

UNIT 4: STAFFING

4A: Meaning, Job analysis

4B: Manpower planning, Recruitment, Transfers and Promotions

4C: Appraisals, Management Development, Job Rotation, Training, Rewards and Recognition

Staffing

- **Staffing** refers to the continuous process of finding, selecting evaluating and developing a working relationship with current or future employees.
- The main goal of staffing is to fill the various roles within the company with suitable candidates.
- In management, the meaning of staffing is an operation of recruiting the employees by evaluating their skills, knowledge and then offering them specific job roles accordingly.
- The staffing model refers to data that measures work activities, how many labor hours are needed, and how employee time is spent.

- It is a truth that [human resource](#) is one of the greatest for every organization because in any organization all other resources like-money, material, machine etc. can be utilized effectively and efficiently by the positive efforts of human resource.
- Therefore it is very important that each and every person should get right position in the organization so as to get the right job, according to their ability, [talent](#), [aptitude](#), and specializations so that it will help the organization to achieve the pre-set goals in the proper way by the 100% contribution of manpower. Thus it can be said that it is staffing is an essential function of every business organization.

Quantity and Quality

- Staffing an organization focuses on both the quantity and the quality of the staff.
- The quantity is the number of staff. The organization forecasts workforce quantity requirements and then compares it to the available workforce. If the headcount matches the requirement, then the organization is fully staffed. If the requirement exceeds the number of available employees, then the organization is understaffed. If the available staff exceeds the requirements, then the organization is overstaffed and may need to stop hiring and layoff employees. When a company is understaffed, the staffing process may restart.
- The quality is having the right person for the job. The right person should have a job and an organization match. The job match involves the employee's knowledge, skills, abilities, and other characteristics and how they work with the job's tasks. The organization match is when the person has the same organizational values as the organization.

Staffing activities

- **Profiling the job position**
- **Selecting employees**
- **Establishing performance standards**
- **Evaluating performance**
- **Training and development**

Functions/Importance of Staffing

- It helps in the **finding out efficient and effective workforce**, to fill different posts in the organisation.
- It improves organisation's **performance and productivity** by appointing the right person at the right job.
- It facilitates in identifying the **staffing requirements** of the organisation in future.
- It ensures **continuous survival and growth** of the organisation, by way of succession planning for executives.
- It **develops personnel to take up top managerial positions** of the organisation.
- It ensures **training and development** of the people working in the organisation.
- It assists the organisation in **making the optimum use of human resources**.

Importance of Staffing

- ***Efficient Performance of Other Functions***

For the efficient performance of other functions of management, staffing is its key. Since, if an organization does not have the competent personnel, then it cannot perform the functions of management like planning, organizing and control functions properly.

- ***Effective Use of Technology and Other Resources***

Effective human resource can effectively utilization of the latest technology, capital, material, etc. the management can ensure the right kinds of personnel by performing the staffing function.

- ***Optimum Utilization of Human Resources***

To get the optimum output, the staffing function should be performed in an efficient manner.

- ***Development of Human Capital***

Another function of staffing is concerned with human capital requirements. Since the management is required to determine in advance the manpower requirements. Therefore, it has also to train and develop the existing personnel for career advancement. This will meet the requirements of the company in the future.

- ***The Motivation of Human Resources***

In an organization, the behaviour of individuals is influenced by various factors which are involved such as education level, needs, socio-cultural factors, etc. Therefore, the human aspects of the organization have become very important and so that the workers can also be motivated by financial and non-financial incentives in order to perform their functions properly in achieving the objectives.

- ***Building Higher Morale***

The right type of climate should be created for the workers to contribute to the achievement of the organizational objectives. Therefore, by performing the staffing function effectively and efficiently, the management is able to describe the significance and importance which it attaches to the personnel working in the enterprise.

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Job Analysis

- **Job Analysis** is a process to identify and determine in detail the particular **job** duties and requirements and the relative importance of these duties for a given **job**
- One of the first industrial-organizational psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company

Definition

- **According to Blum,** "A job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work, but also with the individual qualifications of the worker."

PROCEDURE FOR JOB ANALYSIS

Job analysis is done by using two approaches:

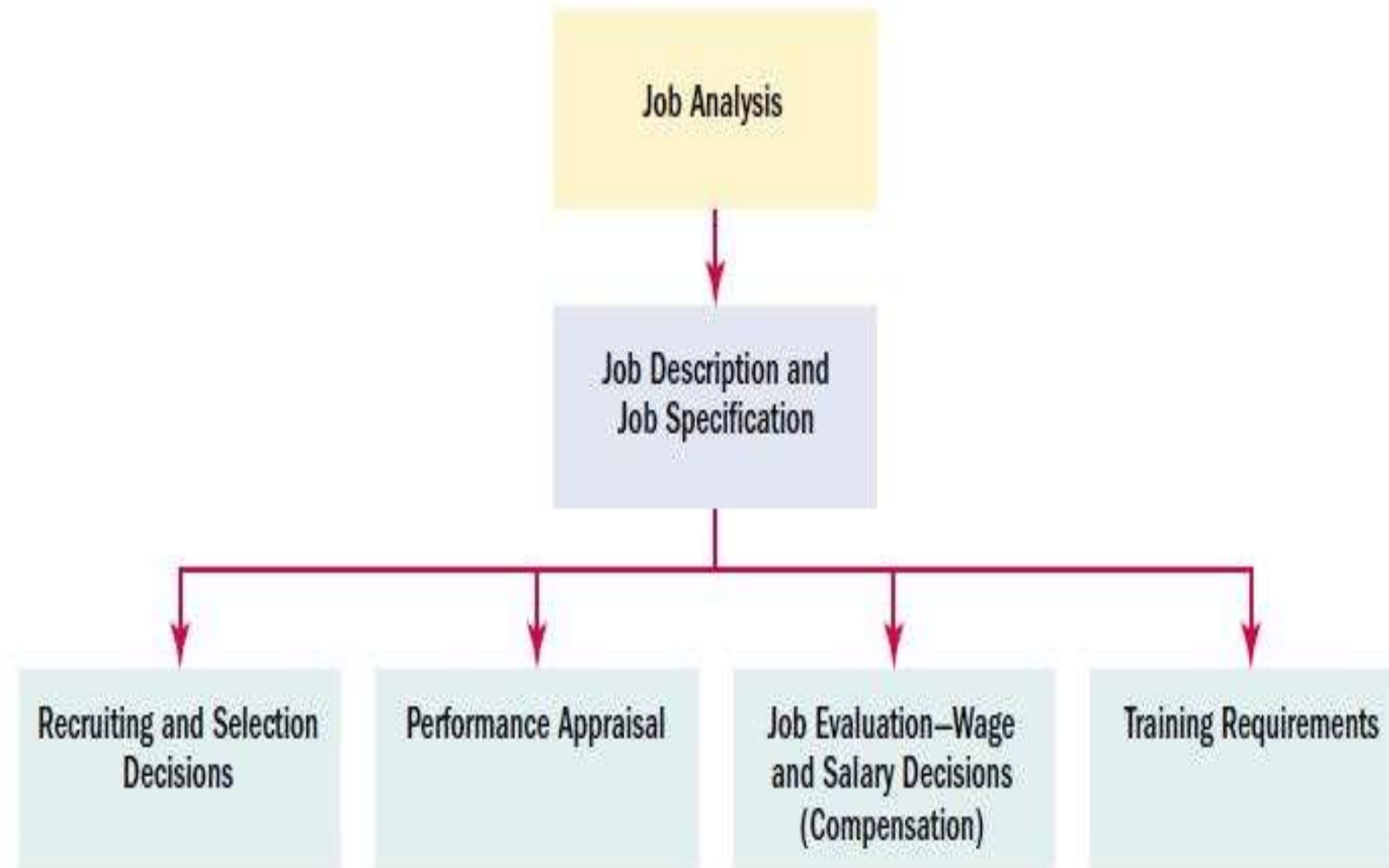
1. Work oriented approach-

This approach focus on the actual task involved in a Job. this approach mainly concentrate on duties, functions and responsibilities involved in a job

2. Employee oriented approach-

This approach focus on examining of human attributes needed to perform the job perfectly. human attributes have been classified into knowledge, skills, attitude and other characteristics. *Knowledge* is the information people need in order to perform the job. *Skills* are the proficiencies needed to perform each task. *Abilities* are the attributes that are relatively stable over time. *Other characteristics* are all other attributes, usually personality factors.

Benefits of Job Analysis



Benefits of Job Analysis

- **Organizational structure and design** :- Job analysis helps the organization to make suitable changes in the organizational structure, so that it matches the needs and requirements of the organization. Duties are either added or deleted from the job.
- **Recruitment and selection** :- Job analysis provides information about what the job entails and what human characteristics are required to perform these activities. This information, in the form of job descriptions and specifications, helps management decide what sort of people to recruit and hire.
- **Performance appraisal and training/development** :- Based on the job requirements identified in the job analysis, the company decides a training program. Training is given in those areas which will help to improve the performance on the job. Similarly when appraisal is conducted we check whether the employee is able to work in a manner in which we require him to do the job.

Benefits of Job Analysis

- **Promotions and transfer :-** When we give a promotion to an employee we need to promote him on the basis of the skill and talent required for the future job. Similarly when we transfer an employee to another branch the job must be very similar to what he has done before. To take these decisions we collect information from job analysis.
- **Career path planning :-** Many companies have not taken up career planning for their employees. This is done to prevent the employee from leaving the company. When we plan the future career of the employee, information will be collected from job analysis. Hence job analysis becomes important or advantageous.
- **Labour relations :-** When companies plan to add extra duties or delete certain duties from a job, they require the help of job analysis, when this activity is systematically done using job analysis the number of problems with union members reduce and labour relations will improve.
- **Health and safety :-** Most companies prepare their own health and safety, plans and programs based on job analysis. From the job analysis company identifies the risk factor on the job and based on the risk factor safety equipments are provided.
- **Acceptance of job offer :-** When a person is given an offer/appointment letter the duties to be performed by him are clearly mentioned in it, this information is collected from job analysis, which is why job analysis becomes important.

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Manpower Planning

- Manpower planning is the process of estimating the optimum number of people required for completing a project, task or a goal within time. Manpower planning includes parameters like number of personnel, different types of skills, time period etc. It is a never ending continuous process to make sure that the business has the optimized resources available when required taking into consideration the upcoming future projects and also the replacement of the outgoing employees. It is also called as Human Resource Planning.

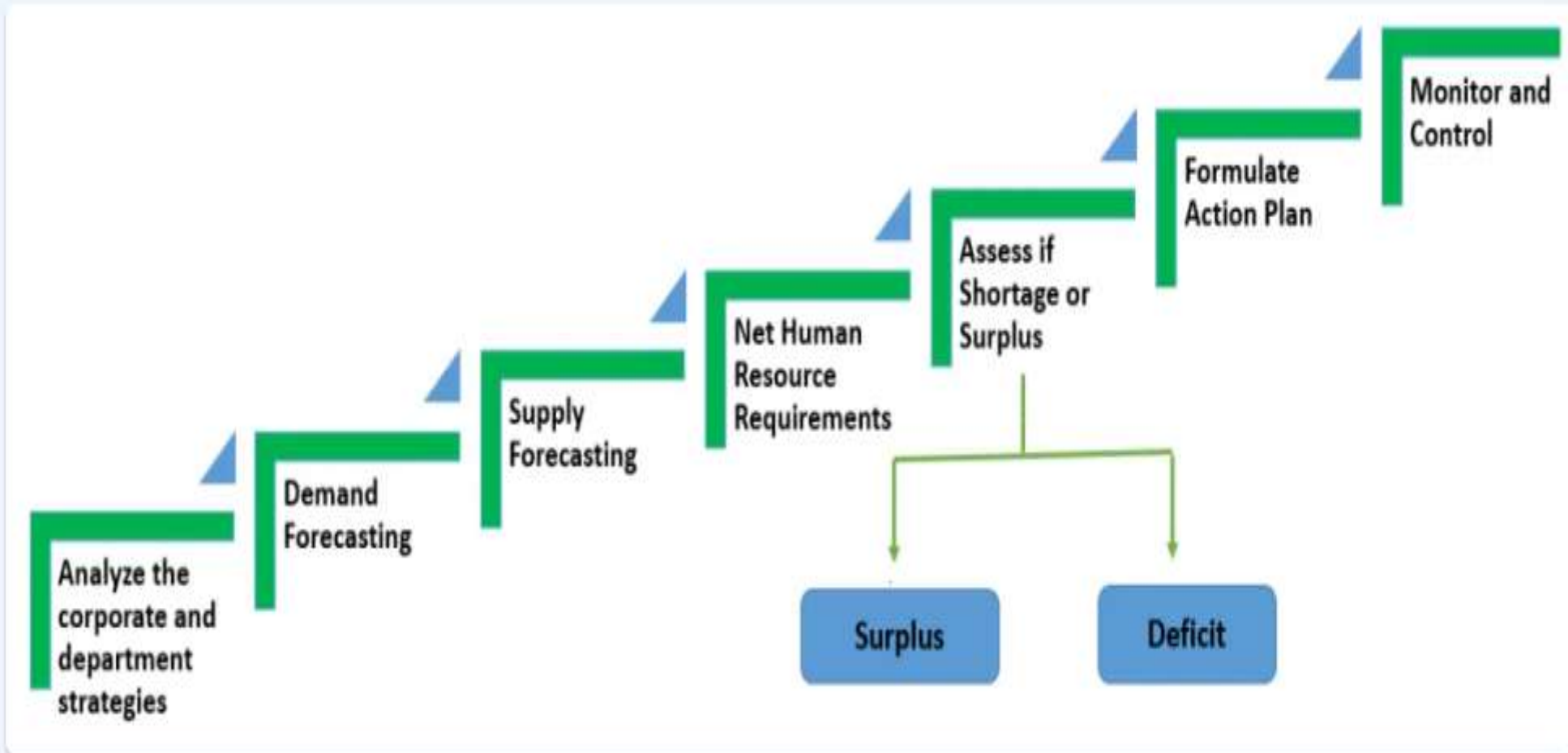
Objectives of Manpower Planning

- To recruit and retain the human resources of required quality and quantity.
- To foresee employee turnover.
- To foresee the impact of technology and needs.
- To improve standard ,knowledge ,skill of existing employees.
- To assess surplus or shortage of manpower.
- To effectively use the existing manpower.

Manpower Planning Process

1. **Analysing the current manpower inventory-** Before a manager makes forecast of future manpower, the current manpower status has to be analysed. For this the following things have to be noted-Type of organization, Number of departments, Number and quantity of such departments, Employees in these work units. Once these factors are registered by a manager, he goes for the future forecasting.
2. **Making future manpower forecasts-** Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements in several work units. The Manpower forecasting techniques commonly employed by the organizations are as follows:
 1. **Expert Forecasts:** This includes informal decisions, formal expert surveys and Delphi technique.
 2. **Trend Analysis:** Manpower needs can be projected through extrapolation (projecting past trends), indexation (using base year as basis), and statistical analysis (central tendency measure).
 3. **Work Load Analysis:** It is dependent upon the nature of work load in a department, in a branch or in a division.
 4. **Work Force Analysis:** Whenever production and time period has to be analysed, due allowances have to be made for getting net manpower requirements.
3. **Developing employment programmes-** Once the current inventory is compared with future forecasts, the employment programmes can be framed and developed accordingly, which will include recruitment, selection procedures and placement plans.
4. **Design training programmes-** These will be based upon extent of diversification, expansion plans, development programmes, etc. Training programmes depend upon the extent of improvement in technology and advancement to take place. It is also done to improve upon the skills, capabilities, knowledge of the workers.

Steps in Manpower Planning



Analyze the Corporate And Department Strategies

Manpower planning is dependent on the company's corporate strategy. For e.g : Expansion, Diversification, Acquisitions, Merger may demand additional manpower. Strategies like divestment, closure, turnaround will ask for a reduction in manpower. The company level strategy is then divided into individual department strategy.

Demand forecasting

It is not merely finding out how many employees. One needs the right kind of employees also. Hence the existing job design and analysis should be reviewed keeping in mind the future capabilities, knowledge and skill.

- Question: What are the different Method of demand forecasting in staffing?

Supply Forecasting

Obtain information about existing manpower. We need to determine the number of employees across departments, designation, job family, demography)

Net Human Resource Requirements

Existing Manpower at a Future Date

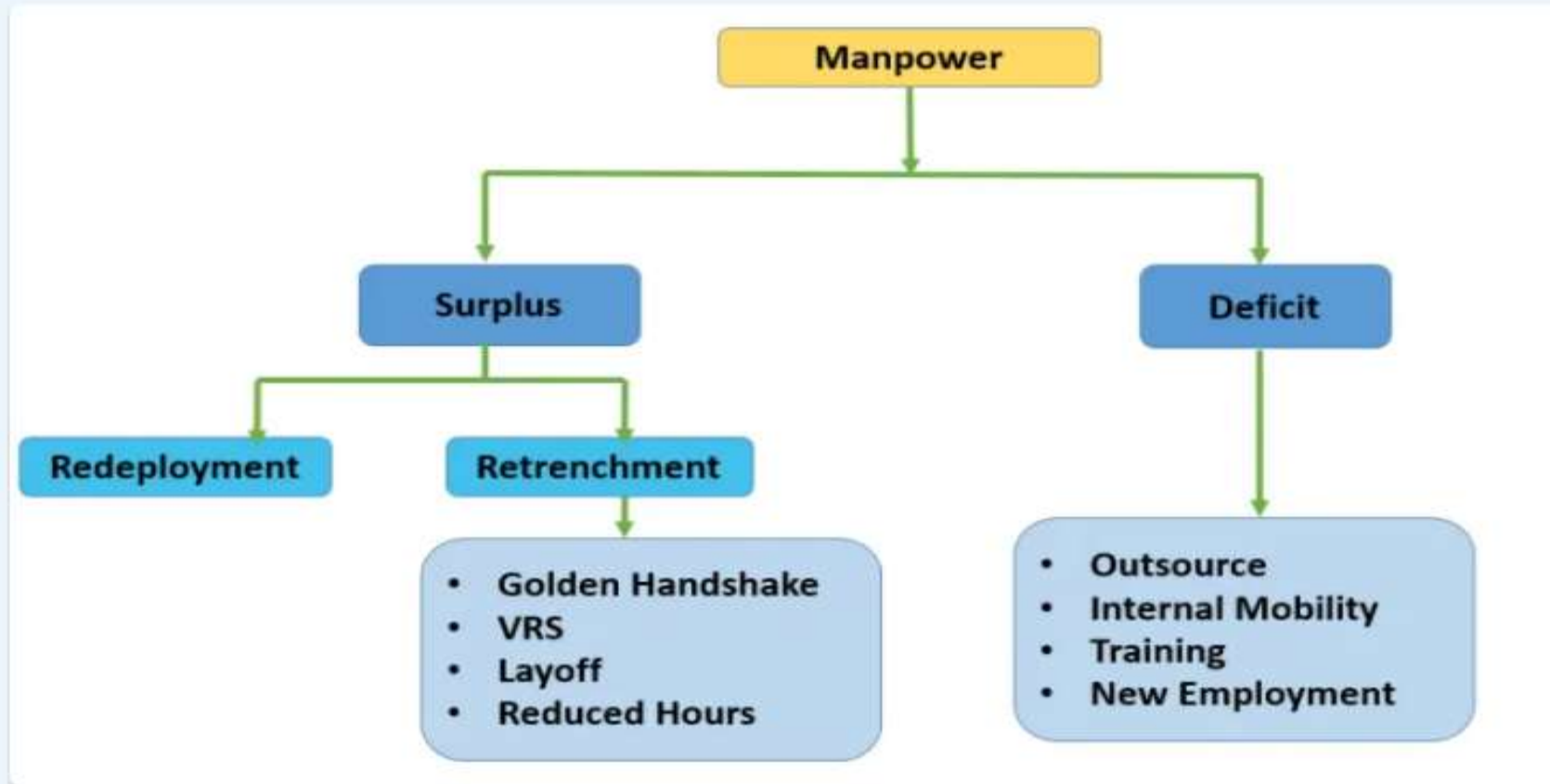
Present Inventory + Potential Additions – Potential Losses

Potential Additions: Transfers, Promotion, Demotion, New Hires

Potential Losses: Resignation, Retirement, Death, VRS, Transfer Out

Action Plan (Surplus and Deficit)

Based on the net manpower requirements we can ascertain whether we have a surplus or a deficit in manpower. Necessary Steps should be taken for each.



Monitor and Control

To implement and supervise the entire Manpower planning Process and ensure changes based on the feedback received.



Recruitment



Recruitment

- According to Edwin B. Flippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” He further elaborates it, terming it both negative and positive.
- “It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired. ”
- According to Kempner “Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates.”

- A 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 applications from which new employees are selected.
- It is the process to discover sources of manpower to meet the requirement of staffing and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

Recruitment needs are of three types

- **PLANNED**

the needs arising from changes in organization and retirement policy.

- **ANTICIPATED**

Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.

- **UNEXPECTED**

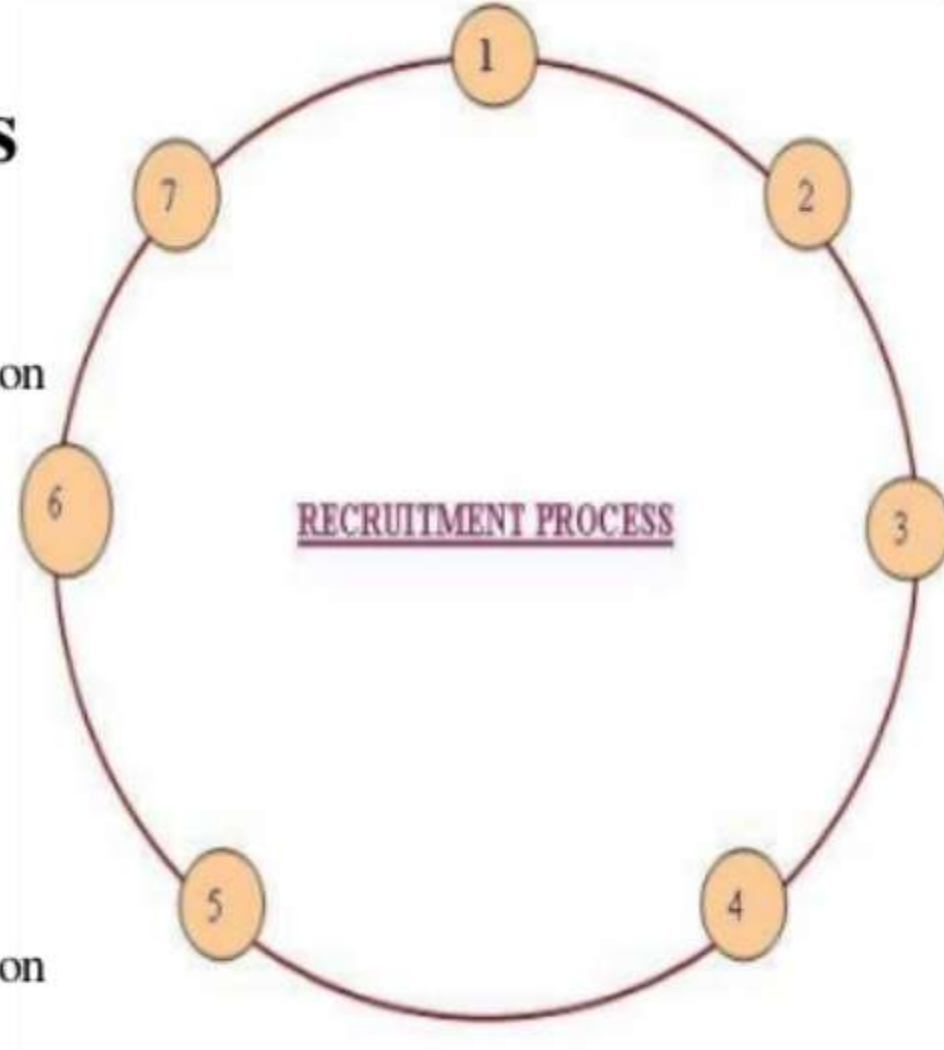
Resignation, deaths, accidents, illness give rise to unexpected needs.

Importance of Recruitment

1. The process is important to encourage and attract candidates and get ample amount of application for the job vacancies.
2. It is an effective way to create information pool about the prospective candidates who are suitable for the talent needs of the organization.
3. It is very important step of planning and analysis about the present and future manpower requirement of the organization.
4. It bridges the gap between employers and their future employee.
5. It is a less expensive way of gathering information about the talented manpower in the industry.
6. It helps to improve the selection process by proper sorting of suitable candidate for the job.
7. It reduces the turnover of employees due to correct matching of candidate expectations and the rewards offered by the organization.
8. It also helps the organization to meet the social and legal obligation of maintaining the manpower composition.
9. It determines the appropriate candidates through the different channels of recruitment.
10. It helps the organization to create different sources of attracting the right candidate for the job profile.

Recruitment Process

1. Identify vacancy
2. Prepare job description and person specification
3. Advertising the vacancy
4. Managing the response
5. Short-listing
6. Arrange interviews
7. Conducting interview and decision making



SOURCES OF RECRUITMENT

Internal Sources

- TRANSFER
- PROMOTION
- RETRENCHED EMPLOYEE
- RETIRED EMPLOYEE



External Sources

- Walk-ins
- Employee referrals
- Advertising
- Educational associations
- Professional agencies
- E-recruitment (general recruitment agents/ companies' own sites)
- Word-of-mouth

FACTORS AFFECTING RECRUITMENT

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graph TD; A[FACTORS AFFECTING RECRUITMENT] --> B[EXTERNAL FACTORS]; A --> C[INTERNAL FACTORS];
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EXTERNAL FACTORS

- Supply and demand
- Labour market
- Image/ Goodwill
- Political-Social- Legal Environment
- Unemployment rate
- Competitors

INTERNAL FACTORS

- Recruitment policy
- Human resource planning
- Size of the firm
- Cost of recruitment
- Growth and expansion

Transfer and Promotion

- Transfer is defined as “... the moving of an employee from one job to another. It may involve a promotion, demotion or no change in job status other than moving from one job to another”
- According to Pigours and Myers, ‘Promotion is advancement of an employee to a better job – better in terms of greater responsibility, more prestige or status, greater skill and especially increased rate of pay or salary’.
- Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

Purpose of Promotions

1. Recognize and reward employee's good/superior performance and commitment.
2. Promote a feeling of content with the existing conditions of the company and a sense of belongingness.
3. Build loyalty and to boost morale and job satisfaction.
4. Retain skilled and talented employees and reduce discontent and unrest.
5. Promotions acts as a tool for reducing labour turnover.
6. Increase interest in acquiring higher qualifications, training and self development with a view to meet the requirements of promotion.
7. Reduce/Eliminate problems created by the leader of workers' unions by promoting them to the officer' levels where they are less effective in creating problems.
8. Ultimately it improves organizational health.

Basis for Promotions

Seniority	Merit
1. Seniority means length of recognized service in an organization. 2. Seniority means the calculation of time from when an employee has joined the company and served for how many years in the company. 3. The senior most person in the lower grade shall be promoted as and when there is an opening in the higher position 4. Seniority is suggested as the criteria for promotion on the plea that there is a positive correlation between length of the service and talent	1. Merit means ability to work. 2. It denotes an individual employee's skill, knowledge, ability, efficiency and aptitude as measured from educational, training and past record 3. If the merit is adopted as basis of promotion then the person in the lower grade ,no matter his junior most in the company, shall be promoted. 4. It encourage all employee to improve their efficiency

Advantages of Seniority and Merit Based Promotions

Seniority Based	Merit Based
1. Easy to measure the length of service 2. Trade unions generally emphasis on seniority. 3. Security and certainty. 4. Minimize the scope of grievances and conflicts. 5. Reduce labour turnover 6. Sense of satisfaction to senior employees and is in line with the Indian Culture of respecting seniority in all walks of life.	1. Difficult to judge merit. 2. Implies the knowledge, skills and performance record of an employee. 3. Motivates competent employees to work hard and acquire new skills. 4. Maintains the efficiency of the organization by recognizing talent and performance 5. Attracts and retains young and promising employees in the organization

Disadvantages of Seniority and Merit Based Promotions

Seniority Based	Merit Based
1. Length of Service is not directly proportional to talent. 1. Performance and potential of an individual is not recognized. 2. Demotivates and demoralizes the young employees who are talented. 3. Kills the zeal and interest for self development 4. Fails to attract young and hardworking employees	1. Measuring Merit is not easy. Subjective judgement may be involved. 2. Many, particularly trade unions distrust the management's integrity in judging merit. 3. When younger employees are promoted over the older one, the older employees may feel insecure or leave.

Transfer

- Organization resort to another type of mobility of employees in order to place the right candidate in the right job. This type of mobility is restricted to movement of an employee from one job to another in the same level of organizational hierarchy is termed as transfer.
- Transfer is defined as “a lateral shift causing movement of an employee from one job to another usually without involving any marked change in duties, responsibilities or compensation.
- Transfer is defined as the moving of an employee from one job to another. It may involve a promotion, demotion or no change in the job status other than moving from one job to another. However, transfer is viewed as change in assignment in which the employee moves from one job to another in the same level of hierarchy pay. Thus, promotion is upward reassignment of a job, demotion is a downward job reassignment whereas transfer is a lateral or horizontal job reassignment.

Reasons of transfer:

- i.** To meet the organizational requirement: organization may have to resort to transfer of employees due to change in the technology, change in the volume of production, production schedule, product line, quality product, change in the job pattern caused by the change in the organizational structure, fluctuations in the market conditions like demand fluctuations, introduction of new lines and dropping of existing lines. All these changes demand the shift in the job assignment, with a view to place the right man in the right job.
- ii.** To satisfy the employee's needs: employees do need transfer in order to satisfy their desire to work under a friendly superior, in a department where opportunities for advancement are bright, in or near their native place or place of interest, doing a job assignment, with a view to place the right man in the right job.
- iii.** To utilize employees skill, knowledge etc., where they are more suitable or badly needed.
- iv.** To improve employees background by placing him in different jobs of various departments, unit, regions etc. this develops the employees and enables him to accept any job without hesitation.
- v.** To correct inter-personal conflict.
- vi.** To adjust the workforce of one section/plant on other section, plant lay off, closure or adverse business conditions or technological change.
- vii.** To give relief to the employees who are overburdened or doing risky work for long period.
To punish the employee who violate the disciplinary rule.
- ix.** To minimize fraud, bribes etc. which result due to permanent stay and contact of an employee with the customers, dealers and suppliers.

Types of Transfers

1. **Production Transfer:** Such transfers are resorted to when there is a need of manpower in one department and surplus manpower in another department. Such transfers are made to meet the company requirements.
2. **Replacement Transfers:** Replace an existing employee who has been in the organization for a long time with a new employee and thereby giving some relief to an old employee from the heavy pressure of work.
3. **Remedial Transfers:** As the name suggest, these transfers are made to rectify the situation caused by faulty selection and placement procedures. Such transfers are made to rectify mistakes in placement and recruitments.
4. **Versatility Transfer:** Such transfers are made to increase versatility of the employees in more than one job and department. This type of transfer, also referred to as 'Job Rotation' is a tool to train employees.

Types of Transfers, contd.,

5. **Shift Transfers:** are transfers of workers from one shift to another on the same type of work. Workers generally dislike second or third shift as it affects their participation in community life.
6. **Selection Transfers:** they are made within the department or section. It is to be train the workers and prepare them to handle different types of operations within the department.
7. **Departmental Transfers:** transferring from one department to another department within the plants.
8. **Inter-Plant transfers:** if there is more than one plant under the control of same management transfer may be made from one plant to another for varied reasons. Such transfers are called inter- plant transfers.

Benefits of Transfer

1. Increase in productivity and effectiveness of the organization.
2. Greater job satisfaction to employees.
3. Stabilize fluctuating job needs.
4. Improve employee skills.
5. Remedy for wrong placement.
6. Improve labour relationships.
7. Develop employees for future promotions.
8. Avoid monotony and boredom.

Problems of Transfer

- i.** Adjustment problems to the employee to the new job, place and colleague.
- ii.** Transfer from one job to another cause much inconvenience and cost to the employee and his family members relating to the housing, education of children etc.
- iii.** It results in to the loss of time.
- iv.** Company initiated the transfer result in reduction in employee contribution.
- v.** Discriminatory transfer effect employee morale, job, satisfaction and contribution.

However these problems can be minimized through transfer principles discussed below;

Transfer Principles: organization should clearly specify their policy regarding transfers. Otherwise, superiors may transfer their subordinates arbitrarily if they do not like them. It causes frustration among employees. Similarly, subordinates may also request for transfer even for petty issues. Most of the people may ask for transfer to risk less and easy job and places. As such, an organization may find it difficult to manage the transfer policy. Systematic transfer policy should contain the following:

- i.** Specification of circumstance under which an employee will be transferred in the case of company initiated transfer.
- ii.** Specification of superior who is authorized and responsible to initiate the transfer.
- iii.** Jobs from and to which transfers will be made based on the job specification, description and classification.
- iv.** The region or unit of the organization within which transfers will be administered.
- v.** Reasons which will be considered for personal transfer, their order of priority etc.
- vi.** Reasons for mutual transfer of employee.
- vii.** Norms to decide priority when two or more employees request for transfer like priority of reason, seniority. Specification of basis for transfer like job analysis, merit and length of job.
- ix.** Specification of pay, allowances, benefit etc. there are to be allowed by the employee in the new job.
- x.** Other facilities to be extended to the transferee like special leave during the period of transfer, special allowances for packaging luggage, transportation.

Difference between Transfer and promotion

- i. Transfer means shifting of an employee from one place to another.
- ii. There is no change in rank, responsibility and remuneration.
- iii. It involves horizontal movement of the employee.
- iv. Transfer may be for shifting surplus staff from one factory, branch or office of the organisation to fill the job vacancies in another factory, branch or office.

Promotions

- i. Promotion means shifting of an employee from a lower post to a higher post.
- ii. It leads to increase in status, responsibility and remuneration.
- iii. It involves a vertical movement of an employee.
- iv. Promotion may be on the basis of merit or seniority of employees to fill a higher post.

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Performance Appraisals

- The employee performance appraisal process is crucial for organizations to boost employee productivity and improve their outcomes.
- The basic purpose of performance appraisal is to identify employees worth and contribution to the company. Important factors include – attendance, efficiency, attitude, quality of work, amount of work are just a few important factors.
- Performance appraisals are an annual process where an employee's performance and productivity is evaluated against a predetermined set of objectives.
- It is also known as an annual review or performance review.
- maintained by the [Human Resource Department Manager.](#)
- It is a continuous process to secure information necessary for making correct and objective decisions on employees.

What is the outcome of the Appraisal Process ?

- As outlined above, the outcome of the appraisal process is the grade that is decided for the employee as well as the salary hike or the bonus potential that is awarded to the employee. Typically, organizations divide the year in which the employee's performance is evaluated into two cycles, one for deciding the salary hike and the other for deciding how much bonus he or she gets for the cycle. In this way, organizations ensure that there is no overlap in grading the employee and a fair and balanced evaluation is the desired outcome though this does not always happen in reality.

Performance Appraisal Process

- 1.Setting performance standards
- 2.Set up measurable goals
- 3.Measure actual performance
- 4.Compare with preset standards and goals
- 5.Discuss with the employee – met the expectations, did not meet the expectations, exceeded the expectations
- 6.Take corrective actions
- 7.Set standards for next cycle

Advantages of Performance Appraisal

1. A systematic appraisal system helps the managers to properly identify the performance of employees in a systematic manner and their areas of talent and areas where they are lacking.
2. It helps the management to place the right employees for the perfect jobs depending on their skills in particular areas.
3. It helps employees identify the areas in which they need to improve. The managers can also use this information to provide constructive criticism of the way employees perform their work.
4. Potential employees are often given promotions on the basis of or the results of performance appraisals. People who have high ratings get promotions. They can also transfer or demote employees if they not performing up to the expectations of the managers.
5. An appraisal is also useful in determining the effectiveness and results of training programmes. It can show managers how much employees have improved after taking the training programmes. This will give managers data on how to change and evolve the [training programmes](#).
6. It creates healthy competition among employees as they will try to improve their performance and score better than their colleagues.
7. Managers use appraisal programmes to identify the grievances of employees and act upon them.
8. Keeping extensive records of performance appraisal will give managers a very good idea of which employees have the highest growth rate and are which ones have a declining rate of performance.

Disadvantages of Performance Appraisal

- 1.If the factors being used in the performance appraisal are incorrect or not relevant, the appraisal will fail to provide any useful or effective data.
- 2.Sometimes, equal weightage is not given to important factors when performing an appraisal.
- 3.Some objective factors are very vague and difficult to gauge like attitude and initiative. There is no scientific method to measure these factors.
- 4.Managers are sometimes not qualified enough to correctly assess the employees and their abilities. Thus, these mistakes can be very detrimental to the growth of the company.

Question: Benefits of appraisal to Employee and organization

Management Development

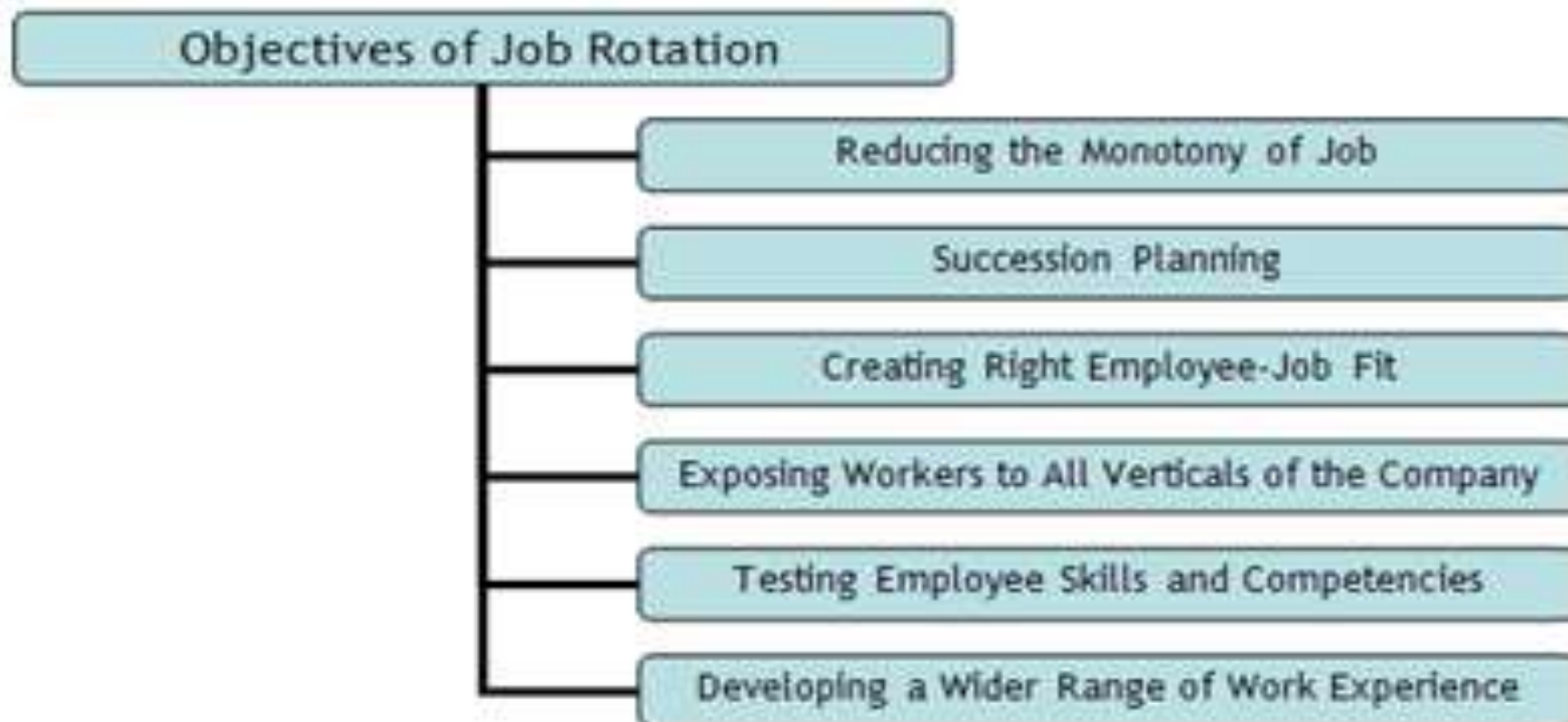
- Management development is a systematic process of management training and growth by which individuals (aspiring to rise on the ladder of management) gain and apply knowledge, skills, insights, and attitudes to manage managers, workers and work organisations effectively.
- Management development, therefore, means any planned, guided or directed activity undertaken by a manager to help himself become more competent in his present and/or to consciously prepare himself for assuming higher and more important managerial duties and responsibilities so that he can claim promotion by merit or competence.

Approaches to management development

- Dysfunction analysis
- Mentoring
- Coaching
- Job rotation
- Professional development
- Business workflow analysis
- Upward feedback
- Executive education
- Supervisory training

Job Rotation

- **Job Rotation** is the management technique wherein an employee is shifted from one job role to the other, with the purpose of familiarizing him with all the verticals of an organization.
- It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place.
- In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights.
- The process serves the purpose of both the management and the employees. It helps management in discovering the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different



Job Rotation Objectives

1. **Reducing Monotony of the Job:** The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.
2. **Succession Planning:** The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.
3. **Creating Right-Employee Job Fit:** The success of an organization depends on the on-job productivity of its employees. If they're rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.
4. **Exposing Workers to All Verticals of the Company:** Another main function of job rotation process is to exposing workers to all verticals or operations of the organization in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organization and different issues that crop up while working.
5. **Testing Employee Skills and Competencies:** Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.
6. **Developing a Wider Range of Work Experience:** Employees, usually don't want to change their area of operations. Once they start performing a specific task, they don't want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

Types of Job Rotation Process Used

- There are two types of job rotation based on the way the job profile of the employee is changed by the organization.

1.Task rotation- The employees who are working on mentally stressful job or physically demanding job are usually given a task rotation. In such cases the employees are shifted from stressful job to less demanding job to provide a break from routine work.

2.Position rotation- In the case of position rotation the designation, location or department of the employee is changed by the organization. This provides an opportunity to the employee to gain different skills, knowledge and new work perspectives. Further this has two types namely cross functional rotation and function rotation. During function rotation the responsibilities and area of operation of employee remains same. While under cross functional rotation the level and job responsibilities of the employee are changed.

ADVANTAGES

of Job Rotation



Eliminates boredom



Encourages development



Give employees a break from strenuous job duties



Helps you identify where employees work best



Gives you a backup plan if an employee leaves

DISADVANTAGES

of Job Rotation



Can be costly and time consuming



Could end up with disgruntled employees



It won't fix all your problems



Might not be feasible for some industries



Your business could suffer

Training

According to **Dale S. Beach** training is ‘the organized procedure by which people learn knowledge and/or skill for a definite purpose’.

According to **Garry Dessler**, “Training is the process of teaching new employees the basic skills they need to perform their jobs”.

According to **Jack Halloran**, “Training is the process of transmitting and receiving information related to problem-solving”.

According to **Edwin B. Flippo** , “Training is the act of increasing the knowledge and skills of an employee for doing a particular job”.

Management training is training activity that focuses on improving an individual’s skills as a leader and manager.

Training is an activity leading to skilled behavior, the process of teaching employees the basic skills they need to perform their jobs. The heart of a continuous effort designed to improve employee competency and organizational performance.

Steps in Training Process/Phases of Training



1. Decide If Training is Needed.
2. Determine What Type of Training is Needed.
3. Identifying Goals and Objectives.
4. Implementing Training.
5. Evaluation of the Training Program.

1. Induction training: Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

2. Job instruction training:

This training provides an overview about the job and experienced trainers demonstrates the entire job. Additional training is offered to employees after evaluating their performance if necessary.

3. Vestibule training:

It is the training on actual work to be done by an employee but conducted away from the work place.

4. Refresher training:

This type of training is offered in order to incorporate the latest development in a particular field. This training is imparted to upgrade the skills of employees. This training can also be used for promoting an employee.

5. Apprenticeship training:

Apprentice is a worker who spends a prescribed period of time under a supervisor. **On the Job Training and Off the job training.**

Training Advantages

Training brings about benefit/ advantages both to the organization and employees. Let us have a look at these:

Advantages to the Organization

- Goldstein and Gilliam also outlined six reasons why companies believe that investments in training can help them gain a competitive advantage.
- 1. **Increased efficiency of employees:** An effective training program can make the employees of the company work in an effective manner. With training, people gain confidence and this confidence is seen in the output and results.
- 2. **Reduced supervision:** An employee needs to be supervised when he works. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.
- 3. **Less amount of wastage:** The amount of wastage by an employee reduces a lot due to training and therefore if we take an account of the amount of wastage we find that the company has saved a lot of money.
- 4. **Reduced turnover:** Proper training improves the chances of obtaining promotions and employees are happy because they have better opportunities. This will be lowering employee turnover intention and hence labor turnover in the company
- 5. **Helps in better functioning of the organization:** Training always benefits employees, whether old or new. In the case of new employees, training helps them a lot. This is because new employees may not be aware of the functioning of the organization and training helps them to gain knowledge and insight into the working of the company.
- 6. **Better labor-management relations:** Labor-management relations are very essential for any organization. When companies introduce training programs and prepare employees for future jobs and promotions they send out a message to the unions that they are interested in employee welfare. Due to this the unions also adopt a positive attitude and labor-management relations improve.

Advantages to the Employee

- A training program has the following advantages. Advantages to the Organization are:
 - 1. Self-confidence:** Training leads to an increase in employee self-confidence. The person is able to adjust to his work environment and doesn't feel humiliated in front of his seniors. This confidence leads to chances of better efforts in the future of the employees.
 - 2. Increased motivation levels:** Training brings a positive attitude among employees and increases the motivation levels of the employees in the organization, thereby improving the results of the organization.
 - 3. High rewards:** An effective training program helps an employee to take the benefit of the reward systems and incentives available in the company. Thus the employee is able to get these rewards, which in turn increases his motivation levels.
 - 4. Group efforts:** An effective training program not only teaches an employee how to do his work but also trains him to work as a part of the group. Thus training program improves group efforts.
 - 5. Promotion:** Effective training program increase performance and increase the chances of obtaining promotions. Many employees, even opt for a certain program so that they can help the employee improve his chances of promotions and obtaining higher positions in the organization.

Rewards and Recognition(R&R)

**‘Organizations do not create profit.
People do.’**

**By rewarding and recognizing people you can create incremental profit
and add value far beyond the objective valuation of brands and products**

Rewards and Recognition(R&R)

- Employee rewards and recognition system is not just a positive thing to do with people but communicating it effectively is an efficient tool in encouraging them to create and bring business for you.
- Fulfilling employees' needs, recognizing their efforts and presenting them with monetary and non-monetary rewards help you create a right workforce for your organization that can be your partner in success.
- Recognition of their efforts and boosting their morale results in increased productivity and decreased attrition rate.
- It is a proven fact that the motivated and dedicated workforce can change the fate of a company. After all, human effort is the biggest contributing factor in success of any organization. It is just next to impossible to achieve organizational goals only by the efforts of top management. It's the workforce who executes their plans and helps them achieve their financial as well as non-financial aims.



Recognition

Appreciation or acclaim
for an achievement.

Reward

Something given in
recognition of service,
effort or achievement.

- Rewards and Recognition is a system where people are acknowledged for their performance in intrinsic or extrinsic ways.
- Recognition & Reward is present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. This includes appropriate and regular financial compensation, as well as employee or team celebrations, recognition of years served, and/or milestones reached.

- Establishing and implementing a reward system needs careful analysis of the company policies and procedures. Deciding how to recognize employees' efforts and what to provide them requires thorough analysis of responsibilities and risks involved in a particular job.
 - Reward system of an organization should also be in alignment with its goals, mission and vision.
 - Depending upon the job profile, both monetary and non-monetary rewards can encourage employees to contribute more to the organization.
- a) **Monetary Rewards:** A raise in salary, incentives, movie tickets, vacation trips, monetary allowances on special occasions, redeemable coupons, cash bonuses, gift certificates, stock awards, free or discounted health check-ups for the entire family and school/tuition fees for employees' children fall in this category. While designing company policies for monetary rewards, management should make sure that benefits should be as broad-based as possible. It requires sound planning and effective implementation.
- b) **Non-monetary Rewards:** Non-monetary rewards may include trophies, certificates, letters of appreciation, dinner with boss, redecoration of employee cabin, membership of recreation clubs, perks, use of company facilities, suggestion awards, tie-pins, brooches, diaries, promotion, say in management, etc.

A combination of monetary and non-monetary rewards can work wonders and drive employees to perform well continuously. A proper and efficient employee reward and recognition program can establish harmonious relationships between employees and employer.

**01**

Productivity

79% of employees say that 'recognition is their motivation to work harder', and another 78% feel that they are more productive after being rewarded.

**02**

Happier Employees

Happy employees are at least 12% more productive. Rewards and Recognition have direct correlation between employee happiness.

**03**

Instills Trust

90% of employees who had received some sort of recognition for their work on a regular basis have higher levels of trust in their boss.

**04**

Rewards Win Over Fear

Fear might motivate people to work but not for a long time. Rewards can not only motivate employees to work, but make them fall in love with it too.