

Solution to Question Bank – MIM +MHRM – Kabraal Sir

1. Personnel, Admin, HR
2. Training & Development
3. HRM and Functions of HRM – (Common by Nadkarni and Kabral Sir)
4. HR planning – (Common by Nadkarni and Kabral Sir)
5. Job Analysis – (Common by Nadkarni and Kabral Sir)
6. Job Description
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9. Motivation
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16. Maslow, Herzberg, Pasteur, Theory X and Y

Note: All Notes are covered in Thakur publication distributed in class. Those who still don't have notescan refer the solution given below for each question.

1. Personnel, Admin, HR

Personnel Administration is also popularly known as Human Resources Management. Just as people of a country are its whole and sole the same way personnel (employees) are for an organisation to make it successful. However, manpower (raw labour/people who are able to do work) itself does not contribute to the success/development of the organisation, it has to be converted into human resources through systematic planning, adequate training and proper education. Human resource is converted to human capital through adequate administration and human resources are the most important and valuable asset and part of an organisation as over time their value never depreciates, in fact it only increases with the passage of time unlike other assets and resources of an organisation. Adequate usage of human resources/personnel automatically ensures optimum utilisation of financial, physical and technological resources. With the emergence of democratic institutions and the welfare state, government as well as corporates' tasks are on a steep increase and so there is an increased demand for personnel at every level in terms of efficient discharge of their duties, and it is the job of the Personnel Administration department to assure that this demand is met at the right time with the suitable candidates. Personnel Administration does not have a standard definition but still there is unanimity among writers on one that is as put by Flippo " Personnel function is concerned with the procurement, development, compensation, integration and maintenance of the personnel and their inter-relationships in an organisation for the purpose of contributing toward the accomplishment of that organisation's major goals and objectives. Thus, Personnel Administration deals with recruitment, placement, training, disciplinary measures, curbing nepotism and favouritism, monetary and non-monetary incentives and retirement benefits of the personnel within an organisation as well as handle the nature of personnel relationships in the organisation as well as assisting the top management in negotiating with labour unions. Personnel administration also includes all those activities and functions relating to policy formulation, planning, policy implementation, social change and modernisation, administrative reforms and public relations in an organisation. Personnel Administration is affected by the socio-economic-political environment as well. For example, in the era of welfare and developmental programmes, personnel/employees are now expected to be more efficient, effective, sympathetic and competent. People's involvement in administration is also increasing via NGOs, NPOs, Civil Society and other policies and programmes of the government. Personnel are to perform 'line' and 'staff' functions, line functions refer to those activities related to the primary activity of the organisation and the staff functions are those which facilitate and assist the performance of line work. Like staff perform the functions of processing and supplying required number of personnel and training and development of personnel whereas those personnel perform the field and executory works of the organisations goals and objectives. It is not a simple area of management in today's times as Personnel management/administration has to keep the motivation and morale of the personnel high every time for them to

whole heartedly perform the humongous tasks they have at hand efficiently and competently as well as sympathetically. Thus we can see that without an efficient personnel management/administration or more popularly as it is called Human Resources management contributing to Human Resources/Personnel Development, it is impossible to achieve organisational goals and become a successful organization.

2.Training & Development

Definition of Training & Development: *Improve performance*

"*Training & Development* is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge."

MEANING OF TRAINING & DEVELOPMENT: -

The need for Training and Development is determined by the employee's performance deficiency, computed as follows.

Training & Development Need = Standard Performance – Actual Performance

We can make a distinction among Training, Development and Education.

Distinction between Training and Education

Training	Education
Application oriented	Theoretical Orientation
Job experience	Classroom learning
Specific Task in mind	Covers general concepts
Narrow Perspective	Has Broad Perspective
Training is Job Specific	Education is no bar

Training: Training refers to the process of imparting specific skills. An employee undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Hence we can say that Training is offered to operatives.

Education: It is a theoretical learning in classrooms. The purpose of education is to teach theoretical concepts and develop a sense of reasoning and judgment. That any training and development program must contain an element of education is well understood by HR Specialists. Any such program has university professors as resource persons to enlighten participants about theoretical knowledge of the topics proposed to discuss. In fact organizations depute or encourage employees to do courses on part time basis. CEOs are known to attend refresher courses conducted by business schools. The education is more important for managers and executives rather than low cadre workers. Anyways education is common to all employees, their grades notwithstanding.

Development: Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the

general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management development programs are generally voluntary in nature. Development provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of a company.

Objectives of (MDP) Management Development Programs OR

Advantages of Development

1. Making them
 - Self-starters
 - Committed
 - Motivated
 - Result oriented
 - Sensitive to environment
 - Understand use of power
2. Creating self awareness
3. Develop inspiring leadership styles
4. Instill zest for excellence
5. Teach them about effective communication
6. To subordinate their functional loyalties to the interests of the organization

Difference between Training and Development

Training	Development
Training is skills focused	Development is creating learning abilities
Training is presumed to have a formal education	Development is not education dependent
Training needs depend upon lack or deficiency in skills	Development depends on personal drive and ambition
Trainings are generally need based	Development is voluntary
Training is a narrower concept focused on job related skills	Development is a broader concept focused on personality development
Training may not include development	Development includes training wherever necessary
Training is aimed at improving job related efficiency and performance	Development aims at overall personal effectiveness including job efficiencies

What are the Training Inputs?

- Skills
- Education
- Development
- Ethics
- Problem Solving Skills
- Decision Making
- Attitudinal Changes

Importance of Training & Development

- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization

- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- It is an investment in HR with a promise of better returns in future
- Reduces dissatisfaction, absenteeism, complaints and turnover of employees

Need of Training

Individual level

- Diagnosis of present problems and future challenges
- Improve individual performance or fix up performance deficiency
- Improve skills or knowledge or any other problem
- To anticipate future skill-needs and prepare employee to handle more challenging tasks
- To prepare for possible job transfers

Group level

- To face any change in organization strategy at group levels
- When new products and services are launched
- To avoid scraps and accident rates

Identification of Training Needs (Methods)

Individual Training Needs Identification

1. Performance Appraisals
2. Interviews
3. Questionnaires
4. Attitude Surveys
5. Training Progress Feedback
6. Work Sampling
7. Rating Scales

Group Level Training Needs Identification

1. Organizational Goals and Objectives
2. Personnel / Skills Inventories
3. Organizational Climate Indices
4. Efficiency Indices
5. Exit Interviews
6. MBO / Work Planning Systems
7. Quality Circles
8. Customer Satisfaction Survey
9. Analysis of Current and Anticipated Changes

Benefits of Training Needs Identification

1. Trainers can be informed about the broader needs in advance
2. Trainers Perception Gaps can be reduced between employees and their supervisors
3. Trainers can design course inputs closer to the specific needs of the participants
Diagnosis of causes of performance deficiencies can be done

Methods of Training

On the Job Trainings: These methods are generally applied on the workplace while employees are actually working. Following are the on-the-job methods.

Advantages of On-the-Job Training:

It is directly in the context of job
It is often informal
It is most effective because it is learning by experience
It is least expensive
Trainees are highly motivated
It is free from artificial classroom situations

Disadvantages of On-the-Job Training:

Trainer may not be experienced enough to train
It is not systematically organized
Poorly conducted programs may create safety hazards

On the Job Training Methods

1. **Job Rotation:** In this method, usually employees are put on different jobs turn by turn where they learn all sorts of jobs of various departments. The objective is to give a comprehensive awareness about the jobs of different departments. Advantage – employee gets to know how his own and other departments also function. Interdepartmental coordination can be improved, instills team spirit. Disadvantage – It may become too much for an employee to learn. It is not focused on employees own job responsibilities. Employees basic talents may remain under utilized.
2. **Job Coaching:** An experienced employee can give a verbal presentation to explain the nitty-gritty's of the job.
3. **Job Instruction:** It may consist an instruction or directions to perform a particular task or a function. It may be in the form of orders or steps to perform a task.
4. **Apprenticeships:** Generally fresh graduates are put under the experienced employee to learn the functions of job.
5. **Internships and Assistantships:** An intern or an assistants are recruited to perform a specific time-bound jobs or projects during their education. It may consist a part of their educational courses.

Off the Job Trainings: These are used away from work places while employees are not working like classroom trainings, seminars etc. Following are the off-the-job methods;

Advantages of Off-the-Job Training:

Trainers are usually experienced enough to train
It is systematically organized
Efficiently created programs may add lot of value

Disadvantages of Off-the-Job Training:

It is not directly in the context of job
It is often formal
It is not based on experience
It is least expensive
Trainees may not be highly motivated
It is more artificial in nature

Off the Job Training Methods

1. **Classroom Lectures:** It is a verbal lecture presentation by an instructor to a large audience. Advantage – It can be used for large groups. Cost per trainee is low. Disadvantages – Low popularity. It is not learning by practice. It is One-way communication. No authentic feedback mechanism. Likely to boredom.
2. **Audio-Visual:** It can be done using Films, Televisions, Video, and Presentations etc. Advantages – Wide range of realistic examples, quality control possible,. Disadvantages – One-way communication, No feedback mechanism. No flexibility for different audience.
3. **Simulation:** creating a real life situation for decision-making and understanding the actual job conditions give it. Following are some of the simulation methods of trainings
 - a. **Case Studies:** It is a written description of an actual situation and trainer is supposed to analyze and give his conclusions in writing. The cases are generally based on actual organizational situations. It is an ideal method to promote decision-making abilities within the constraints of limited data.
 - b. **Role Plays:** Here trainees assume the part of the specific personalities in a case study and enact it in front of the audience. It is more emotional orientation and improves interpersonal relationships. Attitudinal change is another result. These are generally used in MDP.
 - c. **Sensitivity Trainings:** This is more from the point of view of behavioral assessment, under different circumstances how an individual will behave himself and towards others. There is no preplanned agenda and it is instant. Advantages – increased ability to empathize, listening skills, openness, tolerance, and conflict resolution skills. Disadvantage – Participants may resort to their old habits after the training.
4. **Programmed Instructions:** Provided in the form of blocks either in book or a teaching machine using questions and Feedbacks without the intervention of trainer. Advantages – Self paced, trainees can progress at their own speed, strong motivation for repeat learning, material is structured and self-contained. Disadvantages – Scope for learning is less; cost of books, manuals or machinery is expensive.
5. **Computer Aided Instructions:** It is extension of PI method, by using computers. Advantages – Provides accountabilities, modifiable to technological innovations, flexible to time. Disadvantages – High cost.
6. **Laboratory Training**

4. HRM and Functions of HRM

MEANING OF HRM: -

HRM is management function that helps managers to recruit, select, train and develop members for an organization. Obviously HRM is concerned with the people's dimensions in organizations. HRM refers to set of programs, functions, and activities designed and carried out

Core elements of HRM

- **People:** Organizations mean people. It is the people who staff and manage organizations.
- **Management:** HRM involves application of management functions and principles for acquisition, developing, maintaining and remunerating employees in organizations.
- **Integration & Consistency:** Decisions regarding people must be integrated and consistent.

- **Influence:** Decisions must influence the effectiveness of organization resulting into betterment of services to customers in the form of high quality products supplied at reasonable cost.
- **Applicability:** HRM principles are applicable to business as well as non-business organizations too, such as education, health, recreation and the like.

OBJECTIVES OF HRM: -

1. **Societal Objectives:** To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization.
2. **Organizational Objectives:** To recognize the role of HRM in bringing about organizational effectiveness. HRM is only means to achieve to assist the organization with its primary objectives.
3. **Functional Objectives:** To maintain department's contribution and level of services at a level appropriate to the organization's needs.
4. **Personal Objectives:** To assist employees in achieving their personal goals, at least in so far as these goals enhance the individual's contribution to the organization. This is necessary to maintain employee performance and satisfaction for the purpose of maintaining, retaining and motivating the employees in the organization.

SCOPE OF HRM: -

From **Entry** to the **Exit** of an employee in the organization

Scope of HRM can be described based on the following activities of HRM. Based on these activities we can summarize the scope of HRM into 7 different categories as mentioned below after the activities. Lets check out both of them.

HRM Activities -

1. HR Planning
2. Job Analysis
3. Job Design
4. Recruitment & Selection
5. Orientation & Placement
6. Training & Development
7. Performance Appraisals
8. Job Evaluation
9. Employee and Executive Remuneration
10. Motivation
11. Communication
12. Welfare
13. Safety & Health
14. Industrial Relations

7 Categories of Scope of HRM

1. Introduction to HRM
2. Employee Hiring
3. Employee and Executive Remuneration
4. Employee Motivation
5. Employee Maintenance

6. Industrial Relations
7. Prospects of HRM

Operational Functions of HRM

1. **Procurement:** Planning, Recruitment and Selection, Induction and Placement
2. **Development:** Training, Development, Career planning and counseling.
3. **Compensation:** Wage and Salary determination and administration
4. **Integration:** Integration of human resources with organization.
5. **Maintenance:** Sustaining and improving working conditions, retentions, employee communication
6. **Separations:** Managing separations caused by resignations, terminations, lay offs, death, medical sickness etc.

ROLE OF HRM

1. **Advisory Role:** HRM advises management on the solutions to any problems affecting people, personnel policies and procedures.
 - a. **Personnel Policies:** Organization Structure, Social Responsibility, Employment Terms & Conditions, Compensation, Career & Promotion, Training & Development and Industrial Relations.
 - b. **Personnel Procedures:** Relating to manpower planning procedures, recruitment and selection procedures, and employment procedures, training procedures, management development procedures, performance appraisal procedures, compensation procedures, industrial relations procedures and health and safety procedures.
2. **Functional Role:** The personnel function interprets and helps to communicate personnel policies. It provides guidance to managers, which will ensure that agreed policies are implemented.
3. **Service Role:** Personnel function provides services that need to be carried out by full time specialists. These services constitute the main activities carried out by personnel departments and involve the implementation of the policies and procedures described above.

Role of HR Managers (Today)

1. **Humanitarian Role:** Reminding moral and ethical obligations to employees
2. **Counselor:** Consultations to employees about marital, health, mental, physical and career problems.
3. **Mediator:** Playing the role of a peacemaker during disputes, conflicts between individuals and groups and management.
4. **Spokesman:** To represent of the company because he has better overall picture of his company's operations.
5. **Problem Solver:** Solving problems of overall human resource management and long-term organizational planning.

6. **Change Agent:** Introducing and implementing institutional changes and installing organizational development programs
7. **Management of Manpower Resources:** Broadly concerned with leadership both in the group and individual relationships and labor-management relations.

Role of HR Managers (Future)

1. Protection and enhancement of human and non-human resources
2. Finding the best way of using people to accomplish organizational goals
3. Improve organizational performance
4. Integration of techniques of information technology with the human resources
5. Utilizing behavioral scientists in the best way for his people
6. Meeting challenges of increasing organizational effectiveness
7. Managing diverse workforce

FUNCTIONS OF HRM ALONG WITH OBJECTIVES

HRM Objectives	Supporting HRM Functions
Social Objectives (3)	Legal Compliance Benefits Union Management Relations
Organizational Objectives (7)	Human Resource Planning Employee Relations Recruitment & Selection Training & Development Performance Appraisals Placement & Orientation Employee Assessment
Functional Objectives (3)	Performance Appraisals Placement & Orientation Employee Assessment
Personal Objectives (5)	Training & Development Performance Appraisals

	Placement & Orientation Compensation Employee Assessment
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Managerial Functions of HRM

1. **Planning:** Plan and research about wage trends, labor market conditions, union demands and other personnel benefits. Forecasting manpower needs etc.
2. **Organizing:** Organizing manpower and material resources by creating authorities and responsibilities for the achievement of organizational goals and objectives.
3. **Staffing:** Recruitment & Selection
4. **Directing:** Issuance of orders and instructions, providing guidance and motivation of employees to follow the path laid-down.
5. **Controlling:** Regulating personnel activities and policies according to plans. Observations and comparisons of deviations

6. HR planning (Common by Nadkarni and Kabral Sir)

MEANING / PURPOSE OF HRP

- In simple words HRP is understood as the process of forecasting an organization's future demand for and supply of the right type of people in the right numbers.
- It is only after HRP is done, that the company can initiate and plan the recruitment and selection process.
- HRP is a sub-system in the total organizational planning.
- HRP facilitates the realization of the company's objectives by providing right type and right number of personnel.
- HRP is important because without a clear-cut manpower planning, estimation of a organization's human resource need is reduced to mere guesswork.

NEED & IMPORTANCE OF HRP

Forecast future personnel needs: To avoid the situations of surplus or deficiency of manpower in future, it is important to plan your manpower in advance. For this purpose a proper forecasting of futures business needs helps you to ascertain our future manpower needs. From this angle, HRP plays an important role to predict the right size of manpower in the organization.

Cope with change: HRP enables an enterprise to cope with changes in competitive forces, markets, technology, products and government regulations. Such changes generate changes in job content, skills demands and number of human resources required.

Creating highly talented personnel: Since jobs are becoming highly intellectual and incumbents getting vastly professionalized, HRP helps prevent shortages of labor caused by attritions. Further technology changes would further upgrade or degrade jobs and create manpower shortages. In these situations only accurate human resource planning can

help to meet the resource requirements. Further HRP is also an answer to the problems of succession planning.

Protection of weaker sections: A well-conceived personnel planning would also help to protect the interests of the SC/ST, physically handicapped, children of socially oppressed and backward classes who enjoy a certain percentage of employments notwithstanding the constitutional provisions of equal opportunity for all.

International strategies: International expansion strategies largely depend upon effective HRP. With growing trends towards global operations, the need for HRP further becomes more important as the need to integrate HRP more closely into the organization keeps growing. This is also because the process of meeting staffing needs from foreign countries grows in a complex manner.

Foundation of personnel functions: HRP provides essential information for designing and implementing personnel functions such as recruitment, selection, personnel development, training and development etc.

Increasing investments in HR: Another importance is the investment that an organization makes in human capital. It is important that employees are used effectively throughout their careers. Because human assets can increase the organization value tremendously as opposed to physical assets

Resistance to change & move: The growing resistance towards change and move, self evaluation, loyalty and dedication making it more difficult to assume that organization can move its employees everywhere. Here HRP becomes very important and needs the resources to be planned carefully.

Other benefits: Following are the other benefits of HRP.

1. Upper management has a better view of HR dimensions of business
2. Management can anticipate imbalances before they become unmanageable and expensive.
3. More time is provided to locate talent
4. Better opportunities exists to include women and minorities in future growth plans
5. Better planning of assignments to develop managers
6. Major and successful demands on local labor markets can be made.

HRP SYSTEM

HRP System as such includes following elements or sets for planning.

- Overall Organization Objectives
- Business Environment
- Forecasting Manpower Needs
- Assessing Manpower Supply
- Matching Manpower Demand-Supply factors

HRP PROCESS

Organizational Objectives & Policies: -

The objectives of HR plan must be derived from organizational objectives like specific requirements of numbers and characteristics of employees etc. HRP needs to sub-serve the overall objectives by ensuring availability and utilization of human resources. Specific policies need to be formulated to address the following decisions.

- Internal Hiring or External Hiring?
- Training & Development plans
- Union Constraints
- Job enrichment issues
- Rightsizing organization
- Automation needs
- Continuous availability of adaptive and flexible workforce

Limitations of the human resource planning:

- It is very difficult to ascertain the future manpower requirements of an organization, the future is always uncertain. As such the predictions are bound to go wrong.
- Human resource planning is more relevant in countries that face scarcity of human resources. In a country like India, human resource planning is of little assistance since manpower is available in abundance. Also the legal compulsions render human resource planning redundant.
- Human resource planning is a time consuming and a very costly process. The recruitment and selection process is time consuming and requires the services of experts to conduct. This can all add to the cost.
- Human resource planning is beneficial where adequate skilled resources are available. In cases where skilled manpower is not easily available, human resource planning serves no purpose.

7. Job Analysis

JOB:

"Job is a 'group of tasks to be performed everyday."

MEANING OF JOB ANALYSIS

Job Analysis is a process of collecting information about a job. The process of job analysis results into two sets of data.

- Job Description
- Job Specification

As a result Job analysis involves the following steps in a logical order.

Steps of Job Analysis

1. Collecting and recording job information
2. Checking the job information for accuracy
3. Writing job description based on information collected to determine the skills, knowledge, abilities and activities required
4. Updating and upgrading this information

PURPOSE OF JOB ANALYSIS: -

- **Human Resource Planning (HRP):** - The numbers and types of personnel are determined by the jobs, which need to be staffed. Job related information in the form of Job Analysis serves this purpose or use.
- **Recruitment & Selection:** - Recruitment precedes job analysis. It helps HR to locate places to obtain employees. It also helps in better continuity and planning in staffing in the organization. Also selecting a good candidate also requires detailed job information. Because the objective of hiring is to match the right candidate for right job
- **Training & Development:** Training and development programs can be designed depending upon job requirement and analysis. Selection of trainees is also facilitated by job analysis.
- **Job Evaluation:** Job evaluation means determination of relative worth of each job for the purpose of establishing wage and salary credentials. This is possible with the help of job description and specifications; i.e. Job Analysis.
- **Remuneration:** Job analysis also helps in determining wage and salary for all jobs.
- **Performance Appraisal:** Performance appraisal, assessments, rewards, promotions, is facilitated by job analysis by way of fixing standards of job performance.
- **Personnel Information:** Job analysis is vital for building personnel information systems and processes for improving administrative efficiency and providing decision support.
- **Safety & Health:** Job Analysis helps to uncover hazardous conditions and unhealthy environmental factors so that corrective measures can be taken to minimize and avoid possibility of human injury.

PROCESS OF JOB ANALYSIS

Process 1: Strategic Choices

Process 2: Collecting Information

Process 3: Processing Information

Process 4: Job Description

Process 5: Job Specification

8. Job Description

"Job Description implies objective listing of the job title, tasks, and responsibilities involved in a job."

Job description is a word picture in writing of the duties, responsibilities and organizational relationships that constitutes a given job or position. It defines continuing work assignment and a scope of responsibility that are sufficiently different from those of the other jobs to warrant a specific title. Job description is a broad statement of purpose, scope, duties and responsibilities of a particular job.

Contents of Job Description

1. Job Identification
2. Job Summary
3. Job Duties and Responsibilities
4. Supervision specification
5. Machines, tools and materials
6. Work conditions
7. Work hazards
8. Definition of unusual terms

Format of Job Description

- Job Title
- Region/Location
- Department
- Reporting to (Operational and Managerial)
- Objective
- Principal duties and responsibilities

Features of Good Job Description

1. Up to date
2. Proper Job Title
3. Comprehensive Job Summary
4. Clear duties and responsibilities
5. Easily understandable
6. State job requirements
7. Specify reporting relationships
8. Showcase degrees of difficulties
9. Indicates opportunities for career development
10. Offer bird's-eye-view of primary responsibilities

9. Job Specification

“Job Specification involves listing of employee qualifications, skills and abilities required to meet the job description. These specifications are needed to do job satisfactorily.”

In other words it is a statement of minimum and acceptable human qualities necessary to perform job properly. Job specifications seeks to indicate what kind of persons may be expected to most closely approximate the role requirements and thus it is basically concerned with matters of selection, screening and placement and is intended to serve as a guide in hiring.

Contents of Job Specifications

1. Physical Characteristics
2. Psychological characteristics
3. Personal characteristics
4. Responsibilities
5. Demographic features

Further the job specifications can be divided into three broad categories

Essential Attributes

Desirable Attributes

Contra-Indicators – indicators hampering the success of job

10. Recruitment and Selection – VIMP

RECRUITMENT

Definition Of Recruitment: *Finding and Attracting Applications*

“Recruitment is the Process of finding and attracting capable applicants for employment. The Process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of application from which new employees are selected.”

MEANING OF RECRUITMENT:

Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among them the right people can be selected. Though theoretically recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job.

PURPOSE AND IMPORTANCE OF RECRUITMENT: -

1. Determine the present and future requirements in conjunction with personnel planning and job analysis activities
2. Increase the pool of job candidates at minimum cost
3. Help increase success rate of selection process by reducing number of under-qualified or over-qualified applications.
4. Reduce the probability that job applicants once selected would leave shortly
5. Meet legal and social obligations
6. Identify and prepare potential job applicants
7. Evaluate effectiveness of various recruitment techniques and sources for job applicants.

FACTORS GOVERNING RECRUITMENT

External Factors:

- Demand and Supply (Specific Skills)
- Unemployment Rate (Area-wise)
- Labor Market Conditions
- Political and Legal Environment (Reservations, Labor laws)
- Image

Internal Factors

- Recruitment Policy (Internal Hiring or External Hiring?)
- Human Resource Planning (Planning of resources required)
- Size of the Organization (Bigger the size lesser the recruitment problems)
- Cost
- Growth and Expansion Plans

RECRUITMENT PROCESS

Recruitment Planning

- Number of contacts
- Types of contacts

Recruitment Strategy Development

- Make or Buy Employees
- Technological Sophistication

- Where to look
- How to look

Internal Recruitment (Source 1)

- Present employees
- Employee referrals
- Transfers & Promotions
- Former Employees
- Previous Applicants
- Evaluation of Internal Recruitment

External Recruitment (Source 2)

- Professionals or Trade Associations
- Advertisements
- Employment Exchanges
- Campus Recruitment
- Walk-ins Interviews
- Consultants
- Contractors
- Displaced Persons
- Radio & Television
- Acquisitions & Mergers
- Competitors
- Evaluation of External Recruitment

Searching

- Source activation
- Selling
- Screening of Applications

Evaluation and Cost Control

- Salary Cost
- Management & Professional Time spent
- Advertisement Cost
- Producing Supporting literature
- Recruitment Overheads and Expenses
- Cost of Overtime and Outsourcing
- Consultant's fees

Evaluation of Recruitment Process

- Return rate of applications sent out
- Suitable Candidates for selection
- Retention and Performance of selected candidates
- Recruitment Cost
- Time lapsed data
- Image projection

INTERNAL RECRUITMENT	
Advantages	Disadvantages
1. Less Costly 2. Candidates already oriented towards organization 3. Organizations have better knowledge about internal candidates 4. Employee morale and motivation is enhanced	1. Old concept of doing things 2. It abets raiding 3. Candidates current work may be affected 4. Politics play greater roles 5. Morale problem for those not promoted.

EXTERNAL RECRUITMENT	
Advantages	Disadvantages
1. Benefits of new skills and talents 2. Benefits of new experiences 3. Compliance with reservation policy becomes easy 4. Scope for resentment, jealousies, and heartburn are avoided.	1. Better morale and motivation associated with internal recruiting is denied 2. It is costly method 3. Chances of creeping in false positive and false negative errors 4. Adjustment of new employees takes longer time.

SELECTION: -

MEANING OF SELECTION:

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization. A formal definition of Selection is as under

Definition of Selection: *Process of differentiating*

“Selection is the process of differentiating between applicants in order to identify and hire those with a greater likelihood of success in a job.”

DIFFERENCE BETWEEN RECRUITMENT AND SELECTION:

Recruitment	Selection
1. Recruitment refers to the process of identifying and encouraging prospective employees to apply for jobs. 2. Recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible.	1. Selection is concerned with picking up the right candidates from a pool of applicants. 2. Selection on the other hand is negative in its application in as much as it seeks to eliminate as many unqualified applicants as possible in order to identify the right candidates.

PROCESS / STEPS IN SELECTION

- 1. Preliminary Interview:** The purpose of preliminary interviews is basically to eliminate unqualified applications based on information supplied in application forms. The basic objective is to reject misfits. On the other hands preliminary interviews is often called a courtesy interview and is a good public relations exercise.
- 2. Selection Tests:** Jobseekers who past the preliminary interviews are called for tests. There are various types of tests conducted depending upon the jobs and the company. These tests can be Aptitude Tests, Personality Tests, and Ability Tests and are conducted to judge how well an individual can perform tasks related to the job. Besides this there are some other tests also like Interest Tests (activity preferences), Graphology Test (Handwriting), Medical Tests, Psychometric Tests etc.
- 3. Employment Interview:** The next step in selection is employment interview. Here interview is a formal and in-depth conversation between applicant’s acceptability. It is

considered to be an excellent selection device. Interviews can be One-to-One, Panel Interview, or Sequential Interviews. Besides there can be Structured and Unstructured interviews, Behavioral Interviews, Stress Interviews.

4. **Reference & Background Checks:** Reference checks and background checks are conducted to verify the information provided by the candidates. Reference checks can be through formal letters, telephone conversations. However it is merely a formality and selections decisions are seldom affected by it.

5. **Selection Decision:** After obtaining all the information, the most critical step is the selection decision is to be made. The final decision has to be made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks. The views of line managers are considered generally because it is the line manager who is responsible for the performance of the new employee.

6. **Physical Examination:** After the selection decision is made, the candidate is required to undergo a physical fitness test. A job offer is often contingent upon the candidate passing the physical examination.

7. **Job Offer:** The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. It is made by way of letter of appointment.

8. **Contract of Employment:** After the job offer is made and candidates accept the offer, certain documents need to be executed by the employer and the candidate. Here is a need to prepare a formal contract of employment, containing written contractual terms of employment etc.

ESSENTIALS OF A GOOD SELECTION PRACTICE

1. Detailed job descriptions and job specifications prepared in advance and endorsed by personnel and line management
2. Trained the selectors
3. Determine aids to be used for selection process
4. Check competence of recruitment consultants before retention
5. Involve line managers at all stages
6. Attempt to validate the procedure
7. Help the appointed candidate to succeed by training and management development

BARRIERS TO EFFECTIVE SELECTION: -

1. **Perception:** We all perceive the world differently. Our limited perceptual ability is obviously a stumbling block to the objective and rational selection of people.
2. **Fairness:** Barriers of fairness includes discrimination against religion, region, race or gender etc.
3. **Validity:** A test that has been validated can differentiate between the employees who can perform well and those who will not. However it does not predict the job success accurately.
4. **Reliability:** A reliable test may fail to predict job performance with precision.
5. **Pressure:** Pressure brought on selectors by politicians, bureaucrats, relatives, friends and peers to select particular candidate are also barriers to selection.

9. Motivation

Meaning of Motivation

Motivation is a set of forces that cause people to behave in certain ways.

Motivation Process (6 Steps)

1. Individual Needs

2. Search for ways to satisfy needs
3. Goal & Objectives directed
4. Increased performance
5. Receiving rewards or punishment
6. Reassessment of needs

Criticality of Motivation to Managers

Importance of Motivation

- Motivation helps employees find new ways of doing a job
- Motivation makes employees quality conscious
- Motivation increases productivity very high
- Motivation stimulates both participation and production at work
- Motivation comprehends jobs related behaviors
- Motivation increases attention towards human resources along with physical resources

Challenges of Motivation

- Diverse and changing workforce
- Rightsizing, Downsizing, Hire-n-Fire, Pay-for-Performance strategies
- Motives can only be inferred, not seen
- Dynamic nature of human needs

Objectives of Motivation

High productivity

Increase quality consciousness

Stimulate participation at work

Theories of Motivation

Early Theories

Scientific Management: Motivation by scientific management is associated with F.W. Taylor's techniques of scientific management. Taylor said that people are primarily motivated by economic rewards and will take direction if offered an opportunity to improve their economic positions. Based on this Taylor described following arguments

- Physical work could be scientifically studied to determine optimal method of performance of a job
- Workers could be more efficient by telling them how they were to do a job
- Workers would accept the above prescription if paid on differentiated piecework basis
- Disadvantages – Dehumanized workers, treated them as mere factors of production, only stressed on monetary needs, ignored human needs

Human Relations Model: Elton Mayo's human relations model stressed on social contacts as motivational factor. Greater importance was given to informal groups. However too much reliance on social contacts to improve productivity was a major drawback.

Contemporary Theories

Content Theories (Maslow's Need Hierarchy, Herzberg's 2-factors, Alderfer's ERG, Achievement Motivation Theory)

Process Theories (Vroom's expectancy, Adam's Equity, Porter's Performance and Satisfaction Model)

Reinforcement categories

ERG Theory (Alderfer): Existence – Relatedness – Growth

ERG theory emphasizes more on three broad needs that is existence, relatedness and growth. Its hypothesis is that there may be more than one need operating at the same time. ERG theory further states that when a higher level need is frustrating, the individual's desire to increase lower level needs takes place. Thus ERG theory contains frustration-regression dimension. Frustration at higher level need may lead to regression at lower level need.

Advantages – More consistent with our knowledge of differences among people, it is less restrictive and limiting, it is a valid version of need hierarchy.

Disadvantages – No clear-cut guideline of individual behavior patterns, too early to pass a judgment on the overall validity of the theory.

Two-Factor Theory (Herzberg)

Fredrick Herzberg states that the motivation concept is generally driven by two factors of motivators of job satisfactions and hygiene factors about job dissatisfaction. Motivators are generally achievement, recognition, the work itself, responsibility, advancement and growth, which are related to job satisfaction. Hygiene factors deal with external factors like company policy, supervision, administration and working conditions, salary, status, security and interpersonal relations. These factors are known as hygiene factors or job dissatisfiers, job context factors.

Advantages – tremendous impact on stimulating thought on motivation at work, increased understanding of role of motivation, specific attention to improve motivational levels, job design technique of job enrichment is contribution of herzberg, double dimensions of two factors are easy to interpret and understand.

Disadvantages – Limited by its methodology, reliability questioned, it focuses more on job satisfaction not on motivation, no overall measure of satisfaction utilized, inconsistent with previous research, productivity factor ignored.

10. Job Empowerment

Employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. Many managers feel that by **empowering** employees, they relinquish the responsibility to lead and control the organization.

Definition

Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level.

Advantages to Employee Empowerment

Employee empowerment provides some distinct advantages. Employee empowerment should lead to increased organizational responsiveness to issues and problems. Another advantage of employee empowerment should be an increase in productivity. It should also

lead to a greater degree of employee commitment to organizational goals since employees can take some degree of ownership in the decisions made toward goal achievement.

Disadvantages to Employee Empowerment

Employee empowerment is not without some disadvantages. It can lead to decreased efficiency because decisions may not be uniform and optimized for organizational goals. It can also create problems with coordination throughout the organization because decisions are decentralized and not managed at the top. Manager and employee relationships can become tense as the boundaries of authority can be blurred. Finally, according to the critical perspective, attempts at employee empowerment can be counterproductive, actually creating greater controls over employees. For example, empowering employees through the use of teams may create peer pressure.

11. Job Enlargement

Job Enlargement: It means expanding the number of tasks, or duties assigned to a given job. Job enlargement is naturally opposite to work simplification. Adding more tasks or duties to a job does not mean that new skills and abilities are needed. There is only horizontal expansion. It is with same skills taking additional responsibilities like extending working hours etc. Job enlargement may involve breaking up of the existing work system and redesigning a new work system. For this employees also need to be trained to adjust to the new system. Job enlargement is said to contribute to employee motivation but the claim is not validated in practice.

Benefits of Job Enlargement:

1. Task Variety
2. Meaningful Work Modules
3. Full Ability Utilization
4. Worker Paced Control
5. Meaningful Performance Feedback

Disadvantages of Job Enlargement

1. High Training Costs
2. Redesigning existing work system required
3. Productivity may not increase necessarily
4. Workload increases
5. Unions demand pay-hike
6. Jobs may still remain boring and routine

12. Job Enrichment: Job enrichment is improvisation of both tasks efficiency and human satisfaction by building into people's jobs, quite specifically, greater scope for personal achievement and recognition, more challenging and responsible work and more opportunity for individual advancement and growth. An enriched job will have more responsibility, more autonomy (vertical enrichment), more variety of tasks (horizontal enrichment) and more growth opportunities. The employee does more planning and controlling with less supervision but more self-evaluation. In other words, transferring some of the supervisor's tasks to the employee and making his job enriched.

Benefits of Job enrichment

1. It benefits employee and organization in terms of increased motivation, performance, satisfaction, job involvement and reduced absenteeism.
2. Additional features in job meet certain psychological needs of jobholders due to skill variety, identity, significance of job etc.
3. It also adds to employee self-esteem and self-control.
4. Job enrichment gives status to jobholder and acts as a strong satisfier in one's life.
5. Job enrichment stimulates improvements in other areas of organization.
6. Empowerment is a by-product of job enrichment. It means passing on more authority and responsibility.

Demerits of Job Enrichment

1. Lazy employees may not be able to take additional responsibilities and power. It won't fetch the desired results for an employee who is not attentive towards his job.
2. Unions resistance, increased cost of design and implementation and limited research on long term effect of job enrichment are some of the other demerits.
3. Job enrichment itself might not be a great motivator since it is job-intrinsic factor. As per the two-factor motivation theory, job enrichment is not enough. It should be preceded by hygienic factors etc.
4. Job enrichment assumes that workers want more responsibilities and those workers who are motivated by less responsibility, job enrichment surely de-motivates them
5. Workers participation may affect the enrichment process itself.
6. Change is difficult to implement and is always resisted as job enrichment brings in a changes the responsibility.

13. Job Rotations

When incumbents become bore of routine jobs, job rotation is an answer to it. Here jobs remain unchanged, but the incumbents shift from one job to another. On the positive side, it increases the intrinsic reward potential of a job because of different skills and abilities needed to perform it. Workers become more competent in several jobs, know variety of jobs and improve the self-image, personal growth. Further the worker becomes more valuable to the organization. Periodic job changes can improve interdepartmental cooperation. On the negative side, it may not be much enthusiastic or efficiency may not be more. Besides jobs may not improve the relationships between task, while activities and objectives remain unchanged. Further training costs also rise and it can also de-motivate intelligent and ambitious trainees who seek specific responsibilities in their chosen specialties.

14. Performance Appraisal – 8 methods

TECHNIQUES / METHODS OF PERFORMANCE APPRAISALS

Numerous methods have been devised to measure the quantity and quality of performance appraisals. Each of the methods is effective for some purposes for some organizations only. None should be dismissed or accepted as appropriate except as they relate to the particular needs of the organization or an employee.

Broadly all methods of appraisals can be divided into two different categories.

- Past Oriented Methods

- Future Oriented Methods

Past Oriented Methods

1. **Rating Scales:** Rating scales consists of several numerical scales representing job related performance criterions such as dependability, initiative, output, attendance, attitude etc. Each scales ranges from excellent to poor. The total numerical scores are computed and final conclusions are derived. Advantages – Adaptability, easy to use, low cost, every type of job can be evaluated, large number of employees covered, no formal training required. Disadvantages – Rater’s biases
2. **Checklist:** Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared. Here the rater only does the reporting or checking and HR department does the actual evaluation. Advantages – economy, ease of administration, limited training required, standardization. Disadvantages – Raters biases, use of improper weighs by HR, does not allow rater to give relative ratings
3. **Forced Choice Method:** The series of statements arranged in the blocks of two or more are given and the rater indicates which statement is true or false. The rater is forced to make a choice. HR department does actual assessment. Advantages – Absence of personal biases because of forced choice. Disadvantages – Statements may be wrongly framed.
4. **Forced Distribution Method:** here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution. Advantages – Eliminates Disadvantages – Assumption of normal distribution, unrealistic, errors of central tendency.
5. **Critical Incidents Method:** The approach is focused on certain critical behaviors of employee that makes all the difference in the performance. Supervisors as and when they occur record such incidents. Advantages – Evaluations are based on actual job behaviors, ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high. Disadvantages – Negative incidents can be prioritized, forgetting incidents, overly close supervision; feedback may be too much and may appear to be punishment.
6. **Behaviorally Anchored Rating Scales:** statements of effective and ineffective behaviors determine the points. They are said to be behaviorally anchored. The rater is supposed to say, which behavior describes the employee performance. Advantages – helps overcome rating errors. Disadvantages – Suffers from distortions inherent in most rating techniques.
7. **Field Review Method:** This is an appraisal done by someone outside employees’ own department usually from corporate or HR department. Advantages – Useful for managerial level promotions, when comparable information is needed, Disadvantages – Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.
8. **Performance Tests & Observations:** This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful. Advantage – Tests may be apt to measure potential more than actual performance. Disadvantages – Tests may suffer if costs of test development or administration are high.

9. **Confidential Records:** Mostly used by government departments, however its application in industry is not ruled out. Here the report is given in the form of Annual Confidentiality Report (ACR) and may record ratings with respect to following items; attendance, self expression, team work, leadership, initiative, technical ability, reasoning ability, originality and resourcefulness etc. The system is highly secretive and confidential. Feedback to the assessee is given only in case of an adverse entry. Disadvantage is that it is highly subjective and ratings can be manipulated because the evaluations are linked to HR actions like promotions etc.

10. **Essay Method:** In this method the rater writes down the employee description in detail within a number of broad categories like, overall impression of performance, promotability of employee, existing capabilities and qualifications of performing jobs, strengths and weaknesses and training needs of the employee. Advantage – It is extremely useful in filling information gaps about the employees that often occur in a better-structured checklist. Disadvantages – It is highly dependent upon the writing skills of rater and most of them are not good writers. They may get confused success depends on the memory power of raters.

11. **Cost Accounting Method:** Here performance is evaluated from the monetary returns yields to his or her organization. Cost to keep employee, and benefit the organization derives is ascertained. Hence it is more dependent upon cost and benefit analysis.

12. **Comparative Evaluation Method (Ranking & Paired Comparisons):** These are collection of different methods that compare performance with that of other co-workers. The usual techniques used may be ranking methods and paired comparison method.

- **Ranking Methods:** Superior ranks his worker based on merit, from best to worst. However how best and why best are not elaborated in this method. It is easy to administer and explanation.

- **Paired Comparison Methods:** In this method each employee is rated with another employee in the form of pairs. The number of comparisons may be calculated with the help of a formula as under.

$$N \times (N-1) / 2$$

Future Oriented Methods

1. **Management By Objectives:** It means management by objectives and the performance is rated against the achievement of objectives stated by the management. MBO process goes as under.

- Establish goals and desired outcomes for each subordinate
- Setting performance standards
- Comparison of actual goals with goals attained by the employee
- Establish new goals and new strategies for goals not achieved in previous year.

Advantage – It is more useful for managerial positions.

Disadvantages – Not applicable to all jobs, allocation of merit pay may result in setting short-term goals rather than important and long-term goals etc.

2. **Psychological Appraisals:** These appraisals are more directed to assess employees potential for future performance rather than the past one. It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is slow and costly

and may be useful for bright young members who may have considerable potential. However quality of these appraisals largely depend upon the skills of psychologists who perform the evaluation.

3. **Assessment Centers:** This technique was first developed in USA and UK in 1943. An assessment center is a central location where managers may come together to have their participation in job related exercises evaluated by trained observers. It is more focused on observation of behaviors across a series of select exercises or work samples. Assesseees are requested to participate in in-basket exercises, work groups, computer simulations, role playing and other similar activities which require same attributes for successful performance in actual job. The characteristics assessed in assessment center can be assertiveness, persuasive ability, communicating ability, planning and organizational ability, self confidence, resistance to stress, energy level, decision making, sensitivity to feelings, administrative ability, creativity and mental alertness etc. Disadvantages – Costs of employees traveling and lodging, psychologists, ratings strongly influenced by assessee's inter-personal skills. Solid performers may feel suffocated in simulated situations. Those who are not selected for this also may get affected.

Advantages – well-conducted assessment center can achieve better forecasts of future performance and progress than other methods of appraisals. Also reliability, content validity and predictive ability are said to be high in assessment centers. The tests also make sure that the wrong people are not hired or promoted. Finally it clearly defines the criteria for selection and promotion.

4. **360-Degree Feedback:** It is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree appraisals are useful to measure inter-personal skills, customer satisfaction and team building skills. However on the negative side, receiving feedback from multiple sources can be intimidating, threatening etc. Multiple raters may be less adept at providing balanced and objective feedback.

15. Appraisal Problems

Performance appraisal is important for organizations and employees. Unfortunately, performance appraisals are not on the top of the list of "favorite things to do" for either managers or employees, and there can be a number of problems with their administration. From managers not being trained to conduct performance appraisals effectively to the failure to tie performance appraisal expectations to desired business results, businesses are often challenged to use this tool effectively.

Poorly Trained Managers

Effective performance appraisal doesn't just happen and organizations shouldn't assume that managers know how to conduct them effectively, even if they have many years of experience as managers. In fact, since the process can differ from organization to organization, it is important that training is provided to introduce managers to the philosophy of performance appraisal at the organization, including a review of the forms, the rating system and how the data gathered is used. Training should take place regularly as a refresher both for new and veteran managers.

Inconsistent Ratings

Inter-rater reliability is generally very low between managers at any organization. What one manager considers to be "acceptable" performance, another may consider "not meeting expectations." This can be a challenge for any organization and is made more of a challenge in situations where the criteria used are subjective and not based on any measurable performance outcomes.

Lack of Outcome-Based Measures

Performance appraisals that ask managers to rate employees on subjective criteria such as "customer service skills" or "leadership ability" lack specific outcomes that can be tied to measurable results. The best performance appraisals provide the ability for both managers and employees to judge performance based on measurable outcomes that are objective; level of sales, safety records and evaluations from customers are all measurable ways of providing insight into an employee's performance.

Not Used for Performance Improvement

The purpose of performance appraisal is not only to provide input to employees about how they're doing, but also to provide the organization with an indication of areas of employee strength and opportunities for improvement. Unfortunately, few companies actually aggregate and use the results of performance appraisal for performance improvement efforts. By analyzing results and taking advantage of both best practices in areas where employees are performing well and opportunities for improvement in areas where they're not, organizations can receive maximum value from their performance appraisal efforts.

16. Needs of Training (Referred above T& D)

Importance of Training & Development

- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization
- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- It is an investment in HR with a promise of better returns in future
- Reduces dissatisfaction, absenteeism, complaints and turnover of employees

Need of Training

Individual level

- Diagnosis of present problems and future challenges
- Improve individual performance or fix up performance deficiency
- Improve skills or knowledge or any other problem
- To anticipate future skill-needs and prepare employee to handle more challenging tasks
- To prepare for possible job transfers

Group level

- To face any change in organization strategy at group levels
- When new products and services are launched
- To avoid scraps and accident rates

Identification of Training Needs (Methods)

Individual Training Needs Identification

8. Performance Appraisals
9. Interviews
10. Questionnaires

11. Attitude Surveys
12. Training Progress Feedback
13. Work Sampling
14. Rating Scales

Group Level Training Needs Identification

10. Organizational Goals and Objectives
11. Personnel / Skills Inventories
12. Organizational Climate Indices
13. Efficiency Indices
14. Exit Interviews
15. MBO / Work Planning Systems
16. Quality Circles
17. Customer Satisfaction Survey
18. Analysis of Current and Anticipated Changes

Benefits of Training Needs Identification

5. Trainers can be informed about the broader needs in advance
6. Trainers Perception Gaps can be reduced between employees and their supervisors
7. Trainers can design course inputs closer to the specific needs of the participants
8. Diagnosis of causes of performance deficiencies can be done

15. Maslow Theory of Motivation

Maslow proposed that motivation is the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. According to Maslow, these needs can create internal pressures that can influence a person's behavior.

Physiological needs are those needs required for human survival such as air, food, water, shelter, clothing and sleep. As a manager, you can account for physiological needs of your employees by providing comfortable working conditions, reasonable work hours and the necessary breaks to use the bathroom and eat and/or drink.

Safety needs include those needs that provide a person with a sense of security and well-being. Personal security, financial security, good health and protection from accidents, harm and their adverse affects are all included in safety needs. As a manager, you can account for the safety needs of your employees by providing safe working conditions, secure compensation (such as a salary) and job security, which is especially important in a bad economy.

Social needs, also called **love and belonging**, refer to the need to feel a sense of belonging and acceptance. Social needs are important to humans so that they do not feel alone, isolated and depressed. Friendships, family and intimacy all work to fulfill social needs. As a manager, you can account for the social needs of your employees by making sure each of your employees know one another, encouraging cooperative teamwork, being an accessible and kind supervisor and promoting a good work-life balance.



The five basic human needs

Esteem needs refer to the need for self-esteem and respect, with self-respect being slightly more important than gaining respect and admiration from others. As a manager, you can account for the esteem needs of your employees by offering praise and recognition when the employee does well, and offering promotions and additional responsibility to reflect your belief that they are a valued employee.

Self-actualization needs describe a person's need to reach his or her full potential. The need to become what one is capable of is something that is highly personal. While I might have the need to be a good parent, you might have the need to hold an executive-level position within your organization. Because this need is individualized, as a manager, you can account for this need by providing challenging work, inviting employees to participate in decision-making and giving them flexibility and autonomy in their jobs.

As the name of the theory indicates, Maslow believed that these needs exist in a hierarchical order. This **progression principle** suggests that lower-level needs must be met before higher-level needs. The **deficit principle** claims that a once a need is satisfied, it is no longer a motivator because an individual will take action only to satisfied unmet needs. If you look at this pyramid you can see how Maslow's needs are organized with basic physiological needs, such as air, food, water and sleep, at the bottom and the idea of self-actualization, or when a person reaches the full potential in life, at the top. Again, according to Maslow, before a person can take action to satisfy a need at any level on this pyramid the needs below it must already be satisfied.

16.Theory X and Y

Douglas McGregor, an American social psychologist, proposed his famous X-Y theory in his 1960 book 'The Human Side Of Enterprise'. Theory x and theory y are still referred to commonly in the field of management and motivation, and whilst more recent studies have questioned the rigidity of the model, Mcgregor's X-Y Theory remains a valid basic principle from which to develop positive management style and techniques. McGregor's XY Theory remains central to organizational development, and to improving organizational culture.

McGregor's X-Y theory is a salutary and simple reminder of the natural rules for managing people, which under the pressure of day-to-day business are all too easily forgotten.

McGregor's ideas suggest that there are two fundamental approaches to managing people. Many managers tend towards theory x, and generally get poor results. Enlightened managers use theory y, which produces better performance and results, and allows people to grow and develop.

McGregor's ideas significantly relate to modern understanding of the Psychological Contract, which provides many ways to appreciate the unhelpful nature of X-Theory leadership, and the useful constructive beneficial nature of Y-Theory leadership.

Theory X

This assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management. According to this view, management must actively intervene to get things done. This style of management assumes that workers:

Dislike working.

Avoid responsibility and need to be directed.

Have to be controlled, forced, and threatened to deliver what's needed.

Need to be supervised at every step, with controls put in place.

Need to be enticed to produce results; otherwise they have no ambition or incentive to work.

X-Type organizations tend to be top heavy, with managers and supervisors required at every step to control workers. There is little delegation of authority and control remains firmly centralized.

McGregor recognized that X-Type workers are in fact usually the minority, and yet in mass organizations, such as large scale production environment, X Theory management may be required and can be unavoidable.

Theory Y

This expounds a participative style of management that is de-centralized. It assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility. It assumes that workers:

Take responsibility and are motivated to fulfill the goals they are given.

Seek and accept responsibility and do not need much direction.

Consider work as a natural part of life and solve work problems imaginatively.