

## Human Resource Management

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HRM 3<sup>RD</sup> MODULE NOTE

MBA 2<sup>ND</sup> SEM

### **Career**

Career is viewed as a bunch or collection of jobs or positions. Generally, it describes an applicable career path within the structure of the organization. Basically, it shows the principal personnel development paths within the organization. The etymology of the term derived from the Latin word career, which means race. All the jobs, that are held together during one's working life, constitute career. It is also viewed as the sequence of positions held by an individual during the course of his employment life. Edwin B. Flippo defined a career, as a sequence of separate but related work activities that provide continuity, order and meaning in a person's life. A career may be viewed as amalgamation of the changes in values, attitudes and motivation an individual embrace, as he or she grows older. This constitute subjective element of the concept "career".

#### **Definitions:**

1. A career may be defined as ' a sequence of jobs that constitute what a person does for a living'.
2. According to Schermerborn, Hunt, and Osborn, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment'.

Career is often defined as both **external career and internal career**.

External career is defined as objective categories used by a given society and different organisations to describe the progression of steps of different occupation. Whereas internal career involves the set of steps and stages that makeup an individual's own concept of career progression in a given occupation. Due to two different approaches, in organisational context, career is considered as an integrated pace of both vertical and lateral movements of an individual in an occupation during the span of his employment. Such integrated approach is basically intended to minimize diversity of hopes and expectations of employees by obtaining a match between individually perceived careers with that of organisational centered careers.

### **Career Planning**

- As both the individual and the organisation have interests in individual's career, career planning is a deliberate process of being aware of self, available opportunities, existing constraints with the alternative choices and sequences. It also

involves, identifying career related goals and undertaking work education and related developmental exercises to provide the right direction, proper timing and sequences to attain a specific career goal.

- Career planning is an ongoing process by which an individual sets his career goals and identifies the means and ways to achieve them. The way people plan for their life's work is considered as career planning. It propels and sometimes compels an individual to explore, choose and strive in order to derive satisfaction with one's career objective. Hence has significance in individual's life.
- Effective career planning is about finding a suitable job that matches to an individuals' life. Career planning provides an answer to the question as to where a person will be in the organisation after five years or ten years or what the prospects of advancing and growing are in the organisation for building the scope of one's career. Career planning is neither an event nor an end itself. It is an ongoing process for the development of human resources and an essential aspect of managing people to obtain optimal results.

### **Features of Career Planning**

**A Process:** Career planning is an ongoing process of developing human resources. It is neither an event nor a programme.

**Upward movement:** It involves upward movement in the organisational hierarchy. It could also be special assignments, completing a project that requires better skills and abilities to handle recurring problems.

**Mutuality of Interest:** Career planning serves mutuality of interest. It serves individual's interest by taking care of his needs and aspirations to the required extent. Simultaneously it serves the organisation's interest as the human resources of an organisation are provided with the opportunity to develop and contribute to the organisation's goals for fulfillment of its objectives to the best of their ability and confidence.

**Dynamic:** The dynamic nature of career planning is to cope and adjust with the ever changing environment.

### **Objectives of Career Planning**

- ✓ It provides and maintains appropriate human resources in an organisation by offering careers, not jobs.
- ✓ It creates an able environment of effectiveness, efficiency and growth.
- ✓ It maps out careers of different categories of employees, in accordance with their ability and willingness to be 'trained and developed' to take the responsibility of higher positions.
- ✓ It seeks to maintain a stable workforce within an organisation by controlling absenteeism and reducing employee turnover.

- ✓ It caters to the immediate and future human resource need of the organisation at appropriate time.
- ✓ It increases proper utilization of managerial reserves within the organisation.

## **The career planning process**

### **1. Identifying Individual Needs and Goals:**

Refers to the reorganization of the career goals of individuals. Most individuals do not have a clear-cut idea about their career objectives, anchors, and goals. Thus, the human resource professionals of organizations must help the employees by providing as much information as possible. The career planning professionals should counsel the employees on matters such as the kind of work that suits the employees, after taking into consideration their skills, experience, and aptitude.

Such assistance is extended through workshops or seminars, where the employees are subjected to psychological testing and simulation exercises. The basic purpose of such exercises is to guide the employees in determining what they should do to build and advance their careers within an organization. Workshops and seminars may increase employees' interest in career planning by helping them to set career goals, identify career paths, and uncover specific career development activities.

### **2. Analysing Career Opportunities:**

Refers to the careful examination of career paths available to employees after identifying their career aspirations. Career paths show the possibilities of career progression and indicate the various positions that employees can hold in the organization over a period of time, if they perform well. Career paths change over time in tune with employees' needs and organizational requirements.

### **3. Aligning Needs and Opportunities:**

Refers to highlighting and aligning the gaps between the employees' needs and the opportunities provided by the organization. The alignment of needs and opportunities consists of two steps, namely identifying the potential of employees and aligning employee needs with organizational opportunities.

The potential of employees can be accessed through performance appraisal, which reveals the need for further training for some employees. After identifying the potential of employees, certain development techniques, such as special assignments, planned position rotation, supervisory coaching, job enrichment, and understudy programs, can be undertaken to upgrade their knowledge and skills.

### **4. Formulating Action Plans and Performing Periodic Review:**

Refers to designing the actions plans and reviewing periodic performance for the career development of an individual. After initiating the preceding steps, it is necessary to review the whole career plan and its implementation.

The formulation of action plans helps the employees in determining the direction of their career paths, the changes required in their careers and the skills needed to face new and emerging organizational challenges. It is also necessary from an organizational standpoint to find out how employees are doing, what are their goals and aspirations, and whether the career paths are in tune with individual needs and serve the overall corporate objectives.

### **STAGES OF CAREER PLANNING**

Employees join an organization to fulfill their career goals and aspirations and organizations provide opportunities to fulfill them. Where there is a mismatch between the two, employees experience dissatisfaction and withdraw from the organization to join another where such opportunity exists. It underlines the need for career planning. It helps the employees to achieve a better match between their career goals and the opportunities available in the organization.

**It involves the following stages:**

#### **Stage # 1. Analysing Employee's Needs and Aspirations:**

Traditionally, career planning was considered to be the responsibility of the employee. However, employees may lack information required for determining career goals and skills to develop career plans. This leads to blocked ambition, frustration and lowered morale. Therefore, organizations themselves provide resource and support to help employees identify career path and plan accordingly.

Organizations should first analyse employee's anchors i.e., urge to lose a particular career and aspirations. This assessment should be based on personnel inventory. Since most employees may not have a clear knowledge about career anchors and aspirations, the following method are used to spread career planning information.

#### **Communication of Career Information:**

- i. Provides career related information and disseminates information about career opportunities and career path.
  
- ii. Gives information about resources available to employees such as scholarship assistance, training, etc.

#### **Career Counselling:**

Some organizations arrange counselling for employees to help them assess their personal interest, aptitude and capabilities, and interpret their self-assessment.

Career planning workshop – Workshops are held to disseminate career planning information in order to enable the employees know what kind of work would suit them.

Reading materials – Employees are provided with reading materials and other media aimed at career planning.

Assessment programmes – A number of tests are conducted to help employees know what they should do to build their skills and what personal abilities fit in with their career path. All these methods helps employee set career goal, identify career paths and uncover specific career development activities.

### **Stage # 2. Analysing Career Opportunity:**

Once career needs and aspirations are known, organizations have to provide career path for each position. It indicates various positions a job holder can hold over a period of time. Career path changes overtime in tune with employee's needs and organizational requirements.

### **Stage # 3. Matching Needs and Opportunities:**

This process consists of two steps. Organizations should identify the potential of the employee and undertake career development programmes. Performance management system is a good tool to assess strength and weakness of an employee. This tool would reveal who needs additional training and who can shoulder added burdens. Suitable development techniques like special assignments, supervisory coaching, job enrichment, under study, position rotation etc., can be applied after assessing the potential.

### **Stage # 4. Action Plan and Periodic Review:**

The matching process would reveal skill gaps which need to be bridged through individual development efforts and organization supported efforts from time to time. Thus, this continuous appraisal reveals in which direction an employee is going and what skills are needed to face challenges. This assessment is needed for the organization to know the level of performance, goals and aspirations of employees and how far the career path is in tune with individual needs and serve the overall corporate objective.

## **Training**

Training is a process of learning a sequence of programmed behavior. It is the application of knowledge & gives people an awareness of rules & procedures to guide their behavior. It helps in bringing about positive change in the knowledge, skills & attitudes of employees.

The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize the need to continue training beyond initial qualifications to maintain and to upgrade and update skills throughout working life.

### Objectives of Training and Development

Training and development is a subsystem of an organization which ensures that randomness is reduced and learning or behavioural change takes place in structured format, The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, we can classify the training objectives as under:



- A. Individual Objectives – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- B. Organizational Objectives – assist the organization with its primary objective by bringing individual effectiveness.
- C. Functional Objectives – maintain the department’s contribution at a level suitable to the organization’s needs.
- D. Societal Objectives – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

### Process of Employee Training

Training of employees takes place after orientation takes place. 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 given on four basic grounds:

1. New candidates who join an organization are given training. This training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.
2. The existing employees are trained to refresh and enhance their knowledge.
3. If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, purchasing new equipment, changes in technique of production, computer impartment. The employees are trained about use of new equipments and work methods.
4. When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

### **Importance of Training and Development**

For companies to keep improving, it is important for organizations to have continuous training and development programs for their employees. Competition and the business environment keeps changing, and hence it is critical to keep learning and pick up new skills. The importance of training and development is as follows:

- Optimum utilization of Human resources
- Development of skills like time management, leadership, team management etc
- To increase the productivity and enhance employee motivation
- To provide the zeal of team spirit
- For improvement of organization culture
- To improve quality, safety
- To increase profitability
- Improve the morale and corporate image

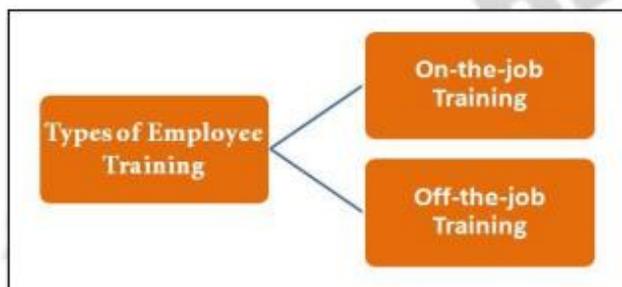
### **Need for Training and Development**

Training and development of employees is a costly activity as it requires a lot quality inputs from trainers as well as employees. But it is essential that the company revises its goals and efficiencies with the changing environment. Here are a few critical reasons why the company endorses training and development sessions.

- When management thinks that there is a need to improve the performances of employees
- To set up the benchmark of improvement so far in the performance improvement effort
- To train about the specific job responsibility and skills like communication management, team management etc
- To test the new methodology for increasing the productivity

### **TYPES OF EMPLOYEE TRAINING**

Employee Training generally can be categorized as follows:



#### **1. On-the-job Training (OJT) Methods:**

This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

#### **The advantages of OJT are as follows:**

1. On the job method is a flexible method.
2. It is a less expensive method.
3. The trainee is highly motivated and encouraged to learn.
4. Much arrangement for the training is not required.

#### **On-the-job training methods are as follows:**

##### **1. Job rotation:**

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

## **2. Coaching:**

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

## **3. Job instructions:**

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

## **4. Committee assignments:**

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

## **5. Internship training:**

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

## **6. Mentoring:**

The focus in this training is on the development of attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one-to-one interaction, like coaching.

## **7. Job Instructional Technique (JIT):**

It is a Step by step (structured) on the job training method in which a suitable trainer (a) prepares a trainee with an overview of the job, its purpose, and the results desired, (b) demonstrates the task or the skill to the trainee, (c) allows the trainee to show the demonstration on his or her own, and (d) follows up to provide feedback and help. The trainees are presented the learning material in written or by learning machines through a series called 'frames'. This method is a valuable tool for all educators (teachers and trainers). It helps us:

- a. To deliver step-by-step instruction
- b. To know when the learner has learned
- c. To be due diligent (in many work-place environments)

## **2. Off-the-job Methods:**

On the job training methods have their own limitations, and in order to have the overall development of employee's off-the-job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the job are known as off-the-job methods.

### **SOME Off-The-Job Techniques:**

#### **1. Case study method:**

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

#### **2. Incident method:**

Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

#### **3. Role play:**

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

#### **4. In-basket method:**

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

#### **5. Business games:**

According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

#### **6. Grid training:**

It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

#### **7. Lectures:**

This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

#### **8. Simulation:**

Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

#### **9. Management education:**

At present universities and management institutes give great emphasis on management education. For e.g., Mumbai University has started bachelors and postgraduate degree in Management. Many management Institutes provide not only degrees but also hands on experience having collaboration with business concerns.

#### **10. Conferences:**

A meeting of several people to discuss any subject is called conference. Each participant contributes by analyzing and discussing various issues related to the topic. Everyone can express their own view point.

### **EVALUATION OF TRAINING**

Evaluation literally means the assessment of value or worth. It would simply mean the act of judging whether or not the activity to be evaluated is worthwhile in terms of set Criteria. Hamblin<sup>43</sup> defined evaluation of training as- —Any attempt to obtain information (feedback) on the effects of training programme and to assess the value of training in the light of that information for improving further training||.

### **OBJECTIVES OF THE EVALUATION OF TRAINING**

- To find out where the desired expectations (goal) are and are not being met.
- To make the training environment more supportive of learning.
- To revise and redefine the course to make it more effective.
- To identify and reduce workplace constraints that inhibit transfer of training. To prove that training is investment and not cost.
- To get commitment and support of training by management.
- To give instructors and course developers feedback to help them improve.

- To justify and perhaps increase the training budget.
- To influence future decisions like on what kind of programmes to be included. To manage the training function more professionally

## **THE KIRK-PATRICK MODEL OF TRAINING EVALUATION**

### **1. Reaction**

This level measures how learners have responded to the training, the importance, and convenience of the preparation. Utilize reviews, questionnaires or talk to participants to get honest feedback of the training experience. This could include:

- Finding out if the course content was easy and relevant to understand.
- Discussing the strengths and weaknesses of the program
- Asking about the key takeaways
- Understand if the program was successful in matching the learner's perception and learning style.

At the end of this level, you should be able to look for any sort of gaps in the content.

### **2. Learning**

At this level you can measure what the trainees have learned and how much knowledge they have gained? This could include:

- Test scores amid and after the training
- Assessment of connected learning ventures
- Course completion and accreditation

After going through these set of metrics, assessment is done again (obviously with an enhanced set of questionnaires) after 3 months. This could again fill the gaps and let the trainees know about themselves better, thus, influencing the training effectiveness.

### **3. Behavior**

This level indicates how trainees apply the information and how has it impacted their performance and attitude at work. It takes 360-degree feedback from supervisors, peers, and reporter. This includes:

- How has learning been actualized at work?

- Are the trainees certain to share their new abilities and learning to their companions?
- Are the trainees aware that they've changed their behavior?

#### **4. Results**

The last level comes down to the 'why' part of training. It actually captures the difference in the participant's behaviour before and after the program. It includes outcomes that the organization has determined to be good for business and employees. The outcomes could include:

- Increased employee retention
- Increased production
- Higher morale
- Improved business results

**EVALUATION** can be said to have at least seven purposes:

1. To confirm needs assessment tools and methods.
2. To confirm or revise answer alternative.
3. To confirm or revise training strategies.
4. To determine trainee/trainer reactions.
5. To assess trainee acquisition of knowledge and attitudes.
6. To assess trainee performance.
7. To determine if organizational goals are met.

#### **PROMOTION**

It refers to upward movement of an employee from his current job position to another that is higher in pay, responsibility and hierarchy within an organization.

Promotion has an inbuilt motivational value i.e. it elevates the status and power of an employee within an organization.

### **Purpose of Promotion –**

- To utilize the skills and knowledge of an employee at an appropriate level in the organization`s hierarchy
- To develop a competitive spirit among employees to acquire skills and abilities required for higher level jobs
- To develop competent workforce in order to create an effective organizational
- To promote self-development of employees and reduce labour turnover
- To boost confidence, loyalty and morale of the employee
- To Achieve Employee satisfaction by rewarding committed and hardworking employees

### **Types of Promotion –**

**Horizontal** – It involves movement of employee form its current job position to another which is higher in pay and responsibility and designation, however the job classification remains the same.

**Vertical** – It involves movement of employee form its current job position to another which is higher in pay, status, responsibility, designation and job classification.

**Dry Promotion** – It refers to an increase in responsibilities and status of the employee without any increase in pay or other financial benefits.

**Open/Closed** – When a company announces vacancies and opens the job position to all employees in an organization and all individuals within the organization have a chance of being selected for that job, it is an open promotion. A closed promotion is when the organization does not announce any vacancies and the job position is not open to all employees of the organization.

### **Basis of Promotion –**

It is based on the merits of an employee and the seniority of the employee i.e. superior performance and length of service or both.

**Demotion** – It is the downward movement of an employee in an organization`s hierarchy with lower status and pay. It is a downgrading process where the employee suffers from emotional and financial loss in terms of rank, power, status, pay etc.

### **Causes of demotion –**

- Promoted person is unable to successfully perform his new job
- Lay-off and downgrading due to adverse business conditions
- May be used as a Disciplinary tool

### **Types of Demotion –**

**Compulsory Demotion** – It involves lowering of Job title, authority, status or salary of an employee as a disciplinary tool or due to adverse business condition by the organization.

**Voluntary Demotion** – If an employee requests the organization to lower his work load so that he can manage his personal life, it is the case of voluntary demotion.

## **TRANSFERS AND SEPARATION**

### **TRANSFER**

A transfer refers to lateral movement of employees within the same grade, from one job to another. According to Flippo “a transfer is a change in the job (accompanied by a change in the place of the job) of an employee without a change in responsibilities or remuneration”.

Transfer differs from promotion in the sense that the latter involves a change of job involving increase in salary, authority, status and responsibility, while all these remain unchanged /stagnant in the case of former. Also, transfers are frequent and regular whereas promotions are infrequent, if not irregular.

There are some public sector organizations like Minerals and Metals Trading Corporation (MMTC) who have entered into agreements, with employees for creating two cadres of officers, namely. Local Officers and All India Officers wherein promotions to and within the former are less accelerated than in the latter, but do not entail transfer.

### **Need of Transfer-**

**The need for making transfer is left for various reasons as listed below:**

#### **(i) To Meet Organisational Needs**

Changes in technology, volume of production, production schedule, product line, quality of products, organisational structure, etc. necessitate an organisation to reassign jobs among employees so that right employee is placed on the right job.

#### **(ii) To Satisfy Employee Needs**

Employees may request for transfer in order to satisfy their desire to work in a particular department, place and under some superior. Personal problems of employee like health, family circumstances, and interpersonal conflicts may also necessitate transfer.

### **(iii) To Better Utilize Employee**

When an employee is not performing satisfactorily on one job and management thinks that his/her capabilities would be utilized better elsewhere, he/she may be transferred to other job.

### **(iv) To Make the Employee More Versatile**

In some organizations like banks, employees after working on a job for a specified period are transferred to other job with a view to widen their knowledge and skill and also reduce monotony. This is also called 'job rotation.

### **(v) To Adjust the Workforce**

Work force can be transferred from the departments / plants where there is less work to the departments/plants where more work is.

### **(vi) To Provide Relief**

Transfers may be made to give relief to the employees who are overburdened or doing hazardous work for long period.

### **(vii) To Punish Employee**

Management may use transfer as an instrument to penalize employees who are indulged in undesirable activities. As a disciplinary action, employees are transferred to remote and far-flung areas.

## **Types of Transfer**

### **(i) Production Transfer**

Such transfers are made when labour requirements in one division or branch is declining. The surplus employees from such division are transferred to those divisions or branches where there is shortage of employees. Such transfers help avoid lay off and stabilize employment.

### **(ii) Remedial Transfer**

Such transfers are affected to correct the wrong selection and placement of employees. A wrongly placed employee is transferred to more suitable job. Such transfers protect the interest of the employee.

### **(iii) Replacement Transfer**

Replacement transfers are similar to production transfers in their inherent, i.e. to avoid layoffs. Replacement transfers are affected when labour requirements are declining and are designed to replace a new employee by an employee who has been in

the organization for a sufficiently long time. The purpose of these transfers is to retain long service employees in the organization and also give them some relief from the heavy pressure of work.

### **(iv) Versatility Transfer**

These transfers are also known as 'job rotation'. In such transfers, employees are made move from one job to another to gain varied and broader experience of work. It benefits both the employee and organization. It reduces boredom and monotony and gives job enrichment to the employee. Also, employees' versatility can be utilized by the organization as and when needed.

### **(v) Shift Transfers**

These transfers are affected in the organizations where work progresses for 24 hours or in shifts. Employees are transferred from one shift to another usually on the basis of mutual understanding and convenience.

### **(vi) Penalty Transfer**

Management may use transfer as an instrument to penalize employees' involved in undesirable activities in the organization. Employee transfer from one's place of convenience to a far-flung and remote area is considered as a penalty to the employee.

## **SEPARATION**

Employee separation is a sensitive issue for any organization. Usually, an employee leaves the organization after several years of service. Thus, the permanent separation of employees from an organization requires discretion, empathy and a great deal of

planning. An employee may be separated as consequence of resignation, removal, death, permanent incapacity, discharge or retirement. The employee may also be separated due to the expiration of an employment contract or as part of downsizing of the workforce. Organizations should never harass the employees, especially in the case of resignation, just because they are quitting the organization. In fact, a quitting employee of the organization must be seen as a potential candidate of the future for the organization and also the brand

ambassador of its HR policies and practices. However, many organizations are still treating their employees as “expendable resources” and discharging them in an unplanned manner whenever they choose to do so

Each organization must have comprehensive separation policies and procedures to treat the departing employees equitably and ensure smooth transition for them. Further, each employee can provide a wealth of information to the organization at the time of separation. Exit interviews can be conducted by the HR department to ascertain the views of the leaving employees about different aspects of the organization, including the efficacy of its HR policies.

### **Reasons for Separation of Employees**

Employee separation constitutes the final stage in the staffing process of an organization. An employee can leave the organization for any reason which he deems fit for seeking separation. However, separation is classified basically into two types. These are: voluntary separation and involuntary separation. Voluntary separation refers to the separation of employees on their own request, while involuntary separation means the separation of employees for organizational reasons which are beyond the control of the employees. We shall now discuss the causes of these separations in detail.

**(i) Voluntary Separation:** Voluntary separation, which normally begins after a request is placed in this regard by the employee, can happen due to two reasons: professional reason and personal reason. We shall now discuss these reasons in detail.

**(ii) Professional reasons:** Employees may seek separation when they decide to seek better positions, responsibilities and status outside the present organization. Efficient employees would seek to expand their realm of knowledge and skills continuously by working in different capacities/positions in various organizations. In their quest for greater responsibility, power and status, they may seek separation from the organization.

**(iii) Personal reasons:** The important personal reasons for voluntary separation are relocation for family reasons like marriage of the employees and health crisis of family members, maternity and child-rearing. For instance, when working women get married, they often prefer to settle in the partners place of occupation. Similarly, an employee may seek voluntary separation to look after the child or parent.

**(iv) Involuntary Separation:** As mentioned earlier, an involuntary separation is caused by the factors which remain beyond the purview of the employees. However, these factors may be classified broadly into health problems, behavioural problems and organizational problems. We shall now discuss these factors in detail

**(v) Health problems:** Major health problems crippling the employees may make them invalid or unfit to continue in the profession. For instance, accidents causing permanent disabilities and illness of the employees like brain stroke and other terminal illnesses can

lead to their involuntary separation. Death of employees is another factor which results in their involuntary separation.

**(vi) Behavioural problems:** An employee's objectionable and unruly behaviour within the organization may also lead to his involuntary separation from the organization. When the employees behaviour is unethical or violates the code of conduct in force, the organization may initiate disciplinary actions, which may eventually result in his termination. This may constitute an act of involuntary separation. Consistent failure to reach performance goals by an employee can also result in his involuntary separation.

**(vii) Organizational problems:** Organizational problems are another important factor that contributes to the involuntary separation of employees. The poor financial performance of an organization may cause it to terminate the services of some of its employees as part of cost control measure. Such terminations are also classified as involuntary separation. Similarly, automation, organizational restructuring and rationalization can also result in employee termination, discharge or layoff, broadly called involuntary separation.

## **Organizational Citizenship Behavior (OCB)**

### **Definition**

Organizational Citizenship Behavior (OCB) is defined as the context or performance in which any job or task takes place. It is basically being a person who is ready to serve the organization in matters that is outside the scope of his/her job domain. It includes being helpful, caring towards other employees in the organization.

Example, Helping out a newcomer in an organization with his work, working overtime sometimes in order to get convert clients, etc

### **Advantages**

1. People who engage in OCB often tend to receive better ratings, further it boosts the morale of others in organization.
2. People engaging in OCB, often faces lower risk of destaffing, as they are considered to be more valuable owing to their helpful nature.
3. OCB can further enhance productivity within a team, a group or by an employee in general, as people are there to support & help each other
4. Creation of better communication links & developing new networks, further boosting employee morale.

### **Ways to encourage OCB: From Workplace perspective**

1. Maintaining the social environment in the workplace: Employees interact, connect & they develop bonding
2. Supervisory role: Training people about the implications of OCB will help them in this practice.
3. Hiring the right candidates.

## HRIS

A HRIS, which is also known as a human resource information system or human resource management system (HRMS), is basically an intersection of human resources and information technology through HR software. This allows HR activities and processes to occur electronically.

To put it another way, a HRIS may be viewed as a way, through software, for businesses big and small to take care of a number of activities, including those related to human resources, accounting, management, and payroll. A HRIS allows a company to plan its HR costs more effectively, as well as to manage them and control them without needing to allocate too many resources toward them.

In most situations, a HRIS will also lead to increases in efficiency when it comes to making decisions in HR. The decisions made should also increase in quality—and as a result, the productivity of both employees and managers should increase and become more effective.

### Benefits of an HRIS

- **Record-keeping.** An HRIS is a record-keeping system that keeps track of changes to anything related to employees. The HRIS can be seen as the one source of truth when it comes to personnel data.
- **Compliance.** Some data is collected and stored for compliance reasons. This includes material for the identification for employees in case of theft, fraud, or other misbehaviors, first contact information in case of accidents, citizens identification information for the tax office, and expiration dates for mandatory certification. All this information can be stored in the HRIS.
- **Efficiency.** Having all this information in one place not only benefits accuracy but also saves time.
- **HR strategy.** The HRIS enables the tracking of data required to advance the HR and business strategy. Depending on the priorities of the organization, different data will be essential to track. This is where the HRIS comes in.
- **Self-Service HR.** A final benefit is the ability to offer self-service HR to employees and managers. This enables employees to manage their own affairs. When done right, the HRIS can offer a good employee experience.

At this time, managing this basic information in Excel becomes cumbersome and simple procedures like approving employee holidays need to be standardized. Most of our readers work at large organizations.

## Different kinds of HRIS systems & software

There are different kinds of HRIS systems and software. Because an HRIS encompasses all the functionalities for HR, all separate functionalities are part of the system. These functionalities include:

- **Applicant Tracking System (ATS).** This software handles all the company's recruiting needs. It tracks candidate information and resumes, enables recruiters to match job openings to suitable candidates from the company's application pool, and helps in guiding the hiring process.
- **Payroll.** Payroll automates the pay process of employees. Contractual data is often entered into this system – sometimes combined with time & attendance data – and at the end of the month, payments orders are created.
- **Benefits.** Another functionality of the HRIS is benefits management. Employee benefits are an important aspect of compensation and are also managed in this system. More advanced systems offer an employee self-service model for employee benefits. In this case, employees can select the benefits they are looking for themselves. One may want more paternity leave, the other one a more expensive company car. This self-service approach to benefits is also called a cafeteria model.
- **Time & Attendance.** This module gathers time and attendance data from employees. These are especially relevant for blue-collar work where employees clock in and out. Back in the day when I worked in a supermarket, we wrote the time worked down on a piece of paper, which was then manually entered into the time tracking system by the manager. Based on this data, payment orders were generated and paid to all employees.
- **Training.** Learning and development is a key element when it comes to employee management. This module allows HR to track qualification, certification, and skills of the employees, as well as an outline of available courses for company employees. This module is often referred to as an LMS, or Learning Management System, when it's a stand-alone. An LMS usually includes available e-learning and other courses to be followed by employees.
- **Performance management.** Performance management is a key part of managing people. Performance ratings are generated once or multiple times a year by the direct manager or peers of the employee.
- **Succession planning.** Creating a talent pipeline and having replacements available for key roles in the organization is another key component of an HRIS.
- **Employee self-service.** Employee self-service was already mentioned. Organizations are focusing increasingly on having employees and their direct supervisors manage their own data. Requests like holidays can be asked for by the employee him/herself. After approval, these are then immediately saved into the system (and registered to track for payroll and benefits purposes).
- **Reporting & Analytics.** A much rarer module in HRIS systems is reporting and analytics. Modern systems enable the creation of automated HR reports on various topics like employee turnover, absence, performance, and more. Analytics involves the analysis of this data for better-informed decision making. We'll explain more about this in the section below.

## Reporting and analytics in an HRIS

The common characteristic for all HRIS systems is that they have been designed as **transactional systems**. They are databases that record a company's transactions. An example of a transaction is when an employee joins the company.

The employee record is entered, and the person is considered 'active'. If a person leaves the company three months later, a new transaction is recorded, setting the person's status to 'terminated'.

## COMPETENCY MAPPING

Competency approach to job depends on competency mapping. **Competency Mapping** is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability.

### DEFINITION:

**According to Boyatzis(1982)** "A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results"

### The steps involved in competency mapping are presented below:

1. Conduct a job analysis by asking incumbents to complete a position information questionnaire(PIQ). This can be provided for incumbents to complete, or used as a basis for conducting one-on-one interviews using the PIQ as a guide. The primary goal is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.
2. Using the results of the job analysis, a competency based job description is developed. It is developed after carefully analyzing the input from the represented group of incumbents and converting it to standard competencies.
3. With a competency based job description, mapping the competencies can be done. The competencies of the respective job description become factors for assessment on the performance evaluation. Using competencies will help to perform more objective evaluations based on displayed or not displayed behaviors.
4. Taking the competency mapping one step further, one can use the results of one's evaluation to identify in what competencies individuals need additional development or training. This will help in focusing on training needs required to achieve the goals of the position and company and help the employees develop toward the ultimate success of the organization.

## METHODS OF COMPETENCY MAPPING

## **1) Assessment Centre**

“Assessment Centre” is a mechanism to identify the potential for growth. It is a procedure (not location) that uses a variety of techniques to evaluate employees for manpower purpose and decisions. It was initiated by American Telephone and Telegraph Company in 1960 for line personnel being con

The methodology usually employed through an open-ended questionnaire, gathering retrospective data. The events should have happened fairly recently: the longer the time period between the events and their gathering, the greater the danger that the users may reply with imagined stereotypical responses.

## **2)Critical Incidents Technique**

It is difficult to define critical incident except to say that it can contribute to the growth and decay of a system. Perhaps one way to understand the concept would be to examine what it does. Despite numerous variations in procedures for gathering and analyzing critical incidents researchers and practitioners agree the critical incidents technique can be described as a set of procedures for systematically identifying behaviours that contribute to success or failure of individuals or organisations in specific situations.

## **3) Interview Techniques Competency Mapping**

Almost every organisation uses an interview in some shape or form, as part of competency mapping. Enormous amounts of research have been conducted into interviews and numerous books have been written on the subject. There are, however, a few general guidelines, the observation of which should aid the use of an interview for competency mapping.

The interview consists of interaction between interviewer and applicant. If handled properly, it can be a powerful technique in achieving accurate information and getting access to material otherwise unavailable. If the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

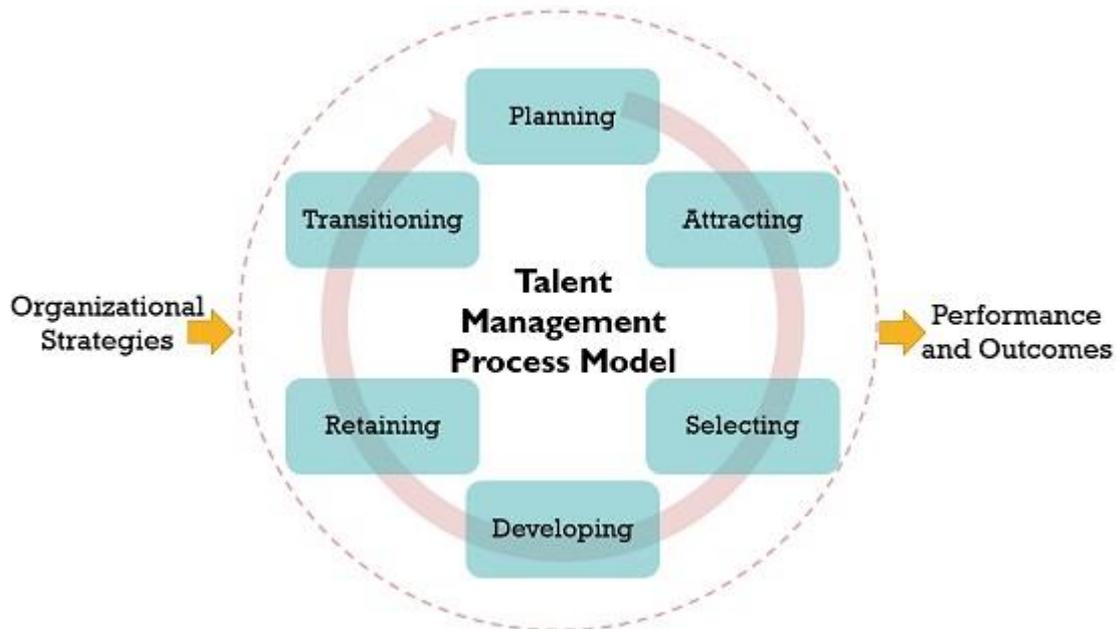
## **4) Questionnaires**

Questionnaires are written lists of questions that users fill out questionnaire and return. You begin by formulating questions about your product based on the type of information you want to know. The questionnaire sources below provide more information on designing effective questions. This technique can be used at any stage of development, depending on the questions that are asked in the questionnaire.

## **Talent Management**

**Definition:** Talent management is the systematic process of identifying the vacant position, hiring the suitable person, developing the skills and expertise of the person to match the position and retaining him to achieve long-term business objectives.

### Talent Management Process Model



1. **Planning:** Planning is the initial step in the process of Talent Management. It involves the following:

- Identifying the human capital requirement.
- Developing the job description and key roles.
- Proposing a workforce plan for recruitment.

**Attracting:** Deciding whether the source of recruitment should be internal or external and seeking for the suitable individuals to fill in the vacant positions through:

- Job Portals such as Naukri.com, Timesjob.com, etc.
- Social Network such as LinkedIn and Twitter.
- Referrals.

**Selecting:** Recruiting and selecting the personnel. It involves the following steps:

- Scheduling written test and interviews.
- Scrutinizing the most suitable candidate for the profile.

**Developing:** In this stage, the employee is prepared according to and for the organisation and the profile. Following are the steps involved in the process:

- Carrying out an onboarding programme or an orientation programme.
- Enhancing the skills, aptitude and proficiency of the personnel to match the profile.

- Counselling, guiding, coaching, educating, mentoring employees and job rotation.

**Retaining:** Employee retention is essential for any organisational existence and survival. Following are the ways of employee retention:

- Promotions and increments.
- Providing opportunities for growth by handing over special projects.
- Participative decision making.
- Teaching new job skills.
- Identifying the individual's contribution and efforts.

**Transitioning:** Talent management aims at the overall transformation of the employees to achieve the organisational vision. It can be done through:

- Retirement benefits to employees.
- Conducting Exit interviews.
- Succession Planning or Internal Promotions.

Talent Management Initiative

The managers and the higher authorities need to take the initiative to pave the way for the personal development and long-term association with the organisation. Some of the ways in which a manager can motivate and retain employees are as follows:



- **Recognition:** Recognising employees' contribution and their work on individual grounds, boost up self-confidence in them.
- **Remuneration and Reward:** Increasing pay and remuneration of the employees as a reward for their better performance.
- **Providing Opportunities:** Giving the charge of challenging projects to the employees along with the authority and responsibility of the same, makes them more confident.
- **Role Design:** The role of employees in the organisation must be designed to keep them occupied and committed, it must be flexible enough to inculcate and adapt to the employee's talent and knowledge.
- **Job Rotation:** Employees lack enthusiasm if they perform the same kind of work daily. Thus, job rotation or temporary shifting of employees from one job to another within the organisation is essential to keep them engaged and motivated.
- **Training and Development:** On the job training, e-learning programmes, work-related tutorials, educational courses, internship, etc. are essential to enhance the competencies, skills and knowledge of the employees.
- **Succession Planning:** Internal promotions helps identify and develop an individual who can be the successor to senior positions in the organisation.
- **Flexibility:** Providing a flexible work environment to the employees makes them more adaptable to the organisation and brings out their creativity.
- **Relationship Management:** Maintaining a positive workplace where employees are free to express their ideas, take part in the decision-making process, encourage employees to achieve goals and are rewarded for better performance leads to employee retention.
- **Self-motivation:** Nothing can be effective if the employee is not self-determined and motivated to work.

Benefits of Talent Management

### Benefits of talent management for the organisation



- Strategic talent management results in the accomplishment of organisational vision.
- Filtration of talented employees and retaining of the finest ones is possible.
- Talent management strengthens the organisational structure by building strong human capital.
- It helps the organisation to succeed over its competitors and establish a strong presence in the market.
- It builds up a good reputation of the company among the job seekers.
- It leads to improved participative decision making by the management.
- It directs continuous improvement in organisational performance making it more efficient and effective.

### **Benefits of talent management for employees**



- Talent management initiates a positive environment in the organisation where employees experience job satisfaction.
- Employees get a chance of learning and improving themselves which motivates them to perform better.
- The training and development programmes help the employees to learn something new, enhancing their personal skills and knowledge.

- The organisation focuses on an individual's growth and betterment hence employees develop a feeling of being cared for and belongingness for the organisation.
- The employees remain associated with the organisation for a long-term period.
- Recognition and rewards lift up the employee's confidence level.
- The rigorous learning, adds on to the experience of the employees.

In today's global scenario, the human resource has been a very effective tool for the company's growth and success. Thus to make the best possible utilisation of the employee's talent and skills, talent management is essential.

### **Employee Engagement.**

Employee engagement is defined as employees' emotional investment in their work – in terms of the passion they put into their work and the motivation they feel to do their job well.

Simon Sinek, the author of "Start With Why," describes employee engagement in the simplest of terms: "When people are financially invested, they want a return. When people are emotionally invested, they want to contribute."

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals, objectives and values, encouraged to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Here it is believed that all the three components - **attitudes, behaviors** and **outcomes** are a part of the engagement story. There is a virtual ground, when the pre-conditions of engagement are met. These three aspects of engagement trigger and reinforce one another.

Involved organizations have strong and authentic values, with clear evidence of trust and fairness based on mutual understanding, where two way promises and commitments – between employers and staff – are understood and are achieved.

### **The Drivers Of Employee Engagement**

#### **1. Seamless onboarding**

Employee engagement truly begins when the employee is recruited and begins the **onboarding process**. However, even before being hired, a candidate gets a glimpse of the organization's communication culture.

#### **2. Positive work culture**

Work culture is a broad term, but specific factors contribute to keeping employees engaged.

### **3. Access to productivity and time management tools**

A slew of unplanned activities, meetings, and workplace distractions can reduce the overall productive time in a day for an employee. Time management is an inherent skill, but in a dynamic work environment, even the most efficient employees need time management tools. Supporting time management can directly result in improved productivity.

### **4. Learning and development opportunities**

Organizations that provide structured learning and development opportunities to their employees notice higher levels of engagement. This visible interest in employee growth elicits a feeling of reciprocation from employees – they are more likely to be interested in the organization's growth.

### **5. Effective leadership and succession planning**

Employees are more likely to demonstrate the traits of engagement when they are made aware of the growth opportunities that lie in store for them. Closely tied to learning and development, leadership and succession planning is a key driver of engagement, especially among the millennial and younger workforce.

### **6. Rewards and recognition**

Employees appreciate meaningful recognition for their work. Regular feedback and checking in on employees are positive drivers of engagement. This feedback should be designed to communicate how the employees' efforts are helping the organization.