of All Stakeholders- Consumers, Government, Employers, Employees etc.

The Employer's Responsibility:

- It is an employer's duty to protect the health, safety and welfare of employees and other people who might be affected by their business

- Making sure that workers and others are protected from anything that may cause harm.

- Effectively controlling any risks to injury or health that could arise in the workplace

- Have the duty to carry out risk assessments to address all risks that might cause harm in the workplace.

- Must give information about the risks in the workplace and how employees are protected.

- Instruct and train employees on how to deal with the risks

- Must consult employees on health and safety issues.

- Consultation must be either direct or through a safety representative appointed by a trade union.

– **The Employee's responsibilities:**

- To co-operate with the employer, making sure they get proper training and understand and follow the company's health and safety policies

- Not to interfere with or misuse anything that's been provided for their health, safety or welfare

- To report any injuries, strains or illnesses suffered as a result of doing the job (The employer may need to change the way work is done)

- To take reasonable care not to put other people - fellow employees and members of the public - at risk by what is done or not done in the course of work

- To take reasonable care of own health and safety

Risks Assessment and Controls

- **Risk is the chance, (high or low), that somebody could be harmed by certain hazards, together with an indication of how serious the harm could be.**

What is risk assessment?

- **Simply a careful examination of what, in the workplace and the work, could cause harm to people, so that one can weigh up whether enough precautions have been taken or should do more to prevent harm.**

- A cheap and effective measure to ensure that, the most valuable asset – the workforce – is protected.

Five steps to effective risk assessment:

- Step 1

    Identify the hazards

- Step 2

    Decide who might be harmed and how

- Step 3

    Evaluate the risks and decide on precautions

- Step 4

    Record your findings and implement them

- Step 5

    Review your assessment and update if necessary

Three main ways of controlling health and safety risk

- Eliminate the hazards
  - For example:
    - ➢ Remove a noisy machine from a quite area
    - ➢ Remove a trip hazard from a cluttered corridor
    - ➢ Dispose off unwanted chemicals
    - ➢ Repair damaged equipment promptly

- Minimize the risk by substituting or modifying the hazard. For example
    - ➢ Substitute a smaller package or container to reduce the risk of manual handling injuries
    - ➢ Substitute a hazardous chemical with less dangerous one
    - ➢ Redesign plant to reduce noise levels

- Use "back-up" controls when all other options in the previous categories are exhausted
  - ➤ Training
  - ➤ Job rotation
  - ➤ Maintenance of plants and equipment
  - ➤ Limitation of exposure time
  - ➤ Provision of written work procedures

Workplace Hazards

- Hazard is a source or potential source of human injury, ill health or disease

- There are two broad types of hazards, they are:

    - Safety hazards
    - Health hazards

Safety hazards

- Are those aspects of the work environment that has the potential to cause immediate and very violent harm to the individual
- Anything that can cause an individual to lose part of his body is a safety hazard
- E.g machinery, equipment, building design etc

Health hazards

- Those aspects of the work environment that has the potential to cause harm to the individual slowly and accumulatively and sometimes irreversible
- Leads to a deterioration of an employee's health
- Health hazards are latent and goes unnoticed until later point in time
- E.g poisonous substances, long hours of work, noise, high temperature etc

There are Five categories of hazards:

- Physical

- Mechanical and/or electric

- Chemical

- Biological

- Psychosocial environment

There are Five categories of hazards:

- Physical

- Mechanical and/or electric

- Chemical

- Biological

- Psychosocial environment

Hazard Identification (How To Recognize Hazard at Work)

The first step to protecting Oneself is being able to recognize hazards in the work one is assigned and in the conditions one is working

Physical hazards:

These are the most common and will be present in most workplaces at one time or another.

They include unsafe conditions that can cause injury, illness and death.

They are typically easiest to spot but, sadly, too often overlooked because of familiarity (there are always cords running across the aisles), lack of knowledge (they aren't seen as hazards), resistance to spending time or money to make necessary improvements or simply delays in making changes to remove the hazards (waiting until tomorrow or a time when "we're not so busy").

Examples of Physical Hazards

- Electrical hazards: frayed cords, missing ground pins, improper wiring

- Unguarded machinery and moving machinery parts: guards removed or moving parts that a worker can accidentally touch

- Constant loud noise

- High exposure to sunlight/ultraviolet rays, heat or cold

- Working from heights, including ladders, scaffolds, roofs, or any raised work area

- Working with mobile equipment such as fork lifts (operation of fork lifts and similar mobile equipment in the workplace requires significant additional training and experience)

- Spills on floors or tripping hazards, such as blocked aisle or cords running across the floor.

Biological Hazards

These come from working with animals, people or infectious plant materials.

Work in day care, hospitals, hotel laundry and room cleaning, laboratories, veterinary offices and nursing homes may expose you to biological hazards

Examples of Biological Hazards

- Blood or other body fluids

- Fungi

- Bacteria and viruses

- Plants

- Insect bites

- Animal and bird droppings

Ergonomic Hazards

- These occur when the type of work, body position and working conditions put strain on the body.

- They are the hardest to spot since one may not always immediately notice the strain on the body or the harm these hazards pose.

- Short-term exposure may result in "sore muscles" the next day or in the days following exposure,

- Long term exposure can result in serious long-term injuries.

Examples

- Poor lighting

- Improperly adjusted workstations and chairs

- Frequent lifting

- Poor posture

- Awkward movements, especially if they are repetitive

- Repeating the same movements over and over

- Having to use too much force, especially if you have to do it frequently

Chemical Hazards

- These are present when a worker is exposed to any chemical preparation in the workplace in any form (solid, liquid or gas).

- Some are safer than others

- However, to some workers who are more sensitive to chemicals, even common solutions can cause illness, skin irritation or breathing problems.

Examples of Chemical Hazard

- Liquids like cleaning products, paints, acids, solvents especially chemicals in an unlabelled container (warning sign!)

- Vapours and fumes, for instance those that come from welding or exposure to solvents

- Gases like acetylene, propane, carbon monoxide and helium

- Flammable materials like gasoline, solvents and explosive chemicals

Psychosocial Hazards

- Those interactions that prove to have hazardous influence over employees' health through their perceptions and experiences (ILO, 1986)

- Aspects of the design and work management, and it's social and organizational context that have the potential for causing psychological or physical harm(Cox & Grifiths, 2005)

Sources of psychosocial hazards

- Job content
- Workload and work pace
- Work schedule
- Control
- Environment and equipment
- Organizational culture and function
- Interpersonal relationships at work
- Role in organization
- Career development
- Work-family interface