

A Concise  
Framework On  
**Human  
Resource  
Management**



**Basseyy Anam**

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*For information contact*

**Basseyy Anam**  
Institute of Public Policy and Administration  
University of Calabar, Calabar  
Tel: +234 (0) 7067021763, +234 (0) 8023746170  
e-mail: researchfindings@rocketmail.com

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# DEDICATION

Dedicated to Joel and Jesse, sons of my youth!



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I acknowledge the Almighty God for his endless Mercy and abounding Grace upon my life and career.

I appreciate my dear wife Ini for a wonderful editing, and our great sons, Joel and Jesse who had to bear with me and share part of sleepless nights during the writing of the book. Thank you very much for the understanding and encouragement.

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# CONTENTS

Dedication  
Acknowledgment

## CHAPTER 1:

### **INTRODUCTION TO THE STUDY AND PRACTICE OF HUMAN RESOURCE MANAGEMENT**

1.1	Meaning of Human Resource Management	4
1.2	Difference between Personal Management/ Administration and HRM	7
1.3	Features, Components & Nature of Human Resource Management	11
1.4	Scope of Human Resource Management	11
1.5	Objectives of Human Resource Management	12
1.6	Importance of Human Resource Management	13

## CHAPTER 2:

### **HISTORICAL PERSPECTIVES TO THE DEVELOPMENT OF HUMAN RESOURCES MANAGEMENT**

2.1	Trends in the Development of Human Resource Management	15
2.2	Historical Milestones in Human Resource Management Development	18
2.3	Human Resource Management Development and Implementation Responsibilities	21

## CHAPTER 3:

### **FUNCTIONS AND RESPONSIBILITIES OF HUMAN RESOURCE MANAGEMENT**

3.1	Functions of Human Resources	24
3.2	Techniques for Improving Human Resource Management in an Organization	30

**CHAPTER 4:**

**HUMAN RESOURCE PLANNING AND ORGANIZATIONAL PERFORMANCES**

4.1	Meaning of Human Resource Planning	34
4.2	Features of Human Resource Planning	36
4.3	Importance of Human Resource Planning	37
4.4	The Characteristics of Human Resource Planning	39
4.5	Human Research Competences and Professionalism	42

**CHAPTER 5:**

**HUMAN RESOURCE RECRUITMENT, SELECTION, ORIENTATION AND PLACEMENT**

5.1	Meaning of Human Resource, Recruitment	46
5.2	Types of Recruitment	47
5.3	Differences between Recruitment and Selection	47
5.4	Human Resource Selection Process	49
5.5	Orientation and Job Placement	51

**CHAPTER 6:**

**HUMAN RESOURCE TRAINING AND MANAGEMENT DEVELOPMENT**

6.1	Meaning of Human Resource Training	53
6.2	Differences between Training & Management Development	54
6.3	Importance of Training & Development	55
6.4	Methods of Human Resource Training	56

**CHAPTER 7:**

**HUMAN RESOURCE REMUNERATION, MOTIVATION, HEALTH AND SAFETY MEASURES AT WORK**

7.1	Meaning of Human Resource Remuneration	59
7.2	Methods of Employee Remuneration	60
7.3	Human Resource Motivation	60
7.4	Theories of Motivation	62
7.5	Techniques of Motivation	73

7.6	General Guideline for Applying Motivation Theory	76
7.7	Effective Health & Safety Measures at Work	76

**CHAPTER 8:**

**HUMAN RESOURCE PERFORMANCE MANAGEMENT AND APPRAISAL**

8.1	Meaning of Performance management	81
8.2	Components of a Performance Management System	82
8.3	Objectives of Performance management	83
8.4	Components of Performance Management System	85
8.5	Techniques for Assessment of Performance	87
8.6	Human Resource Role in the Performance System	88
8.7	Human Resource Performance	90

**CHAPTER 9**

**JOB DESIGN, ANALYSIS/EVALUATION, JOB DESCRIPTION AND SPECIFICATION**

9.1	The Concept of Job Design	94
9.2	Types of Job Design	95
9.3	Approaches to Job Design	96
9.4	Job Analysis/Evaluation	96
9.5	Techniques of Job Analysis	97
9.6	Job Description and Specification	98

**CHAPTER 10:**

**MANAGING COMMUNICATION AND EFFECTIVE EMPLOYEE RELATIONS**

10.1	Meaning of Communication	101
10.2	Importance of Effective Communication in Human Resource Management	102
10.3	Types of Communication	104
10.4	Challenges of Effective Communication in the Organization	105
10.5	Strategies of Improving Employee Relationship	106
10.6	Improving Employee Relationship	107



# INTRODUCTION

In 2012, I published an acclaimed literature on “New Perspectives on Personnel Management & Organisational Performance” and now, “A Concise Framework on Human Resource Management”. One may be concerned to asked, “Personnel Management and now Human Resource Management” are they not the same thing, why the duplication”. I had almost lingered in the same ignorance, until recent research in the course of my studies in Human Resource Management. I have learnt new perspectives, and can say, although they share similar concepts, policies, processes and practices, there are clear and useful distinctions which necessitated this further contribution to literature.

Human resource management (HRM) is the new version of personnel management. There is no watertight difference between human resource management and personnel management. Personnel management is a predominantly administrative record-keeping function that aims to establish and maintain equitable



terms and conditions of employment. Human resource management integrates the traditional personnel management functions to corporate goals and strategies, and performs additional people-centered organisational developmental activities. Significant differences exist between personnel management and human resource management in terms of scope, approach, and application as clearly detailed in the first Chapter of this book.

For obvious reasons of avoiding repetitions of issues raised in the Volume on New Perspectives on Personnel Management and Organisational Performance, this is a concise framework on critical policy issues, evolving processes and practices peculiar to Strategic Human Resource Management. On issues not fully detailed or captured here, reference is made to the Volume on Personnel Management and Organisational Performance. Therefore, this literature is designed to provide students with an understanding of Human Resource Management functions within organisations, including an appreciation of the roles of both HRM specialists and line managers in designing and implementing effective HRM policies and practices.

**Bassey Anam**

Institute of Public Policy and Administration  
University of Calabar, Nigeria.

**CHAPTER 1****INTRODUCTION TO THE STUDY  
AND PRACTICE OF HUMAN  
RESOURCE MANAGEMENT**

The desire of every organisation is to have skilled and competent workforce to make their establishment more efficient than other/their competitors. In this regard, humans are very important assets for an organisation rather than land, resource and buildings. Without competent employees (humans) no activity in the organisation can be executed or achieved. Machines are meant to produce more goods with good quality but they should get operated by the human only.

Formerly called Personnel Management (PM), Human Resource Management (HRM) is moving away from traditional personnel administration and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and those employee programs should impact businesses in immeasurable ways. The new role of HRM involves strategic direction, metrics and measurements to demonstrate value. The chapter will examine,

- 1.1 Meaning of Human Resource Management
- 1.2 Differences between Personnel Management/Administration and Human Resource Management

- 1.3 Features, Components and Nature of Human Resource Management
- 1.4 Scope of Human Resource Management
- 1.5 Objectives of Human Resource Management
- 1.6 Importance of Human Resource Management

### 1.1 Meaning of Human Resource Management

Human: refers to the skilled workforce in the organisation.

Resource: refer to limited availability or scarce resource.

Management: refer to maximise or proper utilisation and make best use of limited and a scarce resource.

There are several definitions to HRM. However, the core meaning of the HRM deals with how to manage people or employees in an organisation or work force.

1. According to Anyadike (2013), human resource is the people who work for the organisation. HRM is the management of employees with specific emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).
2. Human resource may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation (Azelama, 1995). It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organisation.

3. The human resource is multidimensional in nature. From the national point of view, human resource may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees (Bacal, 2013).
4. Flippo (1984) defines- HRM as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organisational and social objectives are achieved.”
5. The National Institute of Personal Management (NIPM) of India has defined human resource – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organisation of the men and women who make up enterprise and having regard for the well – being of the individuals and of working groups, to enable them to make their best contribution to its success” (cited in Bacal, 2013).
6. According to Decenzo and Robbins (2000), “HRM is concerned with the people dimension” in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation is essential to achieve organisational objectives. This is true, regardless of the type of organisation – government, business, education,

health or social action”.

7. HRM can also be defined as the effective use of human resource in an organisation through the management of people-related activities. It is a central and strategic organisational activity of increasing complexity and importance.

8. HRM has emerged as a major function in organisations. HRM is the organisational function that deals with issues related to planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

From the above, we can infer that HRM is the strategic and coherent approach to the management of an organisation's most valued assets, that is, the people who individually and collectively contribute to the achievement of the objectives of the organisation. HRM is the function within an organisation that focuses on recruitment of, management and providing direction for the people who work in the organisation. HRM can also be performed by line managers. HRM is also a strategic and comprehensive approach to managing people in the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of an organisation's goals and objectives.

HRM has come to be recognized as an inherent part of management, which is concerned with the human resource of an organisation. Its objective is the maintenance of better human relations in the organisation by the development, application and evaluation of policies, procedures and programs relating to human resource to optimize their contribution towards the realization of

organisational objectives.

In other words, HRM is concerned with getting better results with the collaboration of people. It is an integral but distinctive part of management, concerned with people at work and their relationships within the enterprise. HRM helps in attaining maximum individual development, desirable working relationship between employees and employers, employees and employees, and effective modeling of human resource as contrasted with physical resource. It is the recruitment, selection, development, utilization, compensation and motivation of human resource by the organisation.

## **1.2 Differences between Personnel Management/ Administration and HRM**

As earlier noted in the introduction of this book, significant difference exists between personnel management and HRM in terms of scope, approach, and application.

1. **The Scope of Services:** HRM is broader in scope than Personnel Management. The scope of personnel management includes functional activities such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labour law compliance, training administration, and related tasks. HRM includes all these activities plus organisational developmental activities such as leadership, motivation, developing organisational culture, communication of shared values, and so forth.

The HRM approach remains integrated to the company's core strategy and vision. It seeks to optimize the use of human resource for the fulfilment of organisational goals. This

strategic and philosophical context of HRM makes it more purposeful, relevant, and more effective compared to the personnel management approach.

2. **Difference in Approach:** The personnel management approach tends to attach much importance to norms, customs and established practices, whereas the human resource approach gives importance to values and mission. The personnel management approach also concerns itself with establishing rules, policies, procedures, and contracts, and strives to monitor and enforce compliance to such regulations, with careful delineation of written contract. The HRM approach remains impatient with rules and regulations. HR managers tend to relax rules based on business needs and exigencies and aim to go by the spirit of the contract rather than the letter of the contract.

An illustration of this difference in approach lies in the treatment of employee motivation. The personnel management approach holds employee satisfaction as the key to keeping employees motivated, and institutes compensation, bonuses, rewards, and work simplification initiatives as possible motivators. The human resource philosophy holds improved performance as the driver of employee satisfaction, and devises strategies such as work challenges, team work, and creativity to improve motivation.

3. **Difference in Nature:** Another dimension of the difference is the proactive nature of HRM compared to the reactive nature of personnel management. Personnel management remains aloof from core organisational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. HRM remains integrated with corporate strategy and takes a proactive approach to align the

workforce toward achievement of corporate goals. For instance, while the personnel management approach concerns itself with a reactive performance appraisal process, HRM approach has a more comprehensive and proactive performance management system that aims to correct performance rather than make a report card of past performance.

4. **Difference in Application:** Personnel management is an independent staff function of an organisation, with little involvement from line managers, and no linkage to the organisation's core process. HRM, on the other hand, remains integrated with the organisation's core strategy and functions. Although a distinct human resource department carries out much of the HRM tasks, human resource initiatives involve the line management and operations staff heavily. Personnel management also strives to reconcile the aspirations and views of the workforce with management interest by institutional means such as collective bargaining, trade union-based negotiations and similar processes. This leads to fixation of work conditions applicable for all, and not necessarily aligned to overall corporate goals.

HRM gives greater thrust on dealing with each employee independently and gives more importance to customer-focused developmental activities and facilitating individual employees rather than bargaining or negotiating with trade unions. Finally, we must include that personnel management lays down rigid job description with many grades and a fixed promotion policy--usually based on seniority and performance appraisal ratings. HRM, on the other hand, has relatively fewer grades and ranks, with broadly defined job responsibilities providing much scope for applying creativity and initiative, and plenty of career paths, with



skills, talent and commitment the key drivers of career advancement.

We can further summarize and highlight the differences as shown below,

1. Personnel management focuses on personnel administration, employee welfare and labour relation. HRM focuses on acquisition, development, motivation and maintenance of human resource in the organisation.
2. Personnel management assumes people as an input for achieving desired output. HRM assumes people as an important and valuable resource for achieving desired output.
3. Under personnel management, personnel function is undertaken for employee's satisfaction. Under HRM, administrative function is undertaken for goal achievement.
4. Under personnel management, job design is done on the basis of division of labour. Under HRM, job design function is done on the basis of group work/ team work.
5. Under personnel management, employees are provided with less training and development opportunities. Under HRM, employees are provided with more training and development opportunities.
6. In personnel management, decisions are made by the top management as per the rules and regulation of the organisation. In HRM, decisions are made collectively after considering employee's participation, authority, decentralization, competitive environment etc.

7. Personnel management focuses on increased production and satisfied employees. HRM focuses on effectiveness, culture, productivity and employee's participation.
8. Personnel management is concerned with personnel manager. HRM is concerned with all level of managers from top to bottom. As such, personnel management is a routine function. HRM is a strategic function.

### 1.3 Features, Components and Nature of Human Resource Management

HRM is a process of bringing people and organisations together so that the goals of each are met. The various features of HRM include:

1. It is pervasive in nature as it is present in all enterprises.
2. Its focus is on results rather than on rules.
3. It tries to help employees develop their potential fully.
4. It encourages employees to give their best to the organisation.
5. It is all about people at work, both as individuals and groups.
6. It tries to put people on assigned jobs in order to produce good results.
7. It helps an organisation meet its goals in the future by providing for competent and well-motivated employees.
8. It tries to build and maintain cordial relations between people working at various levels in the organisation.
9. It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc (Bacal, 2013).

### 1.4 Scope of Human Resource Management

The scope of HRM is very wide:

1. **Personnel aspect** - This is concerned with manpower planning, recruitment, selection, placement, transfer,

promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.

2. **Welfare aspect** - It deals with working conditions and amenities such as canteens, creches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.
3. **Industrial relations aspect** - This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

### 1.5 Objectives of Human Resource Management

The objectives of HRM may be summarised as follows:

1. To provide, create, utilise and motivate employees to accomplish organisational goals.
2. To secure integration of individuals and groups in securing organisational effectiveness.
3. To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organisation by training and development, compensation etc.
4. To employ the skills and ability of the workforce efficiently, i.e., to utilise human resource effectively.
5. To increase to the fullest the employee's job satisfaction and self-actualisation; it tries to prompt and stimulate every employee to realise his potential.
6. To create a sense and feeling of belonging, team-spirit and encourage suggestions from employees.
7. To help maintain ethical policies and behaviour inside and outside the organisation.
8. To maintain high moral and good human relation within the organisation.

9. To manage change to the mutual advantage of individuals, groups, the organisation and the society.
10. To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognising merit and employee contribution, and condition for stability of employment (Bacal, 2013).

### 1.6 Importance of Human Resource Management

Human resource is the valuable assets of the corporate bodies. They are their strength. To face the new challenges on the fronts of knowledge, technology and changing trends in global economy needs effective HRM. According to Byars and Rue (2004), significance of HRM can be seen in three contexts: organisational, social and professional.

1. **Organisation Significance:** HRM is of vital importance to the individual organisation as a means for achieving their objectives. It contributes to the achievement of organisational objectives in the following ways:
  - i. Good human resource practice can help in attracting and retaining the best people in the organisation.
  - ii. Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal, etc.
  - iii. Securing willing cooperation of employees through motivation, participation, grievance handling, etc.
  - iv. Effective utilisation of available human resource.
  - v. Ensuring that enterprise will have in future a team of competent and dedicated employees.
2. **Social Significance:** Social significance of HRM lies in the need for satisfaction of personnel in the organisation. Since these personnel are drawn from the society, their

effectiveness contributes to the welfare of the society. Society, as a whole, is the major beneficiary of good human resource practice.

- i. Employment opportunities multiply.
  - ii. Eliminating waste of human resource through conservation of physical and mental health.
  - iii. Scarce talents are put to best use. Organisations that pay and treat people well always race ahead of others and deliver excellent results.
3. **Professional Significance:** Professional significance of HRM lies in developing people and providing healthy environment for effective utilisation of their capabilities. This can be done by:
- i. Developing people on continuous basis to meet challenge of their job.
  - ii. Promoting team-work and team-spirit among employees.
  - iii. Offering excellent growth opportunities to people who have the potential to rise.
  - iv. Providing environment and incentives for developing and utilising creativity.

### **Review Questions**

1. Attempt a simple definition of HRM.
2. What are the basic objectives of HRM
3. Identify any five differences between Personnel Administration and HRM
4. Highlight any 5 importance of HRM.

**CHAPTER 2****HISTORICAL PERSPECTIVES  
TO THE DEVELOPMENT OF  
HUMAN RESOURCE MANAGEMENT**

**H**RM has changed in name various times throughout history. The name change was mainly due to the change in social and economic activities throughout history. This chapter will examine the following,

- 2.1 Trends in the development of Human Resource Management
- 2.2 Historical Milestones in Human Resource Management Development
- 2.3 Human Resource Management Development and Implementation Responsibilities

**2.1 Trends in the development of Human Resource Management**

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<sup>1</sup>Cited with permission from the study conducted by Chukwunonso Franklyn: Department of Information Technology, Federal University of Technology, Yola. Title: THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT FROM A HISTORICAL PERSPECTIVE AND ITS IMPLICATIONS FOR THE HUMAN RESOURCE MANAGER

Below are the trends which explains the development of HRM,

1. **Industrial Welfare:** Industrial welfare was the first form of HRM (HRM). In 1833 the factories act stated that there should be male factory inspectors. In 1878 legislation was passed to regulate the hours of work for children and women by having a 60 hour week. During this time trade unions started to be formed. In 1868 the 1st trade union conference was held. This was the start of collective bargaining. In 1913 the number of industrial welfare workers had grown so a conference organized by Seebohm Rowntree was held. The welfare workers association was formed later changed to Chartered Institute of Personnel and Development.
2. **Recruitment and Selection:** It all started when Mary Wood was asked to start engaging girls during the 1st world war. In the 1st world war personnel development increased due to government initiatives to encourage the best use of people. In 1916 it became compulsory to have a welfare worker in explosive factories and was encouraged in munitions factories. A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with other research in human factors at work. In 1921 the national institute of psychologists established and published results of studies on selection tests, interviewing techniques and training methods.
3. **Acquisition of other Personnel Activities:** During the 2nd world war the focus was on recruitment and selection and later on training; improving morale and motivation; discipline; health and safety; joint consultation and wage policies. This meant that a personnel department had to be established with trained staff.

4. **Industrial Relations:** Consultation between management and the workforce spread during the war. This meant that personnel departments became responsible for its organisation and administration. Health and safety and the need for specialists became the focus. The need for specialists to deal with industrial relations was recognized so that the personnel manager became as spokesman for the organisation when discussions were held with trade unions/shop stewards. In the 1970's industrial relations was very important. The heated climate during this period reinforced the importance of a specialist role in industrial relations negotiation. The personnel manager had the authority to negotiate deals about pay and other collective issues.
5. **Legislation:** In the 1970's employment legislation increased and the personnel function took the role of the specialist advisor ensuring that managers do not violate the law and that cases did not end up in industrial tribunals.
6. **Flexibility and Diversity:** In the 1990's a major trend emerged where employers were seeking increasing flexible arrangements in the hours worked by employees due to an increase in number of part-time and temporary contracts and the invention of distance working. The workforce and patterns of work are becoming diverse in which traditional recruitment practices are useless. In the year 2000, growth in the use of internet meant a move to a 24/7 society. This created new jobs in e-commerce while jobs were lost in traditional areas like shops. This meant an increased potential for employees to work from home. Organisations need to think strategically about the issues these developments raise. HRM manager's role will change as changes occur.



7. **Information Technology:** Some systems where IT helps HRM are: Systems for e-recruitment; On-line short-listing of applicants; Developing training strategies on-line; Psychometric training; Payroll systems; Employment data; Recruitment administration; References; Pre-employment checks. IT helps HR managers offload routine tasks which will give them more time in solving complex tasks. IT also ensures that a greater amount of information is available to make decisions.

## 2.2 Historical Milestones in Human Resource Management Development

Table 1 identifies some of the major milestones in the historical development of HRM. Frederick Taylor, known as the father of scientific management, played a significant role in the development of the personnel function in the early 1900s (Chukwunonso, 2010). In his book, *Shop Management*, Taylor advocated the "scientific" selection and training of workers. He also pioneered incentive systems that rewarded workers for meeting and/or exceeding performance standards. Although Taylor's focus primarily was on optimizing efficiency in manufacturing environments, his principles laid the ground-work for future HRM development.

As Taylor was developing his ideas about scientific management, other pioneers were working on applying the principles of psychology to the recruitment, selection, and training of workers. The development of the field of industrial psychology and its application to the workplace came to fruition during World War I, as early vocational and employment-related testing was used to assign military recruits to appropriate functions.

The Hawthorne Studies, which were conducted in the 1920s and 1930s at Western Electric, sparked an increased emphasis on the social and informal aspects of the workplace. Interpretations of the studies emphasized "human relations" and the link between worker satisfaction and productivity. The passage of the Wagner Act in 1935 contributed to a major increase in the number of unionized workers. In the 1940s and 1950s, collective bargaining led to a tremendous increase in benefits offered to workers. The personnel function evolved to cope with labour relations, collective bargaining, and a more complex compensation and benefits environment. The human relations philosophy and labour relations were the dominant concerns of HRM in the 1940s and 1950s.

HRM was revolutionized in the 1960s by passage of Title VII of the Civil Rights Act and other anti-discrimination legislation – as well as presidential executive orders that required many organisations to undertake affirmative action in order to remedy past discriminatory practices. Equal employment opportunity and affirmative action mandates greatly complicated the HRM function, but also enhanced its importance in modern organisations. As discussed more fully in

25 Frederick Taylor develops his ideas on scientific management. Taylor advocates scientific selection of workers based on qualifications and also argues for incentive - based compensation systems to motivate employees.

1910-1930 Many companies establish departments devoted to maintaining the welfare of workers. The discipline of industrial psychology begins to develop. Industrial psychology, along with the advent of World War I, leads to advancements in employment testing and selection.

1930-1945 The interpretation of the Hawthorne Studies' begins to have an impact on management thought and practice. Greater emphasis is placed on the social and informal aspects of the workplace affecting worker productivity. Increasing the job satisfaction of workers is cited as a means to increase their productivity.

1945-1965 In the U.S., a tremendous surge in union membership between 1935 and 1950 leads to a greater emphasis on collective bargaining and labour relations within personnel management. Compensation and benefits administration also increase in importance as unions negotiate paid vacations, paid holidays, and insurance coverage.

1965-1985 The Civil Rights movement in the U.S. reaches its apex with passage of the Civil Rights Act of 1964. The personnel function is dramatically affected by Title VII of the CRA, which prohibits discrimination on the basis of race, color, sex, religion, and national origin. In the years following the passage of the CRA, equal employment opportunity and affirmative action become key HRM responsibilities.

1985-present Three trends dramatically impact HRM. The first is the increasing diversity of the labour force, in terms of age, gender, race, and ethnicity. HRM concerns evolve from EEO and affirmative action to "managing diversity." A second trend is the globalization of business and the accompanying technological revolution. These factors have led to dramatic changes in transportation, communication, and labour

### **2.3 Human Resource Management Development and Implementation Responsibilities**

Chukwunonso (2010) maintained that, while most firms have a human resource or personnel department that develops and implements HRM practices, responsibility lies with both HR professionals and line managers. The interplay between managers and HR professionals leads to effective HRM practices. For example, consider performance appraisals. The success of a firm's performance appraisal system depends on the ability of both parties to do their jobs correctly. HR professionals develop the system, while managers provide the actual performance evaluations.

He added that the nature of these roles varies from company to company, depending primarily on the size of the organisation. This discussion assumes a large company with a sizable HRM department. However, in smaller companies without large HRM departments, line managers must assume an even larger role in effective HRM practices.

HR professionals typically assume the following four areas of responsibility: establishing HRM policies and procedures, developing/choosing HRM methods, monitoring/evaluating HRM practices, and advising/assisting managers on HRM-related matters. HR professionals typically decide (subject to upper-management approval) what procedures to follow when implementing an HRM practice. For example, HR professionals may decide that the selection process should include having all candidates (1) complete an application, (2) take an employment test, and then (3) be interviewed by an HR professional and line manager.

Usually the HR professionals develop or choose specific methods to implement a firm's HRM practices. For instance, in selection the HR

professional may construct the application blank, develop a structured interview guide, or choose an employment test. HR professionals also must ensure that the firm's HRM practices are properly implemented. This responsibility involves both evaluating and monitoring. For example, HR professionals may evaluate the usefulness of employment tests, the success of training programs, and the cost effectiveness of HRM outcomes such as selection, turnover, and recruiting. They also may monitor records to ensure that performance appraisals have been properly completed.

HR professionals also consult with management on an array of HRM-related topics. They may assist by providing managers with formal training programs on topics like selection and the law, how to conduct an employment interview, how to appraise employee job performance, or how to effectively discipline employees. HR professionals also provide assistance by giving line managers advice about specific HRM-related concerns, such as how to deal with problem employees.

Line managers direct employees' day-to-day tasks. From an HRM perspective, line managers are mainly responsible for implementing HRM practices and providing HR professionals with necessary input for developing effective practices. Managers carry out many procedures and methods devised by HR professionals. For instance, line managers:

1. Interview job applicants
2. Provide orientation, coaching, and on-the-job training
3. Provide and communicate job performance ratings
4. Recommend salary increases
5. Carry out disciplinary procedures
6. Investigate accidents
7. Settle grievance issues

The development of HRM procedures and methods often requires input from line managers. For example, when conducting a job analysis, HR professionals often seek job information from managers and ask managers to review the final written product. Additionally, when HR professionals determine an organisation's training needs, managers often suggest what types of training are needed and who, in particular, needs the training. HRM has emerged as a strategic and comprehensive approach framework for managing people and the workplace culture and environment (Chukwunonso, 2010).

### **Review questions**

1. Identify the trends in the development of HRM
2. Explain the historical milestones in HRM development
3. Identify the role of HRM development in the implementation of responsibilities

**CHAPTER 3****FUNCTIONS AND RESPONSIBILITIES  
OF HUMAN RESOURCE MANAGEMENT**

**I**n large scale organisations, the functions of human resource are usually carried out by the Human Resource Department.

- 3.1 Functions of Human Resource
- 3.2 Techniques for Improving Human Resource Management in an organisation

**3.1 Functions of Human Resource**

Cascio (1992) maintained that the functions of Human resource can be classified to include,

- 1. Managerial Functions
- 2. Operative Functions
- 3. Advisory Functions.

1. **Managerial Functions:** The Human Resource Manager is a part of the organisational management. So he performs basic managerial functions of planning, organising, directing and

controlling in relation to his department. These functions are briefly discussed below:

a). **Planning:** To get things done through the subordinates, a manager must plan ahead. Planning is necessary to determine the goals of the organisation and lay down policies and procedures to reach the goals. For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise, i.e., anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment. The process of personnel planning involves three essential steps.

- a) Firstly, a supply and demand forecast for each job category is made. This step requires knowledge to both labour market conditions and the strategic posture and goals of the organisation.
- b) Secondly, net shortage and excess of personnel by job category are projected for a specific time horizon.
- c) Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resource.

b). **Organizing:** Once the human resource manager has established objectives and developed plans and programs to reach them, he must design and develop organisation structure to carry out the various operations. The organisation structure basically includes the following:

- a) Grouping of personnel activity logically into functions or positions;
- b) Assignment of different functions to different individuals;
- c) Delegation of authority according to the tasks assigned and responsibilities involved;
- d) Co-ordination of activities of different individuals.



- c). **Directing:** The plans are to be put into effect by people. But how smoothly the plans are implemented depends on the motivation of people. The direction function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the organisation.

In other words, the direction function is meant to guide and motivate the people to accomplish the personnel programs. The human resource manager can motivate the employees in an organisation through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees. Motivation is a continuous process as new needs and expectations emerge among employees when old ones are satisfied.

- d). **Controlling:** Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organisation. Thus, controlling completes the cycle and leads back to planning. It involves the observation and comparison of results with the standards and correction of deviations that may occur.

Controlling helps the personnel manager to evaluate and control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

2. **Operative Functions:** The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of personnel of the organisation. The operative functions of human

resource or personnel department are discussed below:

a). **Employment:** The first operative function of the human resource of personnel department is the employment of proper type and number of persons necessary to achieve the objectives of the organisation. This involves recruitment, selection, placement, etc. of the personnel.

Before these processes are performed, it is better to determine the manpower requirements both in terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labour and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.

b). **Development:** Training and development of personnel is a follow up of the employment function. It is a duty of management to train each employee properly to develop technical skills for the job for which he has been employed and also to develop him for the higher jobs in the organisation. Proper development of personnel is necessary to increase their skills in doing their jobs and in satisfying their growth need.

c). **Compensation:** This function is concerned with the determination of adequate and equitable remuneration of the employees in the organisation of their contribution to the organisational goals. The personnel can be compensated both in terms of monetary as well as non-monetary rewards.

Factors which must be borne in mind while fixing the remuneration of personnel are their basic needs, requirements of jobs, legal provisions regarding minimum wages, capacity of the organisation to pay, wage level afforded by competitors etc. For fixing the wage

levels, the personnel department can make use of certain techniques like job evaluation and performance appraisal.

d). **Maintenance (Working Conditions and Welfare):** Merely appointment and training of people is not sufficient; they must be provided with good working conditions so that they may like their work and workplace and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees.

These include measures taken for health, safety, and comfort of the workforce. The personnel department also provides for various welfare services which relate to the physical and social well-being of the employees. These may include provision of cafeteria, rest rooms, counseling, group insurance, education for children of employees, recreational facilities, etc.

e). **Motivation:** Employees work in the organisation for the satisfaction of their needs. In many of the cases, it is found that they do not contribute towards the organisational goals as much as they can. This happens because employees are not adequately motivated. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.

f). **Personnel Records:** The human resource or personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion, etc. It also preserves many other records relating to the behaviour of personnel like absenteeism and labour turnover and the personnel programs and policies of the organisation.

g). **Industrial Relations:** These days, the responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. This is because of the fact that he is in possession of full information relating to personnel and has the working knowledge of various labour enactments.

The human resource manager can do a great deal in maintaining industrial peace in the organisation as he is deeply associated with various committees on discipline, labour welfare, safety, grievance, etc. He helps in laying down the grievance procedure to redress the grievances of the employees. He also gives authentic information to the trade union leaders and conveys their views on various labour problems to the top management.

h). **Separation:** Since the first function of HRM is to procure the employees, it is logical that the last should be the separation and return of that person to society. Most people do not die on the job. The organisation is responsible for meeting certain requirements of due process in separation, as well as assuring that the returned person is in as good shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

3. **Advisory Functions:** Human resource manager has specialised education and training in managing human resource. He is an expert in his area and so can give advice on matters relating to human resource of the organisation. These include,

1. **Advise to Top Management:** Personnel manager advises the top management in formulation and evaluation of personnel programs, policies and procedures. He also gives advice for

achieving and maintaining good human relations and high employee morale.

2. **Advise to Departmental Heads:** Personnel manager offers advice to the heads of various departments on matters such as manpower planning, job analysis and design, recruitment and selection, placement, training, performance appraisal, etc.

### 3.2 Techniques for Improving Human Resource Management in an organisation

According to Rey Peteiro (2005), Quality, productivity, profitability, customer satisfaction and the image of an organisation depends largely on training, coordination and motivation of its staff. He identified and discussed the following factors may be useful in improving the functions of HRM

1. **Effective Leadership:** Leadership can be defined as the ability of an individual to develop the potential of a team in pursuit of a common interest. There are different leadership styles (authoritarian, participatory, consultative,). Each style may be appropriate to the context and characteristics of employees. The source of leadership may be charisma, hierarchical power, the power of knowledge or behaviour. Through education and training, people who have responsibility for others can develop optimal leadership style. A leader does not command, does not impose, but seeks consensus, not divide but unites.

2. **Mentoring:** mentoring (mentoring) is a process by which a person (mentor) teaches, advises, and guides to another (the mentee) in their personal and professional development. It is the traditional "sponsorship" that currently is used primarily in high positions in organisations. Mentoring should not be improvised requires setting goals, planning and monitoring of results.

3. **Competence Management / Knowledge Management and Performance Evaluation.** This methodology allows reconciling the interests of the company with the interests of each individual. While comparing the knowledge and skills required by the organisation to those who reside in people. We define competence as the ability or quality which makes a person is able to play a role. Management skills, involves identifying all you need for people to know, willing and able to provide full value for the benefit of the organisation.
4. **Incentive Systems:** An incentive system is to facilitate the reconciliation of the interests of each person with the interests of the organisation. Incentives should be established objectively, based on agreed targets and indicators. The incentive system should be transparent, clear and concise. Incentives must be aligned with individual goals, but also with collective goals, so as to encourage teamwork versus individualistic attitudes.
5. **Analytical and Problem Solving and Teamwork:** The competitiveness of an organisation depends largely on his ability to turn problems into opportunities. To deploy this policy, we must educate the staff, encourage, lead it, promote internal communication ... but also implement techniques for analyzing problems, identifying causes, possible solutions and implementing them in the most efficient.
6. **Meetings Management:** At the end of many meetings, participants have the feeling of having wasted time and no concrete objectives or actions without analyzing deeply enough problems without creating the required commitment to address changes. The efficient management of meetings requires a protocol establishing practical rules of conduct in all three phases of the meeting:

- a) Preparation (collection of information, convening the meeting, ...)
- b) Implementation Meeting (time management, agenda management, formalization of the record ...)
- c) Monitoring (monitoring of the agreements of the meeting)

7. **Internal Communication:** Internal communication (horizontal and vertical upward and downward) is a prerequisite for improving the work environment, encourage engagement, providing leadership and coordination of all people in an organisation. Internal communication should not be left "random", but must be planned, implemented and verified in a manner that ensures that for, Who, When and How to contact.

#### **Reviewed Questions**

1. Clearly examine the functions Human Resource
2. Mention the techniques for improving HRM in the organisation

**CHAPTER 4****HUMAN RESOURCE PLANNING  
AND ORGANISATIONAL  
PERFORMANCE**

**H**uman resource planning is the entry point of HRM concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization (Oguonu, 2007). Human resource planning is also called 'Personnel Planning', 'Employment plans', and 'Manpower planning'. Human resource planning is the process of determining an organisation's human resource needs. It is an important factor in HRM programs because it ensures the right person at right place, at right time. It helps the organisation to achieve overall strategic objective.

- 4.1 Meaning of Human Resource Planning
- 4.2 Features of Human Resource Planning
- 4.3 Importance of Human Resource Planning
- 4.4 The characteristics of Human Resource Planning
- 4.5 Human Resource Competencies and Professionalism



#### 4.1 Meaning of Human Resource Planning

Important definitions of human resource planning are discussed here to understand the concept in right perspective:

1. Dale (2001) has defined human resource planning as “a process of determining and assuring that the organisation will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.”
2. In the words of Leon (2005), human resource planning is “an integration approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organisational objectives and satisfy the individual's needs and goals of organisational members.”
3. According to Goetz (1989), human resource planning is the process of assessing the organisation's human resource needs in light of organisational goals and making plans to ensure that a competent, stable work force is employed. It systematically forecasts an organisation's future supply of, and demand for, employees. Human resource planning is the process by which an organisation ensures that it has right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall objectives). It is the analysis of future personnel requirement.
5. According to Khadka as cited in Anyadike, (2013) human resource planning must be linked to the overall strategy of the organisation. It evaluates human resource requirements in advance keeping the organisational objectives, operation schedules, and

demand fluctuation in the background. Thus, human resource planning should be future-oriented, system-oriented, and goal directed. According to him it reduces uncertainty, develops human resource, improves labour relations, utilizes human resource and controls human resource. Forecasting human resource requirements, effective management of change, realizing organisational goals, promoting employees and effective utilization of human resource are the main objectives of human resource planning.

4. Anyadike, (2013) asserts that, human resource planning consists of various activities. The main activities are as follows:

- (i) forecasting human resource requirements, either in terms of mathematical projections of trends in the economic environment and development in industry or in terms of judgment estimates based upon the specific future plans of a company,
- (ii) making an inventory of present human resource and assessing the extent to which these resource are employed optimally,
- (iii) anticipating human resource problems by projecting present resource into the future and comparing them with the forecasts of requirements to determine their adequacy, both quantitatively and qualitatively, and
- (iv) Planning the necessary programs of requirements, selection, training and development, utilization, transfer promotion, motivation, and compensation to ensure that future human resource requirements that are properly met.

From the analysis of the above definitions, human resource planning may be viewed as foreseeing the human resource requirements of an organisation and the future supply of human resource and making necessary adjustments between these two and

organisation plans, and foreseeing the possibility of developing the supply of human resource in order to match it with requirements by introducing necessary changes in the functions of HRM.

Here, human resource means skill, knowledge, values, ability, commitment, motivation etc., in addition to the number of employees. Though accomplishment of organisational objectives and goals is the primary concern of the human resource planning, concern for the aspirations of the people and their well-being has equal importance in it. In fact, the human resource planning must result in humanisation of work environment.

#### 4.2 Features of Human Resource Planning

From the study of various definitions, the following features of human resource planning can be derived:

1. **Well Defined Objectives:** Enterprise's objectives and goals in its strategic planning and operating planning may form the objectives of human resource planning. Human resource needs are planned on the basis of company's goals. Besides, human resource planning has its own objectives like developing human resource, updating technical expertise, career planning of individual executives and people, ensuring better commitment of people and so on.
2. **Determining Human Resource Needs:** Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time when they are required. For this purpose, an enterprise will have to undertake recruiting, selecting and training process also.
3. **Keeping Manpower Inventory:** It includes the inventory of present manpower in the organisation. The executive should

know the persons who will be available to him for undertaking higher responsibilities in the near future.

4. **Adjusting Demand and Supply:** Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance.
5. **Creating Proper Work Environment:** Besides estimating and employing personnel, human resource planning also ensures that working conditions are created. Employees should enjoy working in the organisation and they should get proper job satisfaction.

#### 4.3 Importance of Human Resource Planning

According to Osemeke (2015), the importance of human resource planning is as follows:

1. **Future Manpower Needs**  
Human resource planning ensures that people are available to provide the continued smooth operation of an organisation. It means, human resource planning is regarded as a tool to assure the future availability of manpower to carry on the organisational activities. It determines the future needs of manpower in terms of number and kind.
2. **Coping with Change**  
Human resource planning is important to cope with the change associated with the external environmental factors. It helps assess the current human resource through HR inventory and adapts it to changing technological, political, socio-cultural, and economic forces.

3. **Recruitment of Talented Personnel**  
Another purpose of HR planning is to recruit and select the most capable personnel to fill vacancies. It determines human resource needs, assesses the available HR inventory level and finally recruits the personnel needed to perform the job.
4. **Development of Human Resource**  
Human resource planning identifies the skill requirements for various levels of jobs. Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.
5. **Proper Utilization of Human Resource**  
Human resource planning measures that the organisation acquires and utilizes the manpower effectively to achieve objectives. Human resource planning helps in assessing and recruiting skilled human resource. It focuses on the optimum utilization of human resource to minimize the overall cost of production.
6. **Uncertainty Reduction**  
This is associated with reducing the impact of uncertainty which is brought by unexpected changes in processes and procedures of HRM in the organisation.

He added that HR Planning involves gathering of information, making objectives, and making decisions to enable the organisation achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. When HR Planning is applied properly in the field of HR Management, it would assist to address the following questions:

- a) How many staff does the Organisation have?
- b) What type of employees as far as skills and abilities does the Company have?
- c) How should the Organisation best utilize the available resource?
- d) How can the Company keep its employees?

#### 4.4 **The Characteristics of Human Resource Planning**

The characteristics of HRP according to Azalama and Ojeifo (2007) are as follows:

- (a). Determination of human resource objectives is an aspect of human resource planning. The objectives are derived from the organisational goals, workforce need, and the employment situation of the economy, labour law in the state and, in some cases, the international community, employee satisfaction and the organisational image. Some writers on human resource planning deemphasize employee satisfaction. This may be partly due to over emphasis on free market economy which basically considers labour as just another factor of production.
- (b). Making of HRM policy is a characteristic of human resource planning. Some human resource plans are derived from a human resource policy which can also be a law. This happens when it is a fundamental policy or a policy derived from the constitution or judicial interpretation (Ikelegbe 1996). Where such a policy emanates from the legislature, it may be referred to as functional policy. Organisations in the private and public sectors make policies some of which form a part of human resource plans. Some human resource plans are derived from policies. Laws relating to labour are a guide for making human resource plans in the public sector. They certainly affect making of human resource plans in the

private sector. In Nigeria for instance minimum wage is both a law and policy made by the state. It affects human resource planning in both public and private sectors.

- (c). Human resource planning entails forecasting. Czanik (2005) observed that personnel inventory and forecast within the organisation are required for determining personnel objectives and policies. Forecast of personnel demand and supply is not only required for personnel planning, it is an indispensable part of the plan.
- (d). Workforce or personnel action plan is an important aspect of every human resource plan. Forecasting is done to provide information for the personnel action plan. Schult (2004) sees talent action plans as aiming at attracting, retaining, redeploying and developing the workforce needed by the organisation to meet the forecast quality and quantity of personnel.
- (e). Feedback or examination of the organisations strategic advantage analysis and diagnosis is an integral part of the process of human resource planning. While organisation is already in operation, its process of human resource planning benefits from indicators emanating from various units and activities of the organisation. It may however be noted that human resource planning is also done when planning an organisation that is yet to take-off. Such a proposed organisation would not have feedback or its past experience to benefit from.
- (f). Human resource planning is continuous. Once the organisation has taken off the process is on-going. It is not a once and for all exercise. Yet some of its segments are periodic. Changes in the organisational goals, finances, production functions,

environment, laws, technology, labour relation and so on may also lead to some human resource plans or aspects of the plans becoming relevant or otherwise within a given time frame. Some human resource plans have special targets. It may be to attract special talents or to meet the needs of a new government policy. Thus, human resource planning is continuous and dynamic.

(g). Human resource planning is integrative and systemic. It embraces every aspect of HRM. These include determination of workforce needs, employment, managing people at work, personnel training and development, rewards, personnel evaluation, managing labour relation, discipline, and disengagement of labour including retirement and so on. Azelama (1995) classified these facts of HRM into inputs, process and output functions recognizing the independence and inter-relatedness among them on hand and with the environment on the other.

(h). Human resource planning is organisation specific. Organisations may have similarities in the areas belonging to the same sector (public and private), the same industry, having common ownership, the same environment and so on. This does not mean that the human - resource plan for the organisation can always fit into that of the other. In Nigeria, Federal Universities have similar organisational goals subsystem, managerial subsystem, structural subsystem, technical subsystem and psycho-social subsystem. Some of them have the same environment where they get their inputs particularly candidates for admission, similar processes of impacting knowledge, developing skill and conducting research. Yet each of them has personnel plans that differ from one of such universities to the other.

(i). Workforce plan is a subsystem of the business plan or the general plan of the organisation. Human resource planning which is



usually handled by the personnel department is “not done in isolation. In fact it derives the objectives, principles and relevance from the general plan. This happens in both the private and public sectors. In decentralized systems like ministries in Nigeria, there are levels of human resource plans which are integrated with the organisational general plans at different levels. There are government bodies within the ministry, the ministry itself and the cabinet or the office of the chief executive which co-ordinate and supervise the ministries.

#### 4.5 Human Resource Competencies and Professionalism

The job of the HR manager today more than before, has become more challenging and thus requires several core competencies or skills to be successful. Ismaila and Long (2009:18), define competence as "a cluster of related knowledge, attitudes and skills, which an individual acquires and uses to produce outstanding performance in any area of responsibility". A lack of certain competencies affects the HR professional in the performance of the strategic role in the organisation (Aitechison, 2007 as cited by Inyang, 2010). Dessler (2006), identifies four categories of competencies the HR professional should possess in order to be effective. These are:

- a. HR competencies,
- b. business related competencies,
- c. leadership competencies and
- d. learning competencies.

According to Dossier (2006), the HR competencies represent the traditional knowledge and skills in areas such as employee selection, training and compensation. Business competencies reflect the new role of HR professionals in creating profitable enterprises that serve customers effectively. Leadership competencies include

the skills needed to work with and lead management teams, and drive changes required, for example, to implement new world-class screening and training systems. Learning competencies entail that the contemporary HR professional must be able to stay abreast of and apply new technologies and practices affecting the profession and business as a whole.

Zigarelu (1997) cited in Inyang (2010b) identifies seven strategic skills or core competencies that the "modern" HR practitioner requires to be effective in handling the emerging challenges in the organisation and remain relevant in the organisation's scheme of things:

- i. **Global operating skills:** Those skills that enable him/her to understand issues of globalization and how to do business with individuals (or organisations) of diverse background or nationalities.
- ii. **Business and financial savvy:** He or she needs to understand financial reports, business goals and possesses the business acumen necessary to understand and support the business function. In the words of Dessler (2006:16), "HR managers need to be familiar with how companies operate, including strategic planning, production and finance... they must be able to "speak the CFO's language by measuring and explaining HR activities in terms such as return on investment, payback period, and cost per unit of service."
- iii. **Strategic visioning, critical thinking and problem solving skills:** As a strategic business partner, the HR professional needs the skills to take the lead in contributing to strategy, vision and critical thinking to gain credibility for the HR function.
- iv. **Ability to use information technology:** The HR professional must be well grounded in information communication technology

(ICT) and leverage this for business results. ICT is the engine that drives modern businesses and brings sustained competitive advantage to them.

v. **Deep HR knowledge:** He/she needs to be well grounded in the theoretical and practical fundamentals of the HR function and to adequately articulate HR practices. He/she must invest more time and resource for the training and development of himself and the HR staff.

Mohrman (2007) believes that for HR professional to be effective and relevant in their organisations, they have to seek out opportunities to be part of and lead organisational design activities, and develop a broad understanding of business issue and frameworks. To do this, he maintains, they must develop fundamental competence in four related key areas:

- (i) High level understanding of organisational design and various design options;
- (ii) Diagnostic capabilities to detect when designs are not supportive of business strategies and to initiate design reviews and activities;
- (iii) Design the HR function to ensure that system design and implementation processes and frame are brought to bear on design challenges at all levels,
- (iv) Knowledge networks so that teams with the expertise necessary to support the design processes can quickly be assembled.

In the same vein, Ismaila and Long (2009), outline six competencies needed by the professional: business knowledge, strategic contributions, HR delivery, personal credibility, HR technology

and internal consultation skills in order to function as strategic partner and excel in the current competitive environment. According to Inyang (2010), these competencies are based on Human Resource Competency Study (HRCS) under the initiative of Michigan University in 2003, except internal consultation. The HR practitioner must acquire consulting skills which constitute a combination of diagnostic and behaviour skills that enable him, who is in support function in the organisation to collaborate with line managers to develop strategic solutions to business problems. Ismaila and Long (2009), observe that as an internal Consultant, the HR manager is in a better position to contribute significantly to the functioning of other departments, solving problems and deliver enhanced performance.

The dynamic global business environment requires that the HR professionals be highly knowledgeable to be able to function effectively and contribute meaningfully to business performance. They need to broaden their horizon, seek more knowledge and information to manage the intellectual capital effectively. To be able to manage today's workforce, HR professionals need to be multi-skilled, self-responsible, visionary and able to learn to handle and to lead their organisation to success. They also need to develop a new mindset and function as "strategic partners" and the HR function must go beyond delivery of services, maintaining of records and auditing. HR professionals need to spend time being members of the management team, doing strategic planning and making contributions to organisational design (Inyang, 2010).

### **Review questions**

1. Define the terms Human Resource Planning
2. Mention the features of Human Resource Planning
3. What are the importance of Human Resource Planning
4. Identify 5 characteristics of Human Resource Planning

**CHAPTER 5****HUMAN RESOURCE  
RECRUITMENT, SELECTION,  
ORIENTATION AND PLACEMENT**

**T**he recruitment and selection process of human resource is important for new and established businesses alike. This is underscored in the production and performance value organisations gained by making good hires and the high costs of replacing employees following bad hires. These considerations are especially heightened for small businesses. Broadly, the chapter will discuss the following issues,

- 5.1 Meaning of Human Resource Recruitment
- 5.2 Types of Recruitment
- 5.3 Differences between Recruitment and Selection
- 5.4 Human Resource Selection Process
- 5.5 Orientation and Job Placement

**5.1 Meaning of Human Resource Recruitment**

HRM recruitment is centered on the ability of the organisation to source new employees, keep the organisation operating and improving the quality of the human capital employed in the company. The quality of the recruitment process is the main driver

for the satisfaction of managers with the services provided by Human Resource.

The primary objective of recruitment and selection is about finding the best recruitment sources, hiring the best talents from the job market and keeping the organisation competitive on the job market. The recruitment and selection process is about managing high volumes of job resumes and the ability to choose the right candidates and pushing them quickly through the organisation. The recruitment process usually needs a strong support by the dedicated recruitment software solution.

## 5.2 Types of recruitment

There are basically two types of recruitment in the organisation,

1. **Internal Recruitment** - is a recruitment which takes place within the organisation. Internal sources of recruitment are readily available to an organisation. Internal sources are primarily three - Transfers, promotions and Re-employment of ex-employees. Re-employment of ex-employees is one of the internal sources of recruitment in which employees can be invited and appointed to fill vacancies in the concern.
2. **External Recruitment** - External sources of recruitment have to be solicited from outside the organisation. But it involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes, labour contractors, recommendations etc.

## 5.3 Differences between Recruitment and Selection

Often, the two words are used interchangeably to mean the same thing. It is appropriate to attempt a simple distinction of both.

Osemeke (2015) stated clearly that, recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation WHEREAS selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts.

The table below further provides a concise distinction between the two concept.

<b>Basis</b>	<b>Recruitment</b>	<b>Selection</b>
Meaning	It is an activity of establishing contact between employers and applicants.	It is a process of picking up more competent and suitable employees.
Objective	It encourages large number of Candidates for a job.	It attempts at rejecting unsuitable candidates.
Process	It is a simple process.	It is a complicated process.
Hurdles	The candidates do not have to cross over many hurdles.	Many hurdles have to be crossed.
Approach	It is a positive approach.	It is a negative approach.
Sequence	It preceeds selection.	It follows recruitment.
Economy	It is an economical method.	It is an expensive method.
Time Consuming	Less time is required.	More time is required.

Clearly therefore, it is showed that recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

#### 5.4 Human Resource Selection Process

Human resource selection is defined by Antai (2008) as the process of putting right men on the right job. It is a procedure of matching organisational requirements with the skills and qualifications of people. Effective selection can only be done when there is effective matching. By selecting the best candidate for the required job, the organisation will get quality performance of employees. Moreover, the organisation will experience less employee absenteeism and employee turnover problems. By selecting the right candidate for the required job, the organisation will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested (Osemeke, 2015).

#### Processes involved in Human Resource Selection

The processes examined here are as disclosed by Management Study Guide (2008).

1. **Preliminary Interviews-** It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organisation. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about



the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

2. **Application blanks-** The candidates who clear the preliminary interview are required to fill applications. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.
3. **Written Tests-** Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.
4. **Employment Interviews-** It is a one on one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money. Such interviews may be biased at times; moreover the competence of the candidate cannot be judged. Such interviews should be conducted properly. The interview room should be free from distractions. There should be an honest communication between candidate and interviewer.
5. **Medical examination-** Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

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Views on the Processes of Human Resource Selection are cited with permission from Management Study Guide (2008) ManagementStudyGuide.com

6. **Appointment Letter-** A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

### 5.5 Orientation and Job Placement

Once the candidates are selected for the required job, they have to be fitted as per the qualifications. Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes. Once he is fitted into the job, he is given the activities he has to perform and also told about his duties. The freshly appointed candidates are then given orientation in order to familiarize and introduce the company to them. Generally the information given during the orientation programme includes-

1. Employee's layout
2. Type of organisational structure
3. Departmental goals
4. Organisational layout
5. General rules and regulations
6. Standing Orders
7. Grievance system or procedure

During orientation employees are made aware about the mission and vision of the organisation, the nature of operation of the organisation, policies and programmes of the organisation. Orientation exercises are intended to build up confidence, morale and trust of the employee in the new organisation, so that he becomes a productive and an efficient employee of the organisation and contributes to the organisational success.

The nature of Orientation program varies with the organisational size, i.e., smaller the organisation the more informal the Orientation and the larger the organisation, the more formalized the Orientation programme. Proper Placement of employees will lower the chances of employee's absenteeism. The employees will be more satisfied and contented with their work (Management Study Guide, 2008).

**Review questions**

1. What is the meaning of Human Resource Recruitment?
2. Mention the various types of recruitment
3. Identify the basic differences between Recruitment and Selection
4. Explain Human Resource Selection Process
5. What are the importances of Orientation and Job Placement in an organisation?

**CHAPTER 6****HUMAN RESOURCE  
TRAINING AND MANAGEMENT  
DEVELOPMENT**

Organisations and their environments are dynamic and constantly changing. New technologies are developed, competitors enter and leave markets, inflation increases, and productivity fluctuates. These are the kinds of changes that managers face. It therefore becomes important to train and develop human resource to enhance improve performance. The under listed issues will be discussed in this chapter,

- 6.1 Meaning of Human Resource Training
- 6.2 Difference between Training and Management Development
- 6.3 Importance of Training and Development
- 6.4 Methods of Human Resource Training

**6.1 Meaning of Human Resource Training**

Usually, in service organisations, human resource training comes after orientation and placement of individual on the job. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. Training is a systematic process

through which an organisation's human resource gain knowledge and develop skills by instruction and practical activities that result in improved corporate performance.

Also, human resource training is a process of learning a sequence of programmed behaviour. It improves the employee's performance on the current job and prepares them for an intended job. Before an organisation embarks on human resource training and development, it is important to first of all assess its objectives: what business are we in? What product or service do we wish to provide to customers? At what level of quality do we wish to provide this product or service? Once an organisation has answered these and similar questions, an assessment of human resource requirements should be undertaken.

## 6.2 **Difference between Training and Management Development**

The difference between training and management development tends to lie in timing. Typically, training is the process by which people are taught critical skills. The goal is to improve performance in the short term. Development activities, on the other hand, tend to prepare people for additional job roles for the long term. Training usually refers to organized group events, such as workshops, classes or seminars that have a beginning and end date. Development, which is often carried out for managerial cadre tends to refer to more personalized, individualized experiences, such as a certification process, job rotation period, coaching or mentoring.

Unlike training, Development not only improves job performance but also brings about the growth of the personality. Individuals not only mature regarding their potential capacities but also become better individuals. Management development attempts to improve managerial performance by imparting knowledge, changing attitudes and increasing skills. The major objective of development is managerial effectiveness through a planned and deliberate process of learning. This provides for a planned growth of managers to meet the future organisational needs. We can further summarise their differences as follows,

**Training:**

1. It is a short term process.
2. Refers to instruction in technical and mechanical problems
3. Targeted in most cases for non-managerial personnel
4. Specific job related purpose

**Development:**

1. It is a long term educational process.
2. Refers to philosophical and theoretical educational concepts
3. Managerial personnel
4. General knowledge purpose

**6.3 Importance of Training and Development**

The benefits of training and development can be summed up as:

1. **Improves morale of employees-** Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater his morale, the more he will contribute to organisational success and the lesser will be employee absenteeism and turnover.
2. **Less supervision-** A well trained employee will be well acquainted with the job and will need less supervision. Thus, there will be less wastage of time and efforts.
3. **Fewer accidents-** Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the lesser the chances of accidents on job and the more proficient the employee becomes.
4. **Chances of promotion-** Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organisation.

5. **Increased productivity-** Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resource if employees are properly trained.

#### 6.4 **Methods of Human Resource Training**

There several methods of Human Resource training. Some of them are briefly examined below:

1. **On the job training-** On the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in proficient as well as semi- proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The motto of such training is “learning by doing.” Instances of such on-job training methods are job-rotation, coaching, temporary promotions, etc.
2. **Off the job training-** Off the job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period. Off the job training is also called as vestibule training, i.e., the employees are trained in a separate area (maybe a hall, entrance, reception area, etc. known as a vestibule) where the actual working conditions are duplicated
3. **Induction Training -** Induction training is often given to new employees to make them feel a part of the organisation. How do you think an individual can perform if he/she is not familiar with the policies and rules and regulations of the organisation? You can't expect an individual to deliver results on the first day itself. You need to welcome your employees well for them to feel motivated and comfortable. Induction programs need to be

designed sensibly. Too much of information on the day of joining will frighten the new employee and he/she may feel overwhelmed. Induction programs help new employees to get acquainted with the work culture and fellow workers. Induction programs need to be short, crisp but informative.

4. **Refresher Training** - Refresher trainings are designed for existing employees to refresh them and also help them acquire new skills and technologies to keep pace with the changing times. Such training programs prepare employees for more responsible positions.
5. **On the Job Trainings** - On the job trainings are given to employees at the workplace itself by their superiors and Bosses. Managers ought to sit with their team members on a regular basis, train them on new technologies, skill sets to help them cope with the changes. On the job trainings are given to employees along with their jobs and make them capable to handle bigger responsibilities. On the Job trainings are imparted by any of the following methods:
  - a. **Coaching** - Coaching is also defined as learning by doing and handling various ongoing projects. In this method of training, the team manager assigns certain job responsibilities to team members, monitors their performance, points out their mistakes, provides them with feedback as well as suggestions for improvement.
  - b. **Job Rotation** - In this type of training, employees move from one position to another, thus acquiring new skills and knowledge. Job rotation acquaints individuals with newer roles and challenges which makes them capable of performing any type of task. Employees need to be encouraged to go through various online learning sites that would help them in their current job responsibilities. One needs to be aware of the latest developments in his/her domain. Reading helps a lot.



6. **Off the job Training** - Off the job trainings are given outside the workplace. Off the job trainings can be provided by any of the following methods:
  - a. **Seminars/Conferences** - Seminars and conferences are effective when training needs to be given to a larger audience. Relevant information, latest developments, new technologies and case studies are discussed on a common platform to acquaint employees with new skill sets.
  - b. **Simulation Exercise** - Simulation exercises train the employees in an artificial environment which closely resembles the employee's actual working conditions.
  - c. **Vestibule Trainings** - In vestibule trainings, employees practice work on the instrument/equipment which they would be using in future when they would be actually working.

Human resource training and development should be planned, since it requires systematic diagnosis, development of a program, and the mobilization of resource. It involves either the entire system or an entire unit. It must have top-management commitment if it is to be a success.

#### **Review questions**

1. What is the meaning of Human Resource Training?
2. Highlight the difference between Training and Management Development
3. Mention the importance of Training and Development
4. What are the methods of Human Resource Training?

**CHAPTER 7****HUMAN RESOURCE REMUNERATION,  
MOTIVATION, HEALTH AND SAFETY  
MEASURES AT WORK**

**R**emuneration or welfare, proper motivation, adequate safety and health care system put in place are significant to the development and productivity of an organisation. These significance are discussed as shown below,

- 7.1 Meaning of Human Resource Remuneration
- 7.2 Methods of Employee Remuneration
- 7.3 Human Resource Motivation
- 7.4 Theories of Motivation
- 7.5 Techniques of Motivation
- 7.6 General Guidelines for applying Motivation Theory
- 7.7 Effective Health and Safety Measures at work

**7.1 Meaning of Human Resource Remuneration**

Human resource remuneration refers to the reward or compensation given to the employees for their work performances. Remuneration provides basic attraction to an employee to perform his job efficiently and effectively. Remuneration leads to employee

motivation. Salaries constitute an important source of income for employees and determine their standard of living. Salaries affect employee's productivity and work performance. Thus the amount and method of remuneration are very important for both management and employees. There are mainly two types of human resource remuneration; Time Rate Method and Piece Rate Method.

## 7.2 Methods of Employee Remuneration

1. **Time Rate Method:** Under time rate system, remuneration is directly linked with the time spent or devoted by an employee to the job. The employees are paid a fixed pre-decided amount hourly, daily, weekly or monthly irrespective of their output. It is a very simple method of remuneration. It leads to minimum wastage of resource and lesser chances of accidents. Time Rate method leads to quality output and this method is very beneficial to new employees as they can learn their work without any reduction in their salaries. This method encourages employee's unity as employees of a particular group/cadre get equal salaries.
2. **Piece Rate Method:** It is a method of compensation in which remuneration is paid on the basis of units or pieces produced by an employee. In this system emphasis is more on quantity output rather than quality output. Under this system the determination of employee cost per unit is not difficult because salaries differ with output. There is less supervision required under this method and hence the per unit cost of production is low. This system improves the morale of the employees as their salaries are directly related with their work efforts. There is greater work-efficiency in this method.

## 7.3 Human Resource Motivation

A vital managerial function in any organisation is employee motivation. This is because motivation is inextricably linked to

employee satisfaction and ensures employees consistently excel at their jobs. Motivation is especially important in the hospitality industry, where employee satisfaction and competence are key determinants of service quality.

Specially, motivation is the willingness to exert high levels of effort towards organisational goals, conditioned by the effort's ability to satisfy some individual need. This definition suggests that although individuals may work toward common group or organisational goals, their willingness to do so is related to their individual needs.

Motivation plays a major role in achieving high performance in the workplace. But just because an employee is motivated does not guarantee she will perform satisfactorily. Changing the performance of workers is rather more complicated than just "motivating" them. Before an organisation motivates their employees, it needs to recognize the following points:

1. Employees' needs vary from one person to another.
2. To accommodate the diverse needs of employees, a variety of motivational strategies must be implemented throughout the organisation.

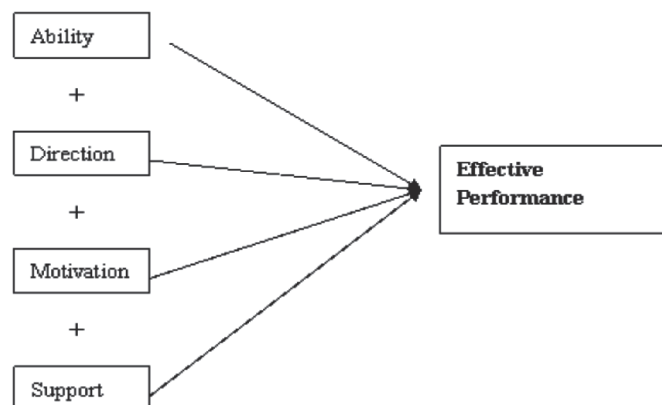


Figure 6-1 Formula for effective performance

#### 7.4 Theories of Motivation

There are a number of motivation theories that are well known and have popular support among users. These include:

1. Maslow's hierarchy of needs theory
2. Herzberg's two-factor theory
3. McClelland's manifest needs theory
4. Expectancy theory
5. Equity theory
6. Reinforcement theory

To explore these theories and strategies in the context of the hospitality industry, we will begin by categorizing each theory according to whether it is most relevant at the individual, group, or organisational level. Each theory will be further classified as either a content theory or a process theory. Content theories explain “why” an individual is motivated to undertake a certain activity. Process theory, in contrast, describes “how” the individual becomes motivated in the first place and sustains that motivation over a period of time. These theories offer an explanation of the actual means by which someone becomes and stays motivated.

### Categorization of motivation theory

<b>Motivation theory</b>	<b>Level of greatest applicability</b>	<b>Content or process theory</b>
Maslow's hierarchy of needs theory	Individual	Content
Herzberg's two - factor theory	Individual	Content
McClelland's manifest needs theory	Individual	Content
Equity theory	Group	Process
Expectancy theory	individual	Process
Reinforcement theory	Organisation	Content/process

#### 1. Abraham Maslow's Hierarchy of needs theory

In 1940s, Abraham Maslow's research led him to the realization that motivation can stem from a variety of needs that are ordered in a particular hierarchy way. Maslow thus developed a motivational theory based on this hierarchy of needs. Underlying this theory is the notion that a person is moved to engage in behaviour that will satisfy the predominant need experienced at that particular time.

The hierarchical ordering of the potential needs is illustrated in the below,



Maslow viewed physiological needs as basic survival needs: the need for food, water, shelter, and so on. Safety needs include protection from both real and psychological harm. The third level of need, love, includes our need to be with others and to be loved or appreciated. This need includes the need to have friends and to feel accepted as a family or group member. Esteem needs refer to a need for self-respect, a sense of personal worth, recognition for accomplishments, a feeling of self-confidence, and prestige. Self-actualization, the highest level of need, refers to the need to develop to one's full potential, to accomplish to the full extent of one's capabilities.

In application, this theory suggests that as a basic need is met the next need may be experienced as unfulfilled, and it then becomes the primary motivating factor as well as the main stimulus of action. Say, an individual who had adequate food and shelter and who felt safe from potential threats would be motivated to meet love needs. The self-actualization need is never totally satisfied, so the need survives with the individual. If a person's lower-order need is

threatened, the higher needs would be lost until that threat is removed.

Maslow's theory is appealing because it can be readily applied to the workplace. If managers can determine which of an employee's needs are unmet, they can strive to meet those needs motivating the employee to greater productivity. Although it has been criticized as being too simplistic, Maslow's work has been the basis for the development of other motivation theories.

## 2. **Frederick Herzberg's Two-Factor Theory**

According to Frederick Herzberg's two-factor theory, which he developed in the 1960's, the satisfaction of a need has one of two effects. It either causes employees to be satisfied with their jobs or it prevents employees from being dissatisfied with their jobs.

Herzberg labeled the factors associated with job dissatisfaction "hygiene factors", indicating an analogy to the concept of preventive maintenance. The factors associated with job satisfaction were labeled "motivators" to suggest their effectiveness in evoking individual behaviour toward superior performance. Interestingly, Herzberg's hygiene factors correspond closely to Maslow's two lower-level needs (physical and safety needs). The motivators identified by Herzberg are akin to Maslow's higher-level needs of esteem and self-actualization. This suggests that meeting lower-order needs can only prevent job dissatisfaction; achieving job satisfaction requires the fulfillment of higher-order needs.

## 3. **David McClelland Manifest Needs Theory**

This theory developed by David McClelland in the 1950s, is based on the idea that needs are derived from personality. It suggests that needs are developed, and thus motivators are acquired, as people interact with the environment. According to McClelland, all people



possess in varying degrees, the need for:

1. Achievement
2. Power
3. Affiliation

The need for Achievement: People with a high need for achievement tend to:

1. Take personal responsibility for solving problems.
2. Be goal oriented.
3. Set moderate, realistic, attainable goals.
4. Seek challenges, excellence, and individuality.
5. Take calculated, moderated risk.
6. Desire concrete feedback on their performance.

To motivate employees with a high need for achievement, a manager needs to provide them with:

1. Non-routine, challenging tasks in which there are clear attainable objectives.
2. Prompt and frequent feedback on their performance.
3. Increased responsibility for doing new things.

The need for power: People with a high need for power tend to:

1. Want to control the situation.
2. Want influence or control over others.
3. Enjoy competition in which they can win (they don't like to lose).
4. Be willing to confront others.

To motivate employees with a high need for power, managers should:

1. Let them plan and control their jobs as much as possible.
2. Try to include them in decision making, especially when they are affected by the decision. They tend to perform best alone rather than as a team member.

3. Try to assign them to a whole task rather than a part of the task.

The need for affiliation: People with a high need for affiliation tend to:

1. Seek close relationships with others.
2. Want to be liked by others.
3. Enjoy lots of social activities.
4. Seek to belong (they often join groups and organisations).
5. To motivate employees with a need for affiliation, managers should:
  6. Be sure to let them work as part of a team.
  7. Give them lots of praise and recognition.
  8. Delegate responsibility for orienting and training new employees to them.

#### 4. **Victor Vroom's Expectancy Theory**

In 1964, Vroom developed the Expectancy theory through his study of the motivations behind decision making. The Expectancy Theory (ET) of Victor Vroom deals with motivation and management. Vroom's theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Together with Edward Lawler and Lyman Porter, Vroom suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities

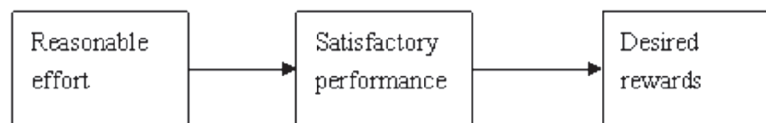
It is a process theory that indicates whether a person is motivated depends on two expectancies and one valence. The first expectancy involves the probability that an employee will be able to make a connection between her level of effort and the performance that

derived from this effort. For motivation to occur, the employee must believe that if she puts forth a reasonable effort, there is a high probability that she will be able to meet expected performance standards. We refer this as E - P (effort - performance) expectancy.

The second expectancy involves the probability that the employee will be able to link her level of performance to the rewards she receives for the performance. In other words, a high level of motivation will occur only if the employee believes there is a high probability of being rewarded for satisfactory performance. We refer it as the P - R (performance - reward) expectancy.

The valence that is important to motivation is that which is attached to the reward. This means that in order for a reward to have high value as a motivator, it must have a high valence for the employee. That is, the employee will only be motivated to work hard if the reward is something that she finds desirable.

**An individual will be motivated if (s)he believes that:**



**Figure 6-3 expectancy theory**

Putting the elements of the expectancy theory together, a high level of motivation occurs when there is a high expectancy that one's effort will yield satisfactory performance and that this performance will result in the attainment of one's desired rewards. Figure 3-3 illustrates how the components of the expectancy theory work together to produce a high level of motivation in an employee. Table 3-2 shows predicted levels of motivation as a function of the expectancies and valence that are functional to the expectancy theory.

**Predict levels of motivation according to expectancy theory**

<b>E – P</b>	<b>P – R</b>	<b>Reward valence</b>	<b>Predict level of motivation</b>
low	Low	low	Very low
low	low	High	low
low	High	low	low
low	High	High	low
High	low	low	low
High	low	High	Moderate
High	High	low	moderate
High	High	High	High

**5. Equity Theory**

Equity theory was first developed in 1963 by J. Stacy Adams, a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). This is a theory which can be used to motivate groups. At the group level, motivation is important in establishing effective and productive work groups. Employee behaviour is also influenced by the presence and actions of others. In some instance, group influence can be as powerful as individual needs are in driving behaviour.

Equity theory is a process theory that is based on the idea that people motivated by fairness. Adams called personal efforts and rewards and other similar 'give and take' issues at work respectively 'inputs' and 'outputs'. Inputs are logically what we give or put into our work. Outputs are everything we take out in return. These terms help emphasise that what people put into their

work includes many factors besides working hours, and that what people receive from their work includes many things aside from money (Adams, 1965).

He further added that the term 'referent' others to describe the reference points or people with whom we compare our own situation, which is the pivotal part of the theory. Adams Equity Theory goes beyond - and is quite different from merely assessing effort and reward. Equity Theory adds a crucial additional perspective of comparison with 'referent' others (people we consider in a similar situation). Equity theory thus helps explain why pay and conditions alone do not determine motivation (Charles, 2011).

According to this theory, people compare how much they are being rewarded for their performance to how much others in their peer group are being rewarded for their performance. If employees perceive an inequity, they will be motivated to change their behaviour to create an equity situation. If employees feel equitably rewarded, their combination of performance and rewards is perceived as being equal to that of their peers and they will be motivated to continue their current behaviour.

A perception of inequity will ultimately lead an employee to one of two conclusions. The employee will either feel (1) under-rewarded or (2) over-rewarded. An employee who feels under-rewarded might try to reduce the inequity with one or more of the following actions:

1. Trying to get an increased reward.
2. Rationalizing a logical reason for the inequity.
3. Doing less work.
4. Getting others to do more work.
5. Leaving the situation

An employee who feels over-rewarded might try to reduce the inequity with one or more of the following actions:

1. Working harder or longer.
2. Rationalizing that "I'm worth it."
3. Taking a pay cut (a rare occurrence)
4. Trying to get more rewards for the peer group.

Using equity theory can be challenging for managers because it forces them to deal with employees' perception rather than facts. In addition, it is not always possible to know who belongs to the peer group to which the employee is comparing himself. Equity theory offers managers some general recommendations:

1. It is important for managers to understand their employees' perceptions of equity.
2. Rewards should be perceived to be fair by all involved parties.
3. Organisations with clearly stated objectives, clearly stated standards of performance, and an effective performance appraisal system will have fewer problems with perceptions of inequity.

#### 6. **Elton Mayo and the Hawthorne Effect**

In the late 1920s, a Harvard University researcher named Elton Mayo conducted studies at Western Electric Company's Hawthorne Works in Chicago. The purpose of this research was to evaluate the effect of work environment on productivity. The study proceeded by first selecting a group of workers to participate in the research project. These workers carried out their duties in an area that was set apart from the rest of the plant. In this area Mayo varied the lighting levels and ventilation and measured the effect of these changes on productivity. Much to his surprise, with every

change – whether to increase or decrease lighting and ventilation – productivity increased. By interviewing the employees, he realized that the productivity increase was not caused by the environmental changes in the workplace. Rather, the productivity increase resulted from the employees feeling important. This increased productivity, caused by such group influences, is called “Hawthorne Effect”.

The Hawthorne studies concluded: “That group influences were significant in affecting individual behaviour, also that group standards were highly effective in establishing individual worker output, and that money was less a factor in determining worker output than group standards, sentiments, and security.”

#### 6. **Reinforcement Theory**

Reinforcement theory cannot be neatly categorized as either a process or content theory of motivation because it attempts to explain both why an individual is motivated to behave in a certain way and how an individual becomes motivated.

The essence of applying reinforcement theory for motivational purposes in the workplace is to promote desirable employee behaviours by following up any good behaviours with positive consequences and to deter undesirable employee behaviours by following up any unwanted behaviours with unpleasant consequences. The type of reinforcement that can be employed to influence behaviour include the following:

1. **Positive reinforcement.** An attractive reward for desired behaviour. (E.g. praise or a monetary bonus for exceptional sales.)
2. **Avoidance reinforcement.** Removal of an unpleasant consequence following a desired behaviour (e.g. employee

comes to work on time because of the negative consequences of being late.)

3. **Extinction.** Withholding of response ( consequence ) for undesirable behaviour (e.g. supervisor ignores employee's complaints about a co-worker)
4. **Punishment.** An undesirable consequence for undesirable behaviour (e.g. putting employee on probation or taking away privileges.)

Managers can use any of these various types of reinforcement to motivate employees. However, for the best results, managers should be mindful of the following guidelines when using reinforcement theory to motivate employees:

1. Generally, positive reinforcement is the best motivator.
2. Select appropriate rewards; a reward to one person could be considered an insult or punishment to another.
3. Punishment is the least effective method of motivating an employee.
4. Do not reward mediocre or poor performance.
5. Ensure that employees know what is expected of them.

Despite the fact that punishment is the least effective way to motivate employees, many managers still rely on it heavily. The use of punishment can be particularly detrimental in service-oriented organisations where employee satisfaction and customer happiness are often inextricably linked. Employee recognition programs are one way in which positive reinforcement commonly used in the hospitality industry (McDonald's example).

### 7.5 Techniques of Motivation

There are several techniques of motivation. Some of these include,



1. **Praise:** A simple and effective way to increase motivation is to give praise. Praise is probably the most powerful, simple, and underused motivational technique. The following tips are useful when giving praise to employees:

1. Tell the employee exactly what was done well. Be specific.
2. Tell the employee why the behaviour is important.
3. Stop for a moment of silence so that the praise can sink in. Try counting to 5.
4. Encourage a repeat of the performance. For example "Thanks Mary, keep up the good work."
5. Be sincere. Praise is important to the individual's esteem.

2. **Job Enrichment:** Job enrichment refers to the vertical expansion of jobs. It raises motivation by making work more interesting and challenging for employees. It does it by increasing the degree to which the worker controls the planning, execution, and evaluation of his or her job. Before implementing job enrichment, managers should ensure that the technique is suitable to both the job and the employee involved. For job enrichment to be effective, employees must be in favour of and involved with the change. Managers should be aware that some employees prefer to seek challenges outside the workplace and should not attempt to use job enrichment to motivate these employees. In situations where job enrichment is appropriate, there are some relatively simple ways in which it can be applied.

1. Form a work group and allow employees to work together.
2. Make employees responsible for their "piece of pie". If possible, let the employees complete the job from beginning to end. In hospitality organisation, this means something as simple as allowing an employee to serve the needs of the

customer from the beginning to the end of the transaction.

3. Give employees the right to organize their work day.
4. Delegate jobs with more variety and responsibility.

3. **Job Redesign:** Job redesign is essentially the idea of “doing it better by doing it differently.” Any of the following three combinations of individuals and techniques can be used to improve the design of a job:

1. Experts can use time and motion studies to determine the way the job should be done.
2. Managers, who supervise the job, can suggest improvements based on observed shortcomings in the current job procedures.
3. Employees, who are the most knowledgeable about their jobs, can devise new and better ways to carry out their work.

4. A Reward System – The Scanlon Plan

This is an incentive scheme named after its creator, Joseph Scanlon. Basically, the Scanlon plan is a gain-sharing plan that works on the premise that employees have the best and most workable suggestions for the company. The company motivates employees to contribute ideas by sharing with them the savings or earnings generated by their suggestions.

Because the money is paid directly to the employees and because the reward is perceived to be fair and equitable, the Scanlon plan works very well so long as employees are motivated at least in part by the potential for financial gain. The organisation benefits not only by suggestions to increase productivity, but also by increased efficiency, increased participative management, better relations between employees and management, and a greater willingness to accept change within the organisation.

### 7.6 **General Guidelines for applying Motivation Theory**

Applying motivation theory requires integrating individuals, groups, and organisational needs, wants, and objectives. The following are some guidelines that may be helpful in achieving a balance among these things:

1. Determine the needs of individual employees and work to ensure that those needs are met.
2. Establish motivation programs that are suitable for motivating all employees.
3. Review, on an ongoing basis, the effectiveness of the motivational programs employed.
4. Recognize that factors such as organisational culture and climate, group interaction and group leadership, as well as the individuality of employees, all need to be examined and considered when designing and implementing motivational initiatives within a company.
5. Ensure that employees are capable of performing at the expected level. This may mean that employees should receive more training or that the organisation should improve its selection process so that it hires more competent individuals.
6. Ensure that performance requirements and the reward system are clearly communicated to all employees in the organisation.

### 7.7 **Effective Health and Safety Measures at work**

Health and Safety measures for the organization plays a vital role in the organisation. Safety training services is an important factor in workplace risk management programmes. The training objectives of such courses includes many courses like, learning safe work practices, identification of every job risks and appreciating other precautionary measures . This can greatly contribute to the goal of minimizing occupational risk of injury as well as spreading disease

in the working environment.

Safety is the state of being "safe". Safety is the condition of a "steady state" of an organization or place doing what it is supposed to do. "What it is supposed to do" is defined in terms of public codes and standards, associated architectural and engineering designs, corporate vision and mission statements, and operational plans and personnel policies. For any organization, place, or function, large or small, safety is a normative concept. It complies with situation-specific definitions of what is expected and acceptable (Charles, 2011).

Closely related to the concept of safety is the term, Security. Charles (2011) defined security as the process or means, physical or human, of delaying, preventing, and otherwise protecting against external or internal, defects, dangers, loss, criminals, and other individuals or actions that threaten, hinder or destroy an organization's "steady state," and deprive it of its intended purpose for being. Security is also called social safety or public safety. It addresses the risk of harm due to intentional criminal acts such as assault, burglary or vandalism. Because of the moral issues involved, security is of higher importance to many people than substantive safety (Charles, 2011).

### **Creating a Safety Culture in the organisation**

As identified by United States Department of Labour (USDL) (2013), safety cultures consist of shared beliefs, practices, and attitudes that exist at an establishment. Culture is the atmosphere created by those beliefs, attitudes, etc., which shape our behavior. An organizations safety culture is the result of a number of factors such as:

1. Management and employee norms, assumptions and beliefs;
2. Management and employee attitudes;

3. Values, myths, stories;
4. Policies and procedures;
5. Supervisor priorities, responsibilities and accountability;
6. Production and bottom line pressures vs. quality issues;
7. Actions or lack of action to correct unsafe behaviors;
8. Employee training and motivation; and
9. Employee involvement or "buy-in."

In a strong safety culture, everyone feels responsible for safety and pursues it on a daily basis; employees go beyond "the call of duty" to identify unsafe conditions and behaviors, and intervene to correct them (USDL, 2013). Any process that brings all levels within the organisation together to work on a common goal that everyone holds in high value will strengthen the organisational culture. Worker safety and health is a unique area that can do this. It is one of the few initiatives that offer significant benefits for the front-line work force. As a result, buy-in can be achieved enabling the organization to effectively implement change.

The Occupational Safety and Health Act of 1970 is probably the most comprehensive and wide-ranging legislation in this area. It applies to nearly all U.S. workplaces. With reference to US, the act aims to ensure safe working conditions for every American worker by:

1. Setting and enforcing workplace safety standards;
2. Promoting employer-sponsored educational programs that foster safety and health; and
3. Requiring employers to keep records regarding job-related safety and health matters.

Three separate agencies were created by the act:

1. The Occupational Safety and Health Administration (OSHA) develop and enforce health and safety standards.
2. The Occupational Safety and Health Review Commission hear appeals from employers who wish to contest OSHA rulings.

3. The National Institute for Occupational Safety and Health conducts health and safety research to suggest new standards and update previous ones.

Each country has her labour health and safety regulatory framework. OSHA has issued literally thousands of safety and health standards. Areas of basic concern include fire safety, personal protection equipment, electrical safety, basic housekeeping, and machine guards. Each standard specifies such things as permissible exposure limit, monitoring requirements, methods of compliance, personal protective equipment, hygiene facilities, training, and record-keeping (Charles, 2011).

#### **Review questions**

1. What is the meaning of Human Resource Remuneration?
2. Identify the methods of Employee Remuneration
3. Explain the term, "Human Resource Motivation"
4. Mention 3 theories of Motivation
5. What are the general Guidelines for applying Motivation Theory?
6. What is the importance of health and safety measures to the organisation?

**CHAPTER 8****HUMAN RESOURCE PERFORMANCE  
MANAGEMENT & APPRAISAL**

Sometimes referred to as Performance Appraisal (PA), Performance management (PM) is about setting the performance standards, monitoring the progress and building strong succession plans for the organisation. The performance management provides the structured and formal feedback to managers and employees. The performance management allows motivating employees and giving the development of the organisation the direction. The goals and tasks of managers and employees should be aligned with the business strategy. HR is responsible for the development of the consistent and painless performance management system in the organisation. These issues are discussed under the listed headings:

- 8.1 Meaning of Performance Management
- 8.2 Components of a Performance Management System
- 8.3 Objectives of Performance Management
- 8.4 Components of Performance Management System
- 8.5 Techniques for Assessment of Performance
- 8.6 Human Resource Role in the Performance Management

## 8.7 Human Resource Performance

### 8.1 Meaning of Performance Management

According to Osemeke (2015), performance management can be regarded as a systematic process by which the overall performance of an organisation can be improved by improving the performance of individuals within a team framework. It is a means for promoting superior performance by communicating expectations, defining roles within a required competence framework and establishing achievable benchmarks.

It can also be defined as an ongoing communication process which is carried between the supervisors and the employees throughout the year. The process is very much cyclical and continuous in nature. The performance management is focused on performing the strategic tasks of the organisation. It is focused on the development of the key talents, top performers and successors. The process identifies the best potentials in the organisation, and it differentiates them from the rest of the population.

According to Armstrong and Baron (1998), Performance Management is both a strategic and an integrated approach to delivering successful results in organisations by improving the performance and developing the capabilities of teams and individuals.

The term performance management gained its popularity in early 1980's when total quality management programs received utmost importance for achievement of superior standards and quality performance. Tools such as job design, leadership development, training and reward system received an equal impetus along with the traditional performance appraisal process in the new comprehensive and a much wider framework (Management Study Guide, 2008).



## 8.2 Components of a Performance Management System

Components of a performance management system include the following actions.

1. Developing clear job descriptions and employee performance plans which includes the key result areas (KRA') and performance indicators.
2. Selection of the right set of people by implementing an appropriate selection process.
3. Negotiating requirements and performance standards for measuring the outcome and overall productivity against the predefined benchmarks.
4. Providing continuous coaching and feedback during the period of delivery of performance.
5. Identifying the training and development needs by measuring the outcomes achieved against the set standards and implementing effective development programs for improvement.
6. Holding quarterly performance development discussions and evaluating employee performance on the basis of performance plans.
7. Designing effective compensation and reward systems for recognizing those employees who excel in their jobs by achieving the set standards in accordance with the performance plans or rather exceed the performance benchmarks.
8. Providing promotional/career development support and guidance to the employees.
9. Performing exit interviews for understanding the cause of employee discontentment and thereafter exit from an organisation (Management Study Guide, 2008).

### 8.3 Objectives of Performance Management

The main goal of performance management is to ensure that the organisation as a system and its subsystems work together in an integrated fashion for accomplishing optimum results or outcomes. The major objectives of performance management are discussed below:

1. To enable the employees towards achievement of superior standards of work performance.
2. To help the employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.
3. Boosting the performance of the employees by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
4. Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organisational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.
5. Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
6. Creating a basis for several administrative decisions strategic planning, succession planning, promotions and performance based payment.
7. Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills (Management Study Guide, 2008).

The Management Study Guide further highlighted some of the key concerns of a performance management system in an organisation

to include:

1. Concerned with the output (the results achieved), outcomes, processes required for reaching the results and also the inputs (knowledge, skills and attitudes).
2. Concerned with measurement of results and review of progress in the achievement of set targets.
3. Concerned with defining business plans in advance for shaping a successful future.
4. Striving for continuous improvement and continuous development by creating a learning culture and an open system.
5. Concerned with establishing a culture of trust and mutual understanding that fosters free flow of communication at all levels in matters such as clarification of expectations and sharing of information on the core values of an organisation which binds the team together.
6. Concerned with the provision of procedural fairness and transparency in the process of decision making.

The performance management approach has become an indispensable tool in the hands of the corporate as it ensures that the people uphold the corporate values and tread in the path of accomplishment of the ultimate corporate vision and mission. It is a forward looking process as it involves both the supervisor and also the employee in a process of joint planning and goal setting in the beginning of the year (Management Study Guide, 2008).

Performance management is therefore a proactive system of managing employee performance for driving the individuals and the organisations towards desired performance and results. It's about striking a harmonious alignment between individual and organisational objectives for accomplishment of excellence in performance.

#### 8.4 Components of Performance Management System

As identified and explained in the Study Guide (2008) any effective performance management system includes the following components:

1. **Performance Planning:** Performance planning is the first crucial component of any performance management process which forms the basis of performance appraisals. Performance planning is jointly done by the appraisee and also the reviewee in the beginning of a performance session. During this period, the employees decide upon the targets and the key performance areas which can be performed over a year within the performance budget which is finalized after a mutual agreement between the reporting officer and the employee.
2. **Performance Appraisal and Reviewing:** The appraisals are normally performed twice in a year in an organisation in the form of mid reviews and annual reviews which is held in the end of the financial year. In this process, the appraisee first offers the self filled up ratings in the self appraisal form and also describes his/her achievements over a period of time in quantifiable terms. After the self appraisal, the final ratings are provided by the appraiser for the quantifiable and measurable achievements of the employee being appraised. The entire process of review seeks an active participation of both the employee and the appraiser for analyzing the causes of loopholes in the performance and how it can be overcome. This has been discussed in the performance feedback section.
3. **Feedback on the Performance followed by personal counseling and performance facilitation:** Feedback and

counseling is given a lot of importance in the performance management process. This is the stage in which the employee acquires awareness from the appraiser about the areas of improvements and also information on whether the employee is contributing the expected levels of performance or not. The employee receives an open and a very transparent feedback and along with this the training and development needs of the employee is also identified. The appraiser adopts all the possible steps to ensure that the employee meets the expected outcomes for an organisation through effective personal counseling and guidance, mentoring and representing the employee in training programmes which develop the competencies and improve the overall productivity.

4. **Rewarding good performance:** This is a very vital component as it will determine the work motivation of an employee. During this stage, an employee is publicly recognized for good performance and is rewarded. This stage is very sensitive for an employee as this may have a direct influence on the self esteem and achievement orientation. Any contributions duly recognized by an organisation helps an employee in coping up with the failures successfully and satisfies the need for affection.
5. **Performance Improvement Plans:** In this stage, fresh set of goals are established for an employee and new deadline is provided for accomplishing those objectives. The employee is clearly communicated about the areas in which the employee is expected to improve and a stipulated deadline is also assigned within which the employee must show this improvement. This plan is jointly developed by the appraisee and the appraiser and is mutually approved.

6. **Potential Appraisal:** Potential appraisal forms a basis for both lateral and vertical movement of employees. By implementing competency mapping and various assessment techniques, potential appraisal is performed. Potential appraisal provides crucial inputs for succession planning and job rotation (Management Study Guide, 2008).

### 8.5 Techniques for Assessment of Performance

An effective performance management process involves an assessment or an analysis of what has been achieved and forms a basis for career planning, potential development, performance agreements and development. The following techniques as highlighted by the Management Study Guide (2008) are identified below,

1. **A holistic analysis of performance:** The proponents of this approach believe that performance management is all about analyzing performance instead of assessing it. This technique aims at reaching an agreement for future action or development after carefully analyzing the strengths or possible weaknesses. Few organisations like BP Amoco implement this method of performance assessment for providing a feedback to the staff where they are good at.
2. **Narrative Assessment:** This is in the form of a written summary of views about different levels of performance achieved and is normally prepared by the managers. This technique lacks consistency in the criterion used for assessments as different managers will consider different aspects of performance.
3. **Ratings:** Many organisations use ratings for assessing the performance of their employees for making pay related

decisions. Through this method the quality of performance or the competence level achieved by an employee in a particular skill can be assessed by evaluating it on a scale against certain parameters which may be qualitative (behavioural) or quantitative. Since, performance is a subjective concept; it is difficult to achieve consistency in the ratings which are offered by different managers. Regular trainings and peer reviews may help in promoting consistency in the ratings.

4. **Forced Distribution:** In this method, the manager is forced to offer his ratings according to the pattern of a normal curve. This technique rests on the basic assumption that the employees' performance levels fall under a normal statistical distribution.
5. **Forced Ranking:** In this method the employees are assigned ranking on the basis of categories. Since the concept of performance is vague so the rankings should be accompanied by meaningful performance data.
6. **Quota Systems:** Quota system specifies the distribution of ratings and accordingly adjusts the ratings of managers after an event for ensuring that the quota in each level is met (Management Study Guide, 2008).

#### 8.6 Human Resource Role in the Performance Management

The performance management system has to be well connected with other HR processes like the Compensation and Benefits, Talent Management and Training and Development. HR cannot run the performance appraisals without using the outcomes from discussions. The performance management process is expensive. Each manager has to prepare for the appraisal, and the discussion has to last at least one hour per employee. It is a massive loss of

productivity if the results are not used.

The performance management system is an ongoing process. It consists from several sub-processes during the year:

1. Goal Setting Process
2. Personal Development Plan
3. Interim Performance Appraisal
4. Performance Appraisal
5. Succession Planning and Talent Management

The performance management must be consistent with the business strategy, and most processes have to be managed top-down. Employees do like to receive the positive feedback, but they do not like the ranking. Many organisations use the normal distribution for the performance rating of employees. Managers have to be trained in providing the honest feedback about the performance of the employee. Managers have to be trained in the consequences management.

The role of HR in the PM is about making the process transparent, clear and consistent across the organisation. The results of employees have to be comparable as the outputs can be used in other HR processes. The top management will not take HR proposals relevant if they do not trust the fairness and transparency of the performance appraisal process.

HR has to make the process as easy as possible. It has to focus on collecting the most valuable information. HR has to lead the development of the application for the performance management system as the data collection is run automatically.



### 8.7 Human Resource Performance

The question as to how much difference HRM can make in organisation functions and for employee performance has generated a lot of concern. This concern is about the existence of the HR function, which has traditionally been viewed to be reduced, and is a natural extension of theories and beliefs that how people are managed can make a difference (Colakoglu et al, 2006). While researchers agree that it is critical to examine the relationship between HRM practices and systems with employee performance, the domain of research is fairly muddled, the reason being that the choice of performance measures employed varies widely in terms of,

- I). their proximity to employee contribution or the level of aggregation in which they are measured, and
- ii). the relevant stakeholder group of focus.

The problem of defining and measuring performance is not new, neither is it limited to the field of HRM research. Admittedly, this problem has been there for years. To this end, Rogers and Wright (1998:314) observe over 30 years ago, Katz and Kahn dryly commented that the existence of the problem in developing satisfactory criteria of organisational performance is clear enough: its solution is much less obvious". Similarly, Scot (1977:63) cited in Cho et al (2006), laments the state of measuring organisational effectiveness and its determinants and submit this topic is one about which we know less and less". In the same vein, Murphy, Trailer and Hill (1996), after reviewing measures of performance in entrepreneurial research conclude "the lack of construct validity for what we call performance is so clear that we as a field should consider discontinuing the use of the term in research" (p. 211).

The focus of attention in performance construct has been almost entirely on financial measures, which conceptually, has been viewed as the 'surplus' financial value created by a firm to satisfy the owners (Rogers & Wright. 1998). But Ventraman and Ramanujam (1996), cited in Rogers and Wright (1998), describe the definition of performance using this approach, as being narrow-minded, and proposed a performance construct which would consist of business performance and the accomplishment of goals held by multiple stakeholders.

Also, Dyer and Reeves (1995), propose four possible types of measurement of performance:

1. Human Resource (HR) outcomes (e.g. turnover, absenteeism, job satisfaction, employee motivation, etc).
2. Organisational outcomes (productivity, quality, service)
3. Financial or accounting outcomes (ROA. profitability. ROH)
4. Capital market outcomes (stock price, shareholders' returns).

The authors argue that HR strategies were most likely to directly impact HR (or employee) outcomes than the other outcomes for two reasons, one, strategies are primarily designed to impact employee outcomes, and two the increasing complexity of factors which influence higher level outcomes would diminish the relative contribution of HR factors to those outcomes. This is a plausible argument because without the HRM policies, strategies and practices impacting the HR outcomes, it is most unlikely that they would impact the higher level outcomes such as organisational financial (accounting), and capital market outcomes. Despite the fact that each model may differ in the number of levels and the exact outcomes, a generic form of the model is that HR policies and practices have their most direct impact on employee performance outcomes, which in turn contribute to higher level performance construct.

Employee performance measures are also often categorized into proximal (or immediate) and distal (or distant) HR measures (Colakoglu et al. 2006). While the proximal measures focus on HR outcomes such as job satisfaction, job performance and motivation, the distal HR measures are interested in unit or firm level outcomes related to productivity, scrap rate, sales growth, return on asset, return on equity, return on investment, and market-based performance indices (Dyer & Reeves, 1995).

Under this classification, Dyer and Reeves (1995) maintain that HRM practices have their most immediate and direct impact on employee since employee outcome employee outcome such as job satisfaction, commitment and motivation, etc are closer to HRM policies and practices than the other types of outcomes. Their position is that since the primary goal of designing HR policies is to affect employees, HR practices have their strongest effects on such employees' outcomes. While sonic researchers (e.g. Delery & Doty, 1996; MacDuffe, 1995) stress that the use of proximal or immediate outcomes is a more appropriate level of analysis for HR research, the focal interest of many strategic HR studies has been placed on organisational level outcomes (Bccker & Huselid, 1998, Rogers & Wright, 1996).

It has been argued that although corporate performance metrics arc important to examine, it cannot be concluded that certain outcomes are more important than others on two grounds. One, apart from HR or employee outcomes measures, other performance measures are quite distal i.e. far from IIR policies and practices and arc less likely to be influenced by more personal or immediate performance measures related to HR initiatives, and two, the most relevant performance measures fundamentally depend on the vantage point of research focus; a perspective that is directly related to

consideration of different stakeholder groups.

Performance measure(s) to adopt in order to satisfy the different stakeholder groups pose serious (problem, and the only way to solve this problem is to focus on a particular stakeholder group(s) (Colakoglu et al, 2006). Consequently, the stakeholder group of focus for this study is the organisational stakeholder group that is the banks' employees and managers, who, the banks' HRM policies and practices are designed and implemented to affect their job performance levels.

### **Reviewed Questions**

1. Define the terms Performance Management
2. Mention the various components of a Performance Management System
3. Identify the major objectives of Performance Management
4. What are the techniques for assessing performance in the organisation?

**CHAPTER 9****JOB DESIGN, ANALYSIS/  
EVALUATION, JOB DESCRIPTION  
AND SPECIFICATION**

**D**etails on these concepts are captured in the Volume, “New Perspectives on Personnel Management and Organisational Performance”. An attempt is made here to provide concise explanations to their meaning and attributes within the framework of HRM. The following will be examined,

- 9.1 The concept of Job Design
- 9.2 Types of Job Design
- 9.3 Approaches to Job Design
- 9.4 Job Analysis/ Evaluation
- 9.5 Techniques of Job Analysis
- 9.6 Job Description and Specification

**9.1 The concept of Job Design**

Designing a job refers to the process of deciding what combination of tasks and responsibilities should be allocated to it. Job design determines the way work is organized and performed. Job design typically refers to the way that a set of tasks, or an entire position, is organized. Job design has been defined by Davis (1966) as: “the

specification of the content, methods and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder". Job design is the conscious efforts to organize tasks, duties and responsibilities into one unit of work.

Charlton (2010) noted that Job design is concerned with deciding the nature of duties and responsibilities that constitute an independent job in the organisation. The aim of job design is to improve job satisfaction, to improve quality and to reduce employee problems (e.g., grievances, absenteeism, turnover, etc.).

Collings & Wood (2009) added that it constitutes an important part of the detailed organisation design. It involves,

1. identification of individual tasks
2. specification of methods of performing the tasks
3. combination of tasks into specific jobs to be assigned to individuals

## 9.2 Types of Job Design

There are different types of job designs. Common among them include:

1. **Traditional Job Design:** The traditional approach to assigning job duties emphasizes the commonality or similarity of particular jobs across organisations.
2. **Maximum Efficiency and Job Design:** This approach is concerned with finding the best combination of physical movements, tools, and tasks to maximum productivity.
3. **Psychological Issues and Job Design:** This method emphasizes the psychological impact work has on the person performing it. They create more interesting and challenging

work and positive motivational force within the individual (CIPM, 2011).

### 9.3 Approaches to Job Design

Job design is carved using many approaches and they may include:

1. Exploration of tasks and the tasks are sorted, evaluated and optimized.
2. Based on tasks, the right set of responsibilities is defined for the job as the employee can perform the job smoothly and the organisation can still keep the control over the employee.
3. Based on the analysis of the tasks, the right order of the jobs are determined and the employees are asked to follow the right procedure as the organisation runs at the minimum possible costs (Czanik, 2005).

### 9.4 Job Analysis/Evaluation

Job Analysis, otherwise referred to as Job Evaluation is the process of collecting information about a job. The process of job analysis helps in the preparation of job description and job specification.

Job analysis is the activity of studying the nature of an existing job and analysing it to provide insights into associated issues like how difficult or easy the job is, what is the standard quantity of work output for the job, and what kind of skills and capabilities required for performing the job (Dougherty, 2002).

Job analysis is about assaying of the current jobs and it can be used as the input to the job design. The job analysis is about sorting the jobs of the current employees and looking for the similarities. Job analysis is used for the evaluation of the jobs, not for designing new job profiles. Job analysis can help to compare the jobs of employees

and to bring a new systematic approach to restructure the hierarchy of jobs in the organisation (Ehie & Madsen, 2005). The job analysis may be used for many different purposes such as,

- a. recruitment, training need analysis, and
- b. job evaluation.

A job analysis must include a job description of the job analysed. However, other parts of the document recording the result of job analysis may vary depending upon the nature of analysis carried out and the purpose for which it is to be used.

### 9.5 Techniques of Job Analysis

According to Hartley (1999), the following are the basic techniques of job analysis.

1. **Observation:** Observation involves simply watching incumbents perform their jobs and taking notes. The more jobs one seriously observes, the better one's understanding becomes of both the jobs in question and work in general. Use of the observation method is limited because many jobs do not have complete and easily observed job duties or complete job cycles. Thus, observation may be more useful for repetitive jobs and in conjunction with other methods.
2. **Interviews:** Interview involves asking of questions but, can be very time consuming. Interviews are most effective when structured with a specific set of questions based on observations, other analyses of the types of jobs in question, or prior discussions with human resources representatives, trainers, or managers knowledgeable about jobs.
3. **Critical incidents and work diaries:** The critical incident technique asks subject matter experts to identify critical aspects of behavior or performance in a particular job that led to success or failure.



4. **Questionnaires and surveys:** Unlike the results of observations and interviews, the questionnaire responses can be statistically analyzed to provide a more objective record of the components of the job.
5. **Position Analysis Questionnaire:** The Position Analysis Questionnaire (PAQ) is a well-known job analysis instrument. Although it is labeled a questionnaire, the PAQ is actually designed to be completed by a trained job analyst who interviews the SMEs (e.g., job incumbents and their supervisors).
6. **Checklists:** The checklist is preceded by some sort of job analysis and is usually followed by the development of work activity compilations or job descriptions. The scope of task statements listed depends upon the judgment of the checklist constructor (Morsh, 1964).

#### 9.6 Job Description and Specification

Goetz (1989) stated that Job Description is the objective setting of the job title, tasks, duties and responsibilities involved in a job. It deals with the process of collecting, analyzing and setting out information about the content of jobs in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management

The job specification is more sophisticated and detailed. This is the "in between the lines" that all potential employees must analyze prior to applying for any job. Here is where the contracts are drawn out if someone does not comply with the specific tasks that they signed up to fulfill. This is because job specifications involve:

1. Employee traits/characteristics needed for the job (although it is illegal to say "strong man needed", it is imperative to state in the definition of the job how much physicality is needed to do it.
2. Education/experience/skills - whether specific training, certification, or background is necessary
3. Aptitudes, attitudes- organisations companies are allowed to ask for specific personality traits such as: ability to problem solve, willingness to work with irate customers, excellent communication skills, etc (Goetz, 1989).

Helo et al (2008) asserts that the importance of Job Specification is as follows,

1. For employers, it helps filter out potential candidates, especially when they all reunite similar, basic qualities.
2. It also helps for performance evaluation, to determine bonuses based on performance, to figure out if there is an area lacking in terms of tasks for which additional training is needed, and for scheduling and work environment disciplinary purposes.

### **Review Questions**

1. Define the term Job Design
2. Mention the various types of Job Design
3. Identify the approaches used in Job Design
4. Distinguish between Job Analysis/Evaluation, Job Description and Specification
5. Explain any 5 techniques of Job Analysis

**CHAPTER 10****MANAGING COMMUNICATION AND  
EFFECTIVE EMPLOYEE RELATIONS**

**C**ommunication is said to be the life wire of every organisation. Effective communication therefore becomes a basic prerequisite for the attainment of organisational goals. No organisation, no group can exist without communication. When communication is effective, it tends to encourage better performance and job satisfaction. People understand their jobs better and feel more involved in them. It is through effective communication that an executive ultimately gets work done by others. Therefore, a successful executive must know the art of communication. The popular saying 'knowledge is power' should be modified to 'applied knowledge is power.' And to apply, effective communication is required. The following will be examined in this chapter,

- 10.1 Meaning of communication
- 10.2 Importance of Effective Communication in Human Resource Management
- 10.3 Types of communication

- 10.4 Challenges of effective communication in the organisation
- 10.5 Strategies of Improving Employee Relations
- 10.6 Improving Employee Relations

### 10.1 Meaning of communication

Apart just being the means of relating goals and expectations in the organisation, communication is a means whereby the employee can be properly motivated to execute the plans of the organisation enthusiastically. It is the means by which behaviour is modified, change is effected and goals are achieved.

According to Smriti (2014), communication is the link between knowledge and information. In organizations, communication transmits orders for work, aids in doing the work, buying raw materials and in advertising and selling the product. It is the means used to hire, fire, promote, praise, urge, censure, persuade and so on. He added that communication plays a major role in dealing with employer-employee relationship problems, employee productivity, in short, with all human relations matters. Bad communication is often the root cause of many problems.

Communication is simply the process of transmitting, information from one person to another. It deals with the sharing of message idea or attitudes that provide a degree of understanding between a sender and a receiver.

Good communication presupposes a two-way flow of information from the top down and from the bottom up. It can be compared to a mighty river on the banks of which business life is built. McGregor sees all communication as a major factor in influencing others. Social interactions involve communication. In organisation communication is a two-way traffic whereby objectives, orders and policies are transmitted downward and desires and dissatisfactions are

transmitted upward (Smriti, 2014).

## 10.2 Importance of Effective Communication in Human Resource Management

According to a publication by Education Observer (2014), the importance of effective communication is exemplified below,

1. An effective tool for planning: Planning, the most important function of management requires extensive communication among the executives and the other personnel. Communication is important in executing a planned programme and then controlling the activities of the personnel with the help of feedback information. To assess the performance of the personnel in the light of the planned objectives, communication is necessary.
2. Basis of co-ordination—Present day organisations are designed on the basis of specialisation and division of labour. In order to achieve the desired objectives, it is very necessary to coordinate the efforts of the labour engaged in the various activities of production and organisation. Co-ordination requires mutual understanding about the organisational goals, the mode of their achievement and their inter-relationship between the works being performed by various individuals; this all can be achieved only through effective communication.
3. Establishment of effective leadership—Communication is the basis of effective leadership. By developing the skill of communication, a manager can be a real leader of his subordinates. A good system of communication brings them in close contact with each other and removes misunderstandings.

4. Increases managerial efficiency – For the smooth running of the organisation, management conveys directions, goals and targets; issues instruction, allocates jobs and responsibilities; and looks after the performance of subordinates. This all is not possible without effective system of communication. As a matter of fact it lubricates the entire organisation and keeps the organisation at work. Moreover, management cannot work efficiently unless it knows the grievances of its subordinates and removes it. Thus the skill of communication has become an essential quality of successful management.
5. Basis of Decision-making – In order to make prompt decisions, facts and information should be collected. Thus communication is a primary requirement of decision making. Again to implement the decision effectively, it becomes essential to convey the decisions to the subordinates concerned through an effective system of communication.
6. Morale Building and Motivation – Communication system enables management to change the attitude to motivate influence and satisfy the subordinates. Proper and timely communication between the interested parties reduces the points of friction and minimise these that inevitably arise. Good communication improves good industrial relations and ensures participative and democratic pattern of management.
7. Job satisfaction – Good communication removes the possibility of misunderstandings among the parties concerned. Workers know what they have to do and how. It creates a sense of cooperation among them. It will increase the morale of the worker and each worker will be fully satisfied in his work. Thus, we see that communication is very vital for the very existence of an

organisation.

### 10.3 Types of communication

There are four main types of communications in the organisation. The unlisted types will be examined briefly below,

- a. **Upward communication:** Upward communication is when the lower levels of an organization communicate with the upper levels of an organization.
- b. **Downward communication:** Downward communication is the opposite of upward communication, in that the communication occurs from the upper levels of an organization down to the lower levels of the organization.
- c. **Diagonal communication:** A diagonal communication approach occurs when interdepartmental communication occurs with people at different levels of the organization. When the human resources assistant speaks with the marketing manager about the hiring of a new employee in marketing, this would be considered diagonal communication.
- d. **Horizontal communication:** this occurs when people of the same level in an organization, for example, a marketing manager and a human resource manager, communicate usually to coordinate work between departments. An accounting manager might share information with a production manager so the production manager knows how much budget they have left.

It is important to highlight here also that there are four main types of communication styles: expresser, driver, relater, and analytical. Communication can be verbal and Nonverbal. Nonverbal

communication is one of the most important tools we can use to communicate how we feel. Watching others' body language can give us signals as to how they may really feel. Equally, listening is also an important part of communication. Active listening occurs when we are interested in what the other person has to say, and we check with the speaker to make sure we understand what they have said. Competitive or combative listening is when we are focused on sharing our own point of view. Passive listening is when we listen to someone, but do not verify that we understand what someone is saying.

#### 10.4 Challenges of effective communication in the organisation

According to Appleby (1994), the following covers most of the elements in a faulty system of communication,

1. Lack of sound objectives words which are vogue imprecise omitting necessary information
2. Faulty organization, such as lack of definition of responsibilities, too long chains of command and too wide spans of control
3. Too Many assumptions made by a receiver who may be too quick in evaluating the meaning because of his inability to listen carefully.
4. Use of technical Jargon, particularly in a new specialist fields, e.g. computers in addition the different educational and social background of recipients do not aid effective understanding.
5. The atmosphere or environment may not be normal and innocent remarks may be given wrong interpretation



There are communications techniques that can an organisation effectively reach employees and encourage behaviours that advance strategy and improve results. Two of such techniques include the need to keep the message simple, but deep in meaning and then to build behaviour based on market and customer insights.

### 10.5 Strategies of Improving Employee Relations

Maintaining healthy employee relations in an organisation is a pre-requisite for organisational success. Strong employee relations are required for high productivity and human satisfaction. Henri (1980) maintained that employee relations generally deal with avoiding and resolving issues concerning individuals which might arise out of or influence the work scenario. Strong employee relation depends upon healthy and safe work environment, hundred percent involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organisation. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level. Good employee relation signifies that employees should feel positive about their identity, their job as well as about being a part of such a great organisation.

Huang et al (2004) observed that despite the importance of strong and healthy employee relations, there are circumstances in the life of every organisation when employee and management relations are hampered. Instances of such circumstances are as follows-

1. When the employees do not behave as per accepted norms of behaviour, it is known as employee indiscipline. Absenteeism, change in employee's behaviour, slow performance and grievances are all forms of employee indiscipline. Thus, when the employees fail to meet management expectations in terms of standard performance and behaviour, it is referred to as indiscipline. In such cases, it

must be ensured by the management that steps should be taken so that employee's behaviour is in conformity with the managerial expectations.

2. Similarly, the employees also expect from the management to provide them a safe working environment, fair treatment, proper incentives, participation in decisions, and needs satisfaction. The failure on part of management to meet these expectations is termed as employee grievance.
3. When the employees fail to meet their own expectations whether in terms of personal goals, career goals, performance, self-respect, etc it is referred to as employee stress. Excessive workload, insufficient workload, peer pressure, excessive/unreasonable use of authority by the management, lack of promotional opportunities, nature of job, etc all again lead to employee stress (Huang et al, 2004).

All the above mentioned organisational factors influencing employee relations must be carefully tackled. An optimistic approach to strengthen disciplinary culture rooted on shared norms of employees should be adopted. An effective grievance redressal system should be there. Stress management strategies should be followed in the organisation.

### 10.6 Improving Employee Relations

Employee relations must be strengthened in an organisation. To do so, the following points must be taken care of:-

- i. Employee has expectation of fair and just treatment by the management. Thus, management must treat all employees as individuals and must treat them in a fair manner. Employee favoritism should be avoided.

- ii. Do not make the employees' job monotonous. Keep it interesting. Make it more challenging. This can be done by assigning employees greater responsibilities or indulging them in training programmes.
- iii. Maintain a continuous interaction with the employees. Keep them updated about company's policies, procedures and decisions. Keep the employees well-informed. Informed employees will make sound decisions and will remain motivated and productive. Also, they will feel as a member of organisational family in this manner.
- iv. Employees must be rewarded and appreciated for a well-done job or for achieving/over-meeting their targets. This will boost them and they will work together as a team.
- v. Encourage employee feedback. This feedback will make the employers aware of the concerns of employees, and their views about “you” as an employer.
- vi. Give the employees competitive salaries. They should be fairly paid for their talents, skills and competencies.
- vii. Be friendly but not over-friendly with the employees. Build a good rapport with the employee. The employee should feel comfortable with the manager/supervisor rather than feeling scared (Ikeanyibe, 2009).

### **Review Questions**

1. Define the term communication
2. Highlight the importance of communication in HRM
3. What are the various types of communication?
4. Mention the challenges of effective communication in the organisation
5. Identify 5 strategies of improving employee relations

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