

Human Resources Management

Nishantha Kamaladasa

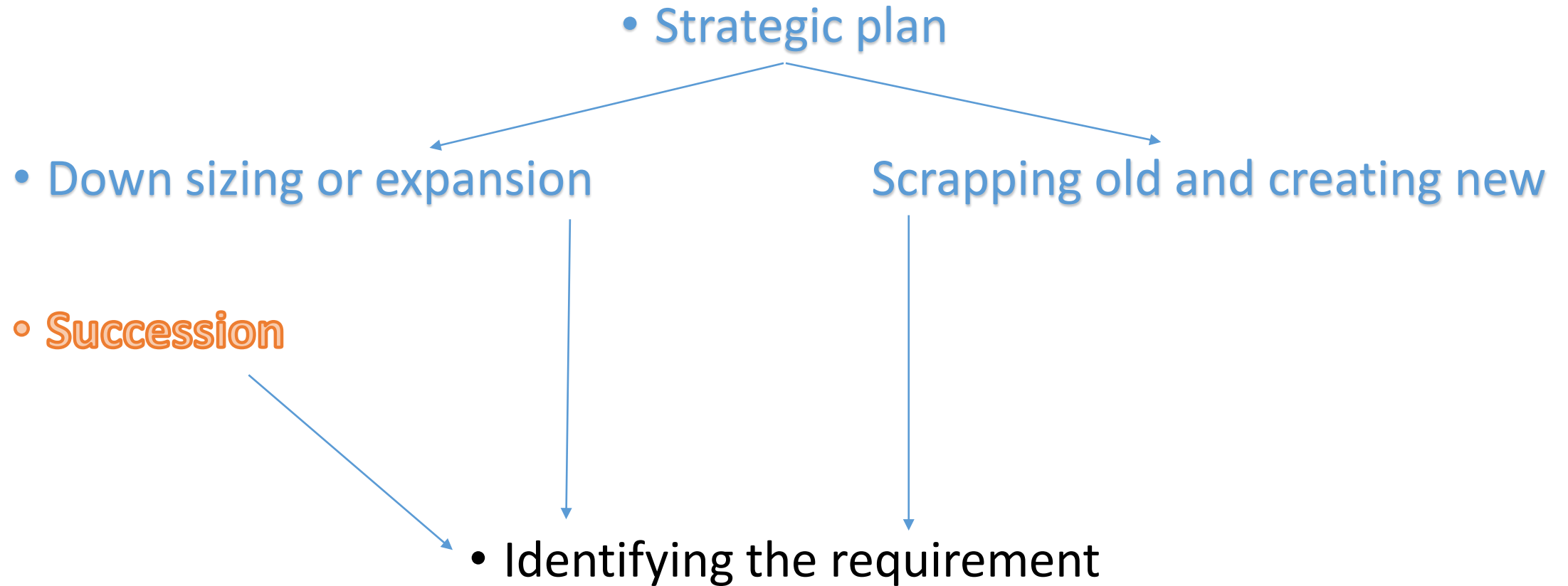
How does HR differ from other resources?

- Materials
 - Machines, tools
 - Finance
 - Information
 - HR
- Write down

HR the most volatile area

- Most critical area
- Most difficult area to control and manage
- Most vulnerable area
- Robots
- Machines
- Intelligence machines
- Auto pilot cars
- Computer solutions and artificial intelligence
- [Internet of things](#)

Assessing HR requirement/ HR Planning



Succession Planning

Considering

- Actual numbers in relation to
 - Retirements
 - Promotions
- Predicted numbers based on the past and current trends and possible future scenarios
 - Resignations, retrenchments, long leave

Recruitment

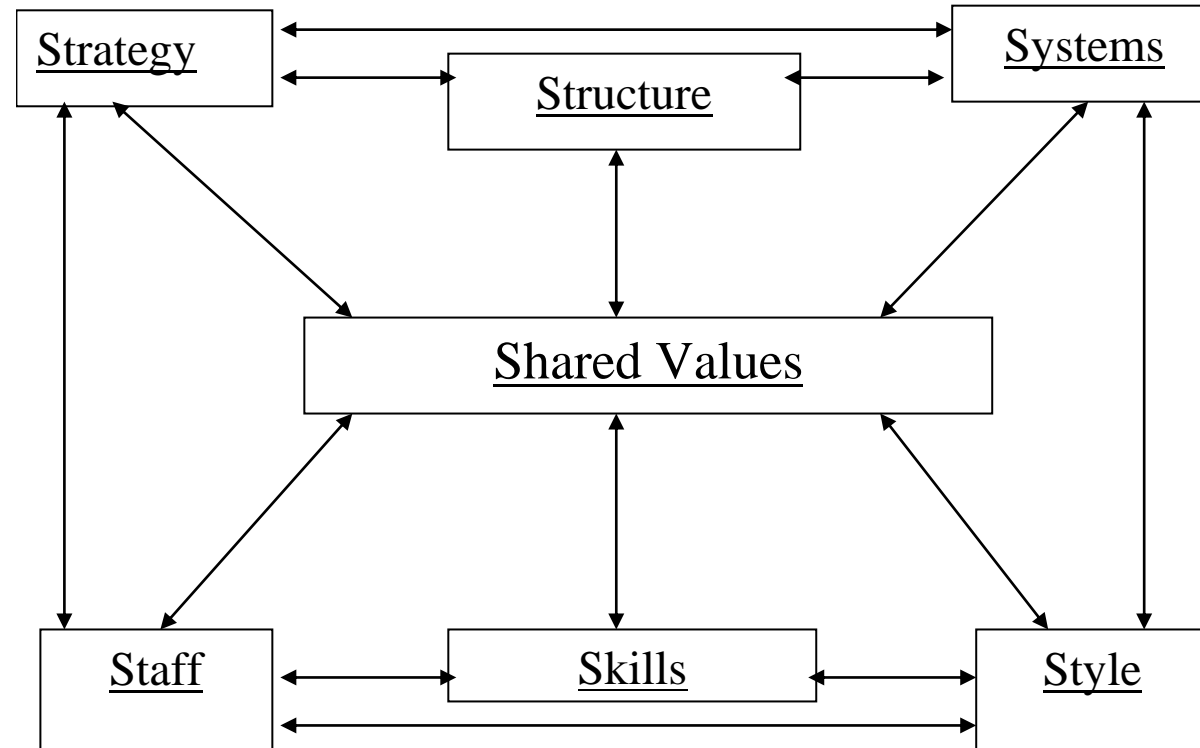
- Is it really necessary? What alternatives
- Outsourcing an entire service
- Redefining jobs – by making those multi-tasking
- Automation

Basis of recruitment

What options?

- Casual/ad hoc
- Temporary
- Contract
- Permanent

Compatible with other attributes



Recruitment policy – what is better

Internal

- Opportunity to promote people through which you can motivate (not only the one who gets the job but also others)
- You fill the vacancy with people who know the culture

External

- New blood which can bring new insights to organization
- Wide range to select

Recruitment process

- Job profile
 - What is expected to fulfill in the job (functions to be performed)
 - Should be descriptive enough to attract the prospective candidates and to leave out the irrelevant applicants
- Job specification
 - What competencies, skills and experience one should have to perform the job
 - What age or gender is considered necessary to fulfill the job
 - It is expected to give information about who can apply and who cannot

Recruitment process

- Job profile
- Job specification
- Remuneration
 - Attracting (need to attract good people)
 - Equality (cannot afford to tip the balance off)
- Mode of recruitment
 - Hand picking
 - Open advertisement
- Media of circulation

Recruitment

- Screening criteria
- Selection test
- Evaluation criteria
- Final selection
- Appointments
 - Job responsibilities
 - Reporting
 - Career prospects
 - Work/service conditions
 - Salary

Recruitment

- Recruit for
 - Knowledge
 - Skills

What is happening

- Recruit for
 - Talent
 - Attitudes

What should
happen

Induction – what you need to do?

- Introduce to the organization
- Introduce to other members of staff
- Clarifying responsibilities
- Issuing a list of duties
- Inform the reporting structure and reporting requirements
- Explaining key organizational cultural norms
- Induction training where necessary
- Performance contract with targets when applicable
- Specify how the work is going to be evaluated with criteria

Resource allocation

- Place to work
- Equipment, tools and machinery
- Materials
- Team

Service conditions

- Occupation health warnings and rules to comply on safety
- Breaks
- Leave and other entitlements

Motivating

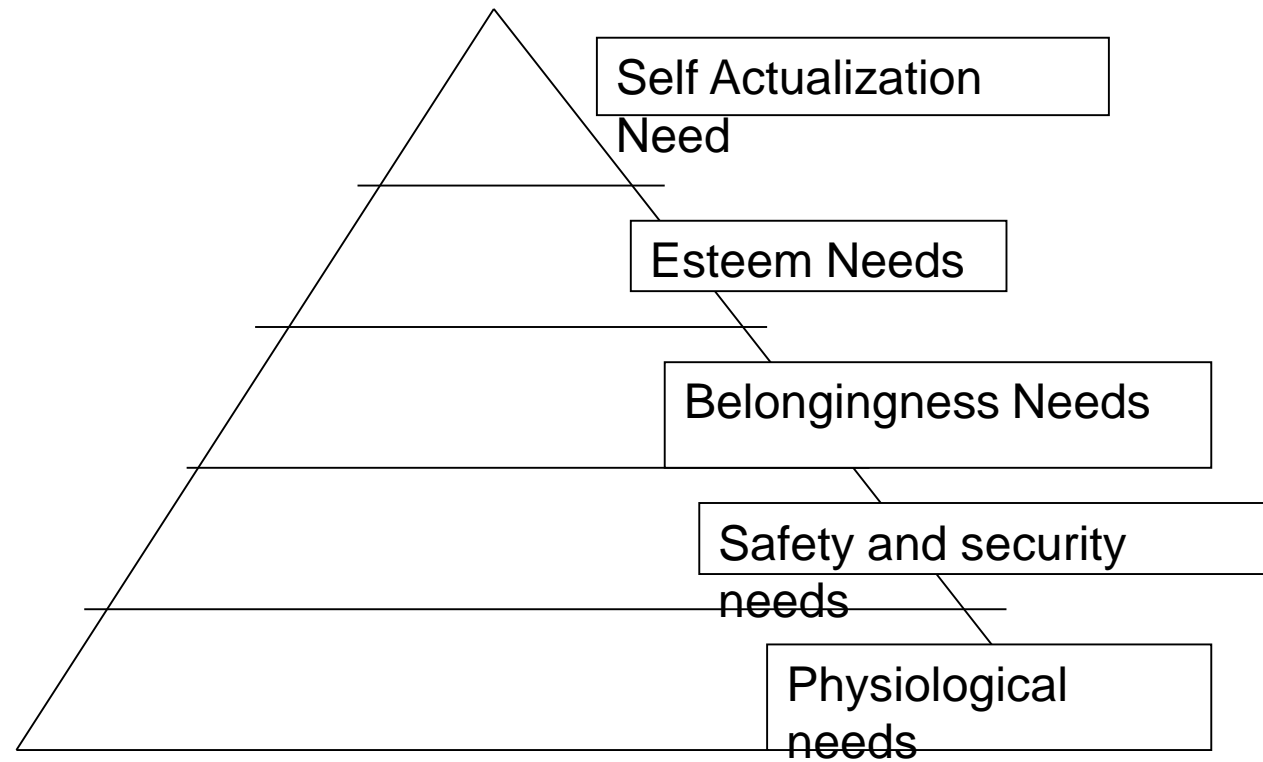
- Understand the motivation drives of the person
- See how arrangements could be made to satisfy those drives

Maslow's Hierarchy of Needs

Arrange in the right order

- Basic Physiological Needs
- Security
- Self Actualization
- Belongingness and Acceptance
- Esteem or Status

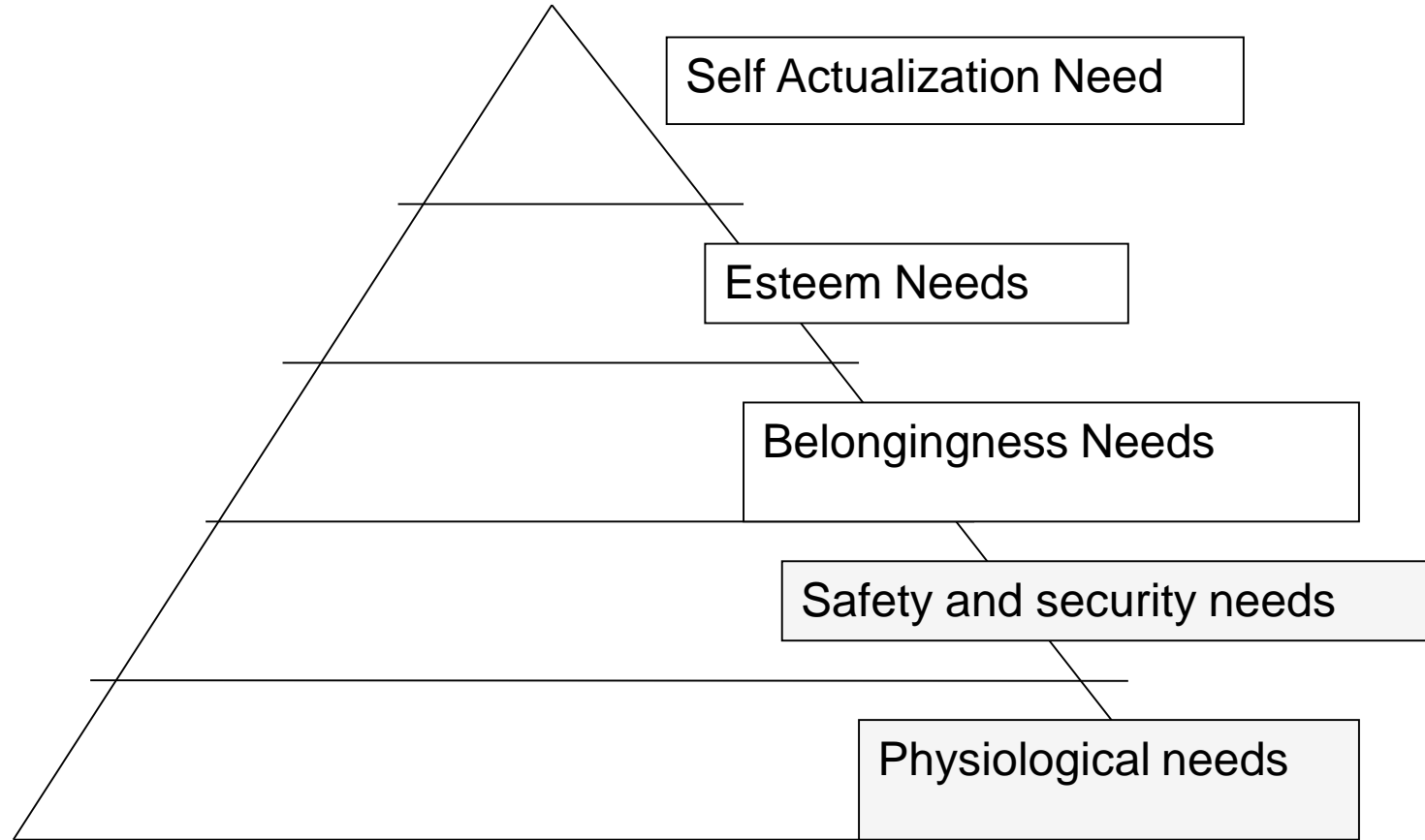
Maslow's Hierarchy of Needs



• Growth



• Survival



Self Actualization Need

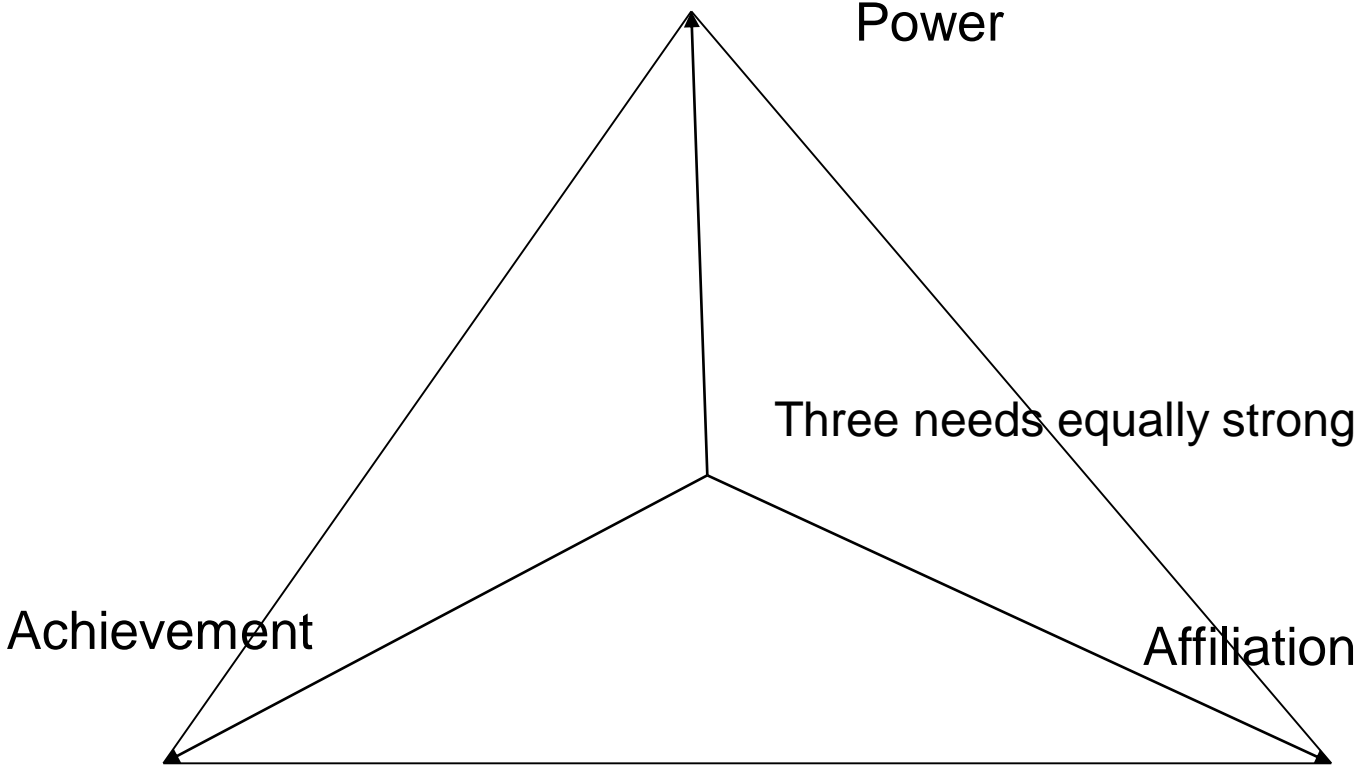
Esteem Needs

Belongingness Needs

Safety and security needs

Physiological needs

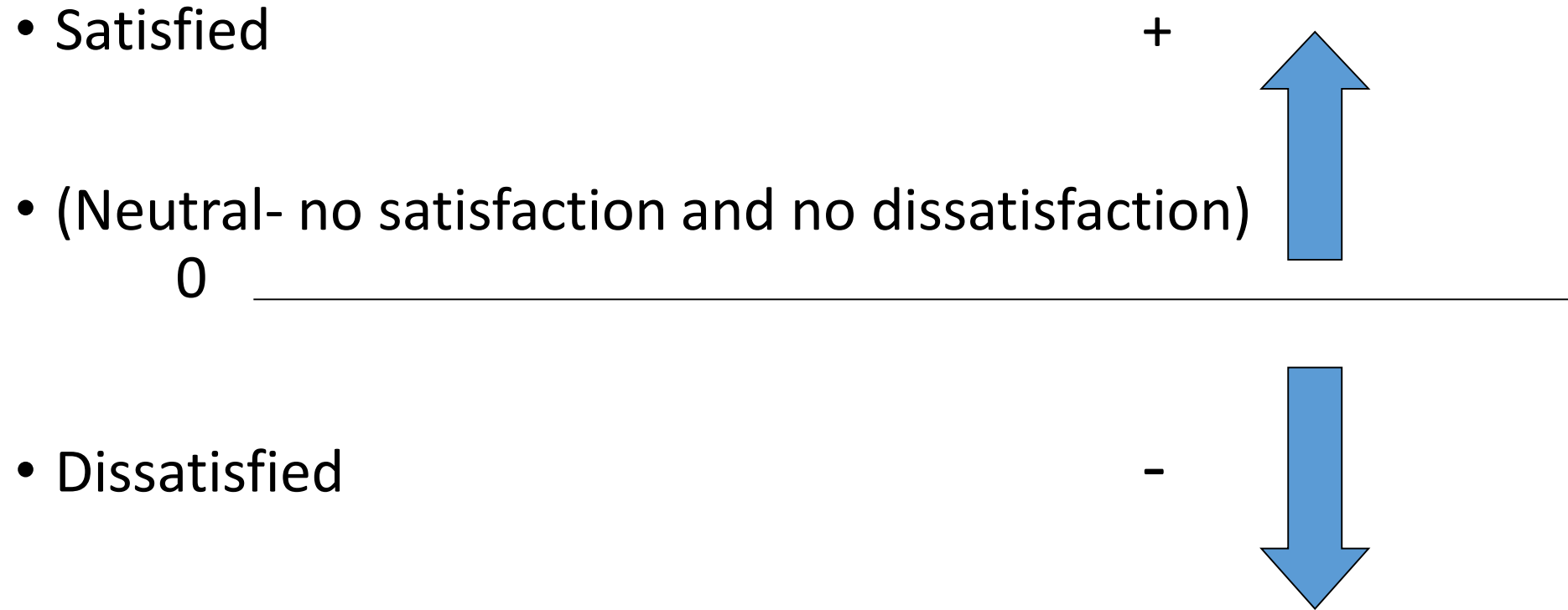
Three Basic Needs



Assessing Rewards

- Value of reward change from person to person
- It also changes from culture to culture

Herzberg Two factor Theory



Difference in impact

Hygienic factors

- If not present they will leave
- If present they will remain but may or may not work

Motivating factors

- If not present they will be frustrated
- They will not be motivated to give their best but only the minimum

Classify

- Achievement
- Status
- Recognition
- Company Policy and Administration
- Security
- Work itself
- Advancement
- Salary
- Supervision
- Work conditions
- Responsibility
- Growth
- Relationship with others
- Personal life

Hygienic and Motivating Factors

Hygienic Factors

(Reduce the negative)

- Company Policy and Administration
- Supervision
- Work conditions
- Salary
- Relationship with others
- Status
- Security

Motivating Factors

(Create the Positive)

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth

Financial and similar rewards are tricky

Absolute reward

- Hygienic factor

Relative reward

- Motivating factor
- It does recognizes once value

Motivation

- What motivates people
- How it works

Stimulus Response

- You **reward** a behavior
- You **punish** a behavior
- they will **repeat** it
- they will **avoid** it

Limited applicability of Stimulus Response theory

- If behavior is simple
- It does not involve a cost

Cost Benefit

Cost

What is the cost I have to incur?

What is the opportunity lost?

How costly is that loss?

Can it be compensated with what I get?

Benefit

How do I value the reward given to me?

Is it something I consider worth while?

Limited Applicability of Cost Benefit Theory

- If the effort ensures a outcome
- If the effort will not end up in failure

Goal Expectancy

Gamble

- How much effort do I have to put in?
(Cost assessed)
- What is the probability of me succeeding?
(Probability assessed)
- How rewarding it is at the end of the day?
(Reward assessed)

When one works in a non-working culture

- How much effort do I have to put in?

(Cost assessed)

- What is the probability of me succeeding?

(Probability assessed)

- How rewarding it is at the end of the day?

(Reward assessed)

- Cost is high

- Others will not support

- Probability of success is low

- They will even sabotage

- It will not be rewarding at the end of the day

- you will have lot of enemies

Creating a working culture is therefore

- Responsibility of the HR Department

Equity in reward is a HRM function

I am not satisfied with what I am getting I would be satisfied only if it is compatible with what others get

$$\frac{\text{My Reward}}{\text{My Effort}} = \frac{\text{Other's Reward}}{\text{Other's Effort}}$$

Inspiring people

- You can make people to do the almost impossible by [inspiring](#) them
- What HRM Departments cannot do but leaders could do

Motivation and Inspiration

Out of the two

- What assumes people are emotional and not rationale
- What tries to appeal to facts, figures and arguments but not to feelings or emotions
- What is more powerful
- What is more sustainable
- What market economies and what central command economies adopt
- What depends on the leader

Difference

Motivation

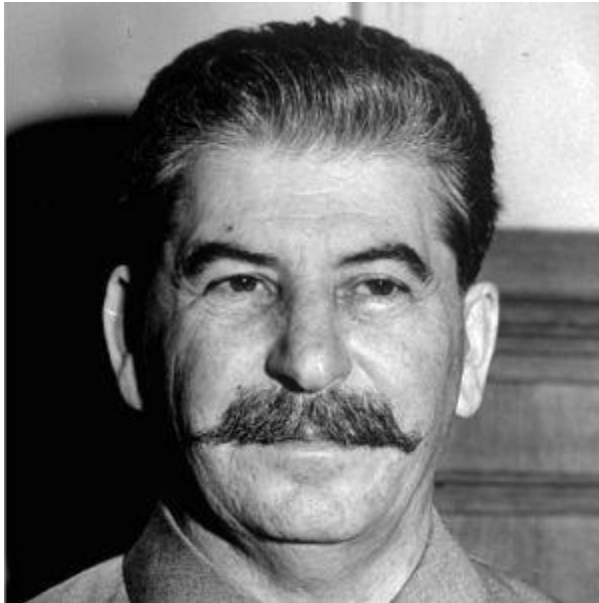
- Assume people are rationale
- Appeal to facts, figures and arguments
- Not powerful
- Sustainable
- Market economies run on this
- Leader is not critical

Inspiration

- Assume people are emotional
- Appeal to emotions
- Very powerful
- Not sustainable
- Centrally controlled economies run on this
- Leader is critical

Leader is critical in inspiring

-



What would you adopt?

- Motivation
- Inspiration –
 - Artificial, acted upon and not genuine, with ulterior motives
 - A bait to trap
 - Not rationale – made to believe

What would you adopt

Motivation

- Cash
- Other

Inspiration

- Words
- Deeds

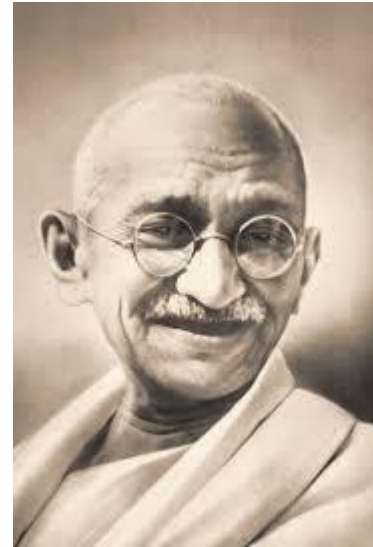
Inspiring

- By words
- By emotional outbursts



- By manipulation

- By deeds



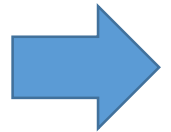
- By example

Two kinds of individuals

- Lone crusaders



- Team workers



Career development

- Advancement is a motivating factor
- Career goals have to be setup assessing each individual
- Appraisal should brief the level of readiness for the next promotion
- Competencies have to be developed to make the person ready
- Opportunities have to be provided to get on-the-job training

Career Development and Succession Planning

- Identifying people for promotions
 - Organization (To cater for future requirement)
 - Individual (To retain individuals)
- Identifying people to fulfill impending vacancies

Training and development

- Current job
- Future promotions

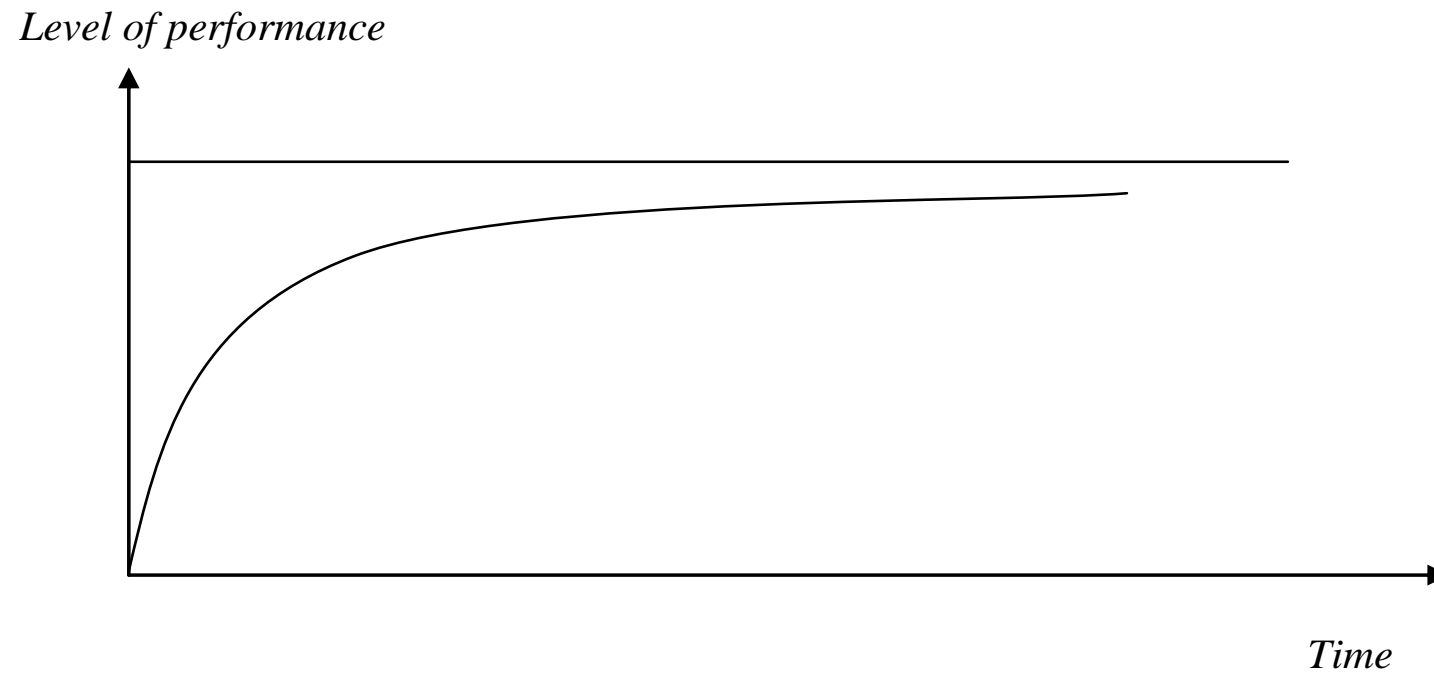
Training and Retaining

- Training involve a cost
- Trained people are in demand
- They leave for greener pastures
- If you don't have a retaining strategy it will only help people to leave

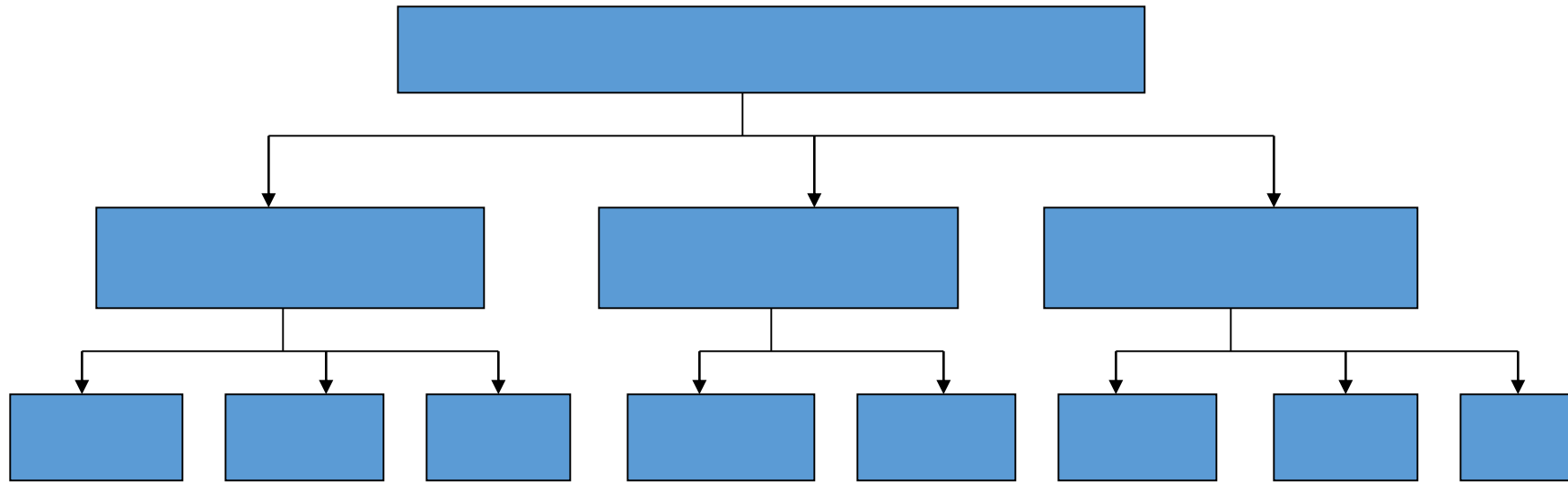
Transfers and promotions

- Better to have policies on transfers and promotions
- It could be instruments of motivation as well
- However primary concern would be to fill the voids in the best possible manner

Placement and Transfers (Learning Curve)



Career Development and Promotions



- Vertical Promotions
- Horizontal Transfers

Grievance Handling

- Work related
- Personal

Grievances (work related)

- Injustice
- Discrimination
- Illegal action
- Wrong interpretation of law or policy
- Asking for the pound of flesh
- Not explaining decisions
- Harassment
- Not giving sufficient time, not warning, not advising, etc
- Different treatment for same situation, favoritism, nepotism, etc
- Not providing or denying a legal entitlement
- Interpreting a statutory requirement wrongly
- Not considering the context
- People are allowed to form their own opinions
- Sexual or other kinds of harassments

Managing super performers

Advantages

- They are assets
- They can be **role models** for others to emulate
- They can **help** others

Disadvantages

- They wield power
- They may demand and become **bad examples**
- They may **prevent** others getting in to their shoes



Managing difficult people

- Understand them
- Avoid misidentification – all difficult people are not bad
- Better people are sometimes difficult – use them appropriately
- Don't deal with difficult people – deal with their actions
- Don't play their game – don't lose your cool
- Create systems
- Train and develop them

Disciplinary issues

- Insubordination
- Sabotage
- Corruption and stealing
- Harassments to staff, customers and public
- Alcoholism or abuse of drugs
- Not adhering to the regulations
- Negligence of duties
- Under performance
- Absenteeism

Discipline management

- Counselling
- Verbal warning
- Written warning
- Charge sheet
- Compulsory leave
- Inquiry
- Punishment
- Termination

Termination on disciplinary grounds

- If you have been careful in selection, this unpleasant action can be minimized
- Sometimes it is better to give the opportunity to a graceful exit than a forceful termination even when it is done on disciplinary grounds
- Termination on disciplinary grounds should be a result of a long process and the last thing
- However it is not a thing that should be totally avoided
- Sometimes it could be a precondition to the survival of the organization

Retrenchment could be

- Part of a strategic decision to downsize, automate, etc

Retrenchment

- Saying Good bye
 - Make the separation happy
- Help him to lead a life after
 - Give a call and see how he is doing

Retirement

- Making people ready for their retirement
- Give orientation for better retirement life

Associated work

- Managing HR information
- Trade union relations
- Man power reviews
- Work or motion studies
- Kaizen and 5S
- Creating a facilitating environment (physical and social)