HUMAN RESOURCE MANAGEMENT

SEMESTER – V

18BTM54C

Objectives:

To learn the various managerial skills necessary for the success of tourism industry.

To enable the students to understand the procedures and practice applied for the manpower training and placement

UNIT I

1. HRM-Introduction Meaning and Definition

2. Evolution of HR Practices

3. Functions of HRM

4.Organizational structure of HR Department

UNIT II

1. Human Resource Planning-Meaning and Definition

2. Job Analysis, Job Evaluation

3. Recruitment and Selection

4. Induction

UNIT I1I

1. Human Resource Development -Meaning and Definition

2. Training &Development

3. Promotion Transfers

4. Employee Retention

UNIT I IV

1. Compenaton

2. Rewards and incentives

3. Performance Appraisal. Potential Appraisal

4. Employee Attrition

UNITV

1. Roe of HR Managers

2. Employee Morale

3. Quality of Work Life (QWL

4. Latest trends in HRM

Books Recemmended for Reference:

1. Jobn Bration (2017h Husun Reouree Managemneut Theoey and Practice, Palgravw.

2. KAswathappa (2010, Human Reoure Manngment Tests and Caoes, McGrw Hill, Siuh Edition, New Dellh.

3. Gary Dessler (2011), A Framewoek for Human Resource Management, Pearson, Noida

4. David B. Balkin & Rotert 1. Candy (2014), Managing Human Reources, PHI, New Delhi

UNIT V

ROLE OF HR MANAGERS

HR manager plays a pivotal role to achieve organizational objectives. It is human resource/work people who perform task and achieve company goals.

So, human resource is a must in an organization. To get the right number and right kind of human resource at the right time of company need and to motivate, prepare and develop the human resource to perform task, the person in charge of such job, i.e., human resource manager is no less important in an organization than human resource at work.

HR manager is a guide, philosopher, friend, path-finder, path identifier, problem solver, competence maker of the human resource.

Role of HR manager is discussed in brief as under:

1. Advisory Role:

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company's vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers' to help the transformational process of dynamism.

2. Pro-Acting Role:

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

3. Welfare Role:

HR executive looks to the welfare aspect of the employee's viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

4. Developmental Role:

Development of workers for attaining company goals is made by the HR manager through improvement of knowledge, skill, abilities, aptitude, attitude, value, beliefs etc. A dynamic

organization needs dynamic employees and transformation of employee's mind-set to the process of dynamism is possible only when all the potential areas for growth and development are reinforced.

HR manager takes all possible measures for growth and development of employees through formulation of HR policies in the matter of training, career planning and development, counselling etc.

5. Mediator's Role:

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

6. Social Upliftment Role:

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

7. Counsellor's Role:

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital matter, family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

8. Spokesperson Role:

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are non-unionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, demand to the top management for settlement/redressal.

9. Motivator's Role:

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward

schemes. HR manager's role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

10. Procurer's Role:

HR manager helps to procure the right number and right kind of people at the right time, to enable the company to run smoothly, effectively and efficiently and to achieve its goals. He facilitates formulation of a dynamic recruitment policy, designs and develops Test/Interview techniques, selection process, suiting individuals and organization requirement in order to find out the right persons for the required jobs. He makes a systematic, problem free procurement exercise when workers express happiness, satisfaction and a state of contentment.

11. Change Agent Role:

In changing scenario, workers are required to change their attitudes, belief, perceptible state, values to meet organization needs, requirement and expectation. In the age of stiff competition organization can survive and develop only if the workers are adaptive to change requirement. It is the HR executive who through establishment of sound human relation convinces the workers about the necessity of changing attitude, values to accept change role, as reinforced by introduction of OD programme, TQM concept, quality circle etc.

12. Maintenance Role:

HR manager plays a pivotal role to retain the dynamic, excellent, highly skilled workers by providing attractive compensation package, introducing reward management, career planning and development, welfare, fringe benefits and social security schemes. Suitable policies are formulated, programmes are designed, necessary measures are taken to implement schemes for growth and development of employees, with and through the active efforts of the HR manager.

13. Disputes Prevention Role:

HR manager takes remedial measures-curative and prophylactic to redress and prevent grievances, disputes in order to bring harmony and peace in an organization through introducing, grievance handling machinery, collective bargaining process, rational approaches to discipline management, quality of working life, participative concept and the like.

HR executive creates congenial and conducive climate in the company by eliminating differences between management and workers and developing understanding on the basis of mutuality.

14. Executive Role:

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

15. Decision Maker's Role:

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

16. Coordinator's Role:

HR executive coordinates the task of developing, interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

17. Strategist Role:

HR manager helps to accomplish business strategy of the organization through introducing and implementing HR strategies.

EMPLOYEE MORALE

Employee morale is defined as the attitude, satisfaction and overall outlook of employees during their association with an organization or a business. An employee that is satisfied and motivated at workplace usually tend to have a higher morale than their counterparts. Employee engagement and employee satisfaction play an important role for employees to be happy in their workplace.

On the contrary, employees who are not happy in their workplace, who constantly complain and crib about the various attributes in an organization, like employee policies, workplace culture, facilities at work etc. tend to have a low employee morale. This is quite evident in their behavior. Employee morale is a complex concept because it involves a lot of factors that affect their morale.

Employee morale is vital to organization culture- a positive collective attitude will create a positive working environment for everyone. If your organization has a poor morale or a culture of suffering then there is a possibility that in your organization employees have a low or negative morale that can adversely affect the productivity of the organization. It can most certainly lead to greater employee attrition, just to begin with.

So how can you measure the morale of employees? It's easy! Here are a few tips that you can use to check if the employee morale is high or not:

1. Stay connected with your employees: A <u>feedback</u> is an effective mechanism to stay in touch with your employees. Deploy an employee engagement survey at timely intervals to get first-hand feedback about how engaged or motivated are your employees. The responses to the survey will help you determine their attitude and in turn their morale.

2. Your managers must be coaches: Over the last decade or so, the definition of a manager has slightly shifted from being a taskmaster to a coach. Your managers should be like coaches. They should be able to help employees learn and grow within the organization. A good manager or a supervisor will not only <u>motivate an employee</u> to perform better but also help them resolve problems and related issues.

3. A good workplace culture: Like you cannot simply induce employee engagement, you cannot expect that a negative work culture will help induce a high morale. A good work culture will help employees settle in faster especially the new employees. New employees are most susceptible to workplace gossips. One negative word can make them doubt their decision to be in the organization thus affecting your <u>employee Net Promoter Score</u>**.**

<u>Factors Affecting Employee Morale</u>

Employee morale is a complex phenomenon and depends on various factors. Here is the different criterion that affects employee morale:

1. Organization Itself: While it may sound surprising, but the organization itself is one of the biggest and most important factors that affect employee morale. An organization influences an employee's attitude towards his/her work. The reputation of an organization can certainly build up for better or worse, their attitude towards it.

2. Type of work: The nature of work an employee is performing at his/her workplace also is greatly responsible to determine the morale. If the employee is expected to perform the same task day in and out, there is going to boredom associated with it sooner or later. It can make situations worse for an employee. Unorganized organization structure also affects employees, if the employee feels that he/she is just a cog machine in a factory line, instead of a real person, this too may adversely affect their morale.

3. Personal attributes: Mental and physical health play an important role in determining employee morale. If the employee is not physically or mentally fit, this can be a potential obstacle in their progress and learning at their workplace. There are also other important factors that concern their

progress and in turn their morale: age, education qualification, years of experience, occupational levels, reward perception, and similar factors.

4. Supervision and feedback: The level of supervision received by an employee is a tremendous factor that affects the morale. If the employees feel they have no direction or don't understand the organizational goals and commitments, then it the job of the superiors and the leadership in the organization to get them on the same page. But there should not be too much interference too if the employees are given the freedom to work their morale will be high.

5. Work-Life balance: Most organization fail to recognize the importance of a healthy work-life balance. It is important that the employees have some activities to relax while they are at work. It's not just about the foosball culture or an inventory stuffed with food. It is important that proper guidance and counseling is given to the employees whenever needed.

Simple Ways to Boost Employee Morale

Employee morale is determined by how employees view their work environment and their overall level of satisfaction in their workplace. Employee morale has a direct effect on employee retention. A disinterested or unhappy employee will not stay for long in an organization that he/she cannot rationalize their goals and progress with.

Here are the 4 simple ways of boosting employee morale in your workplace as mentioned by HR leaders across the globe:

1. Streamline work based on skills: It is important for the Human Resources to recruit and assign people based on their skillset. You cannot hire a lawyer and expect him/her to carry out tasks that you would expect an engineer to do. Allowing people to work based on their competency is a win-win situation for both employees and employers.

Talent management is complex, yet necessary. If you cannot manage your employees and assign them tasks that they are hired to carry out then it's time to rethink your strategies because clearly, they will not yield the expected results. Therefore, make sure you invest in a competent human resources team, so the talent that is acquired performs well and stays happy.

2. Train them well for professional development: Most organizations fail to understand the importance of training their staff. Be it employee onboarding or any other formal training process, employees should be well-equipped to perform their tasks at work and achieve their goals. There should be a budget assigned at the start of the financial year that facilitates the training and development program.

These training will help employees sharpen their skills, which will not only benefit them but also the organization. A well organized and self-sufficient workforce is every organization's dream, so pay for these courses that ignite imagination and spark curiosity, build confidence and leads to a high morale workforce.

3. Recognize and reward employees: Employee recognition and reward keeps your workforce motivated. When, as a leader, you create an environment where good work is appreciated, employees feel empowered and take a personal interest in the tasks they are assigned to them.

The purpose of employee recognition should be to reinforce what an organization wants an employee to do more. When an employee performs well to make sure to applaud his/her hard work and achievements. This will bring confidence to them to align their personal goals with that of the organization's goals.

4. Be open to feedback: Many organizations today, promote the open door policy, where an employee is free to express what they feel to their superiors or their reporting authority because they are open to feedback. If your employees know their voice is being heard and they are considered as an integral part of the organization, this will reflect in their confidence.

If the employees feel they cannot share information with you, there are greater chances that the information will never be conveyed to you rather will just make rounds within the team and you will be alienated from whatever is happening in your own team. Instead be receptive to <u>feedback</u>, transparency is the need of the hour for most organizations and so it should be.

Finally, employee morale is not just the employee's responsibility or attitude. It is a collective responsibility of the employees and the organization to provide a conducive working environment and a workplace culture that exudes positivity and goodwill. Work culture is because of the employees and they should know the importance of values and morale. To achieve the best, it is important to first be the best.

QUALITY OF WORK LIFE (QWL)

"Quality of work life is a process (QWL) of work organisations which enables its members at all levels to participate actively and efficiently in shaping the organisation's environment, methods and outcomes.

Quality of Work-Life is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of the organisation and improved quality of life at work for the employees."

Quality of Work-Life is a generic phrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and its intrinsic meaning in a person's life.

Introduction

The success of any organisation is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organisations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organisations are required to adopt a strategy to improve the employees' quality of work life (QWL) to satisfy both the organisational objectives and employee needs.

Quality of Working Life (QWL) is a term that had been used to describe the broader job-related experience an individual has. It has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye concluded that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

characteristics that influence quality of work life:

i. Attitude of the Employee:

Specifies that an employee who is entrusted with a particular job should have sufficient skills, knowledge, and expertise in performing his/her work, willingness to learn, and openness for creativity and team spirit.

ii. Fair Compensation and Job Security:

Specifies that employees should be offered compensation in proportion to their skills, knowledge, experience, and performance. If compensation paid to employees is not directly proportional to the performance of the employee, it may lead to greater employee discontent and lack of productivity on the part of employees. Job security provided to employees in the form of permanent employment also improves QWL.

iii. Personal and Career Growth Opportunities:

Imply that an organization should provide employees with opportunities for personal development and growth. Proper training and development programs should be organized from time-to-time in order to help employees to accept higher job responsibilities in future.

iv. Balance between Personal and Professional Life:

Means that an organization should provide proper leisure and relaxation time to its employees, so that they can maintain a balance between their personal as well as professional life. They should not be overburdened or pressurized with extra work and should not be sent on unplanned business travels or untimely transfers.

v. Nature of Job:

Refers to the type of job allocated to an employee. It means that if routine, dull, and monotonous jobs are allocated to employees, then it would lead to boredom and decline in QWL, but if the nature of job is such that it offers recognition, growth, creativity, and opportunities of advancement then it leads to improvement in QWL.

vi. Level of Stress:

Needs to be reduced, as stress is harmful for an individual. If the level of stress, which an individual faces on job is high, his/her productivity and efficiency to work would decline, thus, leading to a decrease in QWL. An organization should provide a stress free environment to its employees so that they can work productively towards the goals of the organization.

vii. Risk and Reward:

Means that a job, which is risky and challenging, is paid more, as Compared to the job that requires less risk, challenge, and enthusiasm. Rewards provided to an employee must be directly proportional to the risk and responsibilities involved in that job. Rewards act as a proper motivational tool to enhance the morale of its workers.

viii. Participative Style of Leadership:

Encourages employees' participation and involvement that is employees feel themselves as a part of the organization and this develops a feeling of belongingness in them. They offer innovative and creative ideas and suggestions to managers, which in turn helps in improvement in overall work processes and environment. Recognition provided to them, in turn, helps in motivating them to perform better.

ix. Career Prospects:

Refer to opportunities for career growth and advancements. If an employee is performing well, he/she should be rewarded by providing growth prospects.

x. Fun at Workplace:

Refers to various contests, games, and quizzes that should be organized from time-to-time among employees, so that they enjoy while working. Games, such as tambola, dumb charade, can be planned at times, so that employees feel relaxed and tuned to their work.

xi. Alternative Work Arrangement Techniques:

Refer to programs, such as flexi-time and compressed workweek, play a vital role in enhancing QWL of employees.

Thus, it can be rightly said that QWL is related to job satisfaction and improvement in overall efficiency and productivity of employees. It ultimately leads to a decrease in absenteeism, turnover, and higher quality and quantity of work output. It further helps in making workforce happy and satisfied and in turn, improves physical and psychological health of employees.

Significance of Good Work-life Quality:

1. Decrease absenteeism and increase turnover,

2. Less number of accidents,

3. Improved labour relations,

4. Employee personification,

5. Positive employee attitudes toward their work and the company,

6. Increased productivity and intrinsic motivation,

7. Enhanced organizational effectiveness and competitive advantage, and

8. Employees gain a high sense of control over their work.

Problems in Improving the QWL:

Though every organisation attempts to improve the employer-employee relations and through it, the quality of work life of employees, problems may occur in effective implementation of QWL programmes.

These problems may occur because of:

1. Poor reward and recognition:

People will not do their best when they feel that employers' commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon. When employers want to get the

best from employees but do not give them reward and recognition, people will not be committed to work.

2. Dead-end jobs:

Work which does not offer opportunities for growth and promotion is one of the greatest reasons for employees' de-motivation and non-commitment. Jobs which deprive employees of self-development and growth opportunities lead to high dissatisfaction and disloyalty.

3. Managing by intimidation:

Mistreating people and managing them by threats and embarrassment leads to employees' dissatisfaction and weakens their commitment. In a best seller book" The Loyalty Link" Dennis G. Mc Carthty has identified managing by intimidation as one of the seven ways which undermine employees' loyalty.

4. Negative working environment:

Non-acceptance by colleagues, non-cooperation, too much politics, and negative behaviour by colleagues, supervisors and other people in the company also hamper commitment. At the end of the day people want peace of mind, which if not available in the work environment will discourage them to show total support to the company.

5. No job security:

One of the major needs of employees is job security. If the employee feels that he can lose his job anytime, he would not be committed towards company's goals.

6. Negative attitude:

Some people by nature are not committed to anything and anyone and as such they would not be committed to their employers also. Commitment is an attitude and those who lack it will not be committed to their jobs.

LATEST TRENDS IN HRM

Digital innovation and disruption is nothing new. But perhaps what is new is the emphasis companies are placing on digitally transforming HR. Gartner's Brian Kropp points to this urgency when speaking to the main challenge facing HR leaders:

"In a recent survey, two-thirds of business leaders told us that if their company does not digitalize more by 2020, it will no longer be competitive… We found that 88% of chief HR officers say they need to invest in three or more technologies over the next two years."

Companies that don't transform will, sooner or later, get left behind by those that do. While this applies to developing a digital transformation strategy that will stick, it extends beyond technology to tackle people-centric issues as well.

Understanding industry shifts is crucial to keeping pace with the rapid developments taking place. To that end, we've consulted industry leaders and experts to learn the top HR trends for 2020 so you can make informed decisions for your organization.

Automation Via AI and RPA

Artificial Intelligence

The influence of artificial intelligence should come as no surprise — it's been a hot topic for several years now, making regular appearances in predictions about future HR trends. However, its still expected to play a major role in HR heading into 2020.

Research has pointed to the ways in which AI can can aid the recruiting process and shown where it's less effective than humans (see graphic below for an example).

Robotic Process Automation

Robotic process automation (RPA) is a catchall that encompasses robotic skills like chatbots, natural language processing (NPL) and machine learning, as well as AI. It can speed up communications and increase productivity by providing access to the right data at the right times. When looking at future trends in human resource management, chatbots are certainly a frontrunner. Many vendors are already incorporating chatbots into their HR systems to provide answers to employee inquiries, and Chatbot News Daily predicts that HR chatbots will be implemented at more than 50% of companies by 2022.

In a Forbes article, Jeremy Nunn, who has a Doctorate of Information Technology, says that common queries for chatbots include "questions related to payment, holiday leaves, social benefits and their [employees'] general rights." Having a chatbot to answer simple questions alleviates the burden on HR departments. Nunn continues, "These bots can act as self-service platforms that allow the HR personnel to focus on responding to more complex and urgent questions that warrant their attention."

Virtual and Augmented Reality

The term "virtual reality" probably brings some common images to mind: hard-core gamers, futuristic headsets, and science fiction creations like the Holodeck from the Star Trek series.

While it's easy to assume that human resources is a world apart from the traditional virtual reality domain, the truth is that VR is one of the latest trends in HR technology.

Employee Experience

Employee experience was the third most important key initiative among HR leaders in 2019, according to Gartner. It will remain top of mind through 2020 as companies seek ways to drive engagement and foster employee-centric cultures.

Focusing on the experience that employees have with the company, much as a brand focuses on the customer experience, can:

- Boost productivity
- Improve satisfaction
- Lead to greater employee loyalty
- Encourage investment in the company's vision

Real-Time Performance Feedback

In today's fast-paced world, the traditional performance review cycle is outdated. Thanks to tools like pulse surveys and real-time feedback channels, managers no longer need to schedule time-consuming meetings or evaluate performance only once a year.

With HRMS solutions, employees can receive regular, consistent feedback. Beyond the logistical benefits, real-time feedback "provides ample opportunity for managers to have meaningful and forward-looking conversations about personal and professional development with the employee, resulting in better engagement and improved productivity," explains Sushman Biswas for HR Technologist. "It's more constructive," he writes "to engage in an open dialogue on employee contributions throughout the year."

Feedback will also evolve to see "the increased use of VR for performance management, assessments and prescreening," says Charney.