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HUMAN RESOURCE MANAGEMENT

FINAL TERM

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Question 1:

Write briefly about different Job redesigning techniques along with its advantages. (15)

Answer:

Job redesigning:

Job redesigning is an effort where job responsibilities and tasks are reviewed, and possibly re-allocated among staff, to improve output. Redesigning jobs can lead to improvements in both productivity and in job satisfaction.

The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction.

Job redesign can take many forms. The following are some of the more common approaches:

- **Job enlargement:**
Getting a job holder to do more (typically of a similar level of work)
- **Job enhancement:**
Getting a job holder to do more value added work (typically by transferring work and responsibilities from the next higher level)
- **Job sharing:**
Splitting the job such that the work is completed by 2 or more people

For Example:

Let's take Fatima, a customer service representative at a large call center. She performs the same tasks during the day, primarily answering customer phone calls asking for assistance with billing issues. If a job redesign effort was done at her call center, her position might change in several different ways. She might increase or decrease the number of calls she takes each day; she might receive training so that she can move to a more specialized group, such as tech support or sales, for part or all of her positions; or she might have a change in her role, such as to a supervisory or training position.

Advantages of Job Redesigning:

- **Enhances the Quality of Work-Life:**
Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.
- **Increases Organization's and Employees' Productivity:**
Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

- **Brings the Sense of Belongingness in Employees:**

Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

Creates a Right Person-Job Fit:

Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals

Techniques of Job Redesigning:

There are 3 basic techniques that are commonly used by the organizations for designing and redesigning all types of jobs:

- **Job rotation**
- **Job enlargement**
- **Job enrichment**

1) Job Rotation:

Job Rotation is the management technique wherein an employee is shifted from one job role to the other, with the purpose of familiarizing him with all the verticals of an organization.

Generally, the management trainees who are a fresher in the business world are shifted to different job positions to make them understand the functions of business more precisely.

Job rotation can improve "multi-skilling" but also involves the need for greater training.

The purpose of a job rotation is to reduce the monotony of work and letting an employee to acquire multi skills required for performing different tasks in the organization

Advantages and Disadvantages of Job Rotation

Advantages of Job Rotation

- Reduces the boredom of work
- Broadens one's knowledge and skills
- Helps the management to explore the hidden talent of an individual
- Helps an individual to realize his own interest
- Helps in creating the right employee job fit
- Developing a wider range of experience

Disadvantages of Job Rotation

- Reduces uniformity of work
- Fear of performing another task effectively
- Frequent interruptions in the work
- Misunderstanding between the team members.
- Difficulty in coping with other team members

- Fear of getting more tiresome or a hectic work

2) **Job Enlargement**

Job Enlargement refers to the horizontal expansion of jobs wherein more and more activities, and tasks are added to the existing job scope at the same level in the organization.

In other words, job enlargement means increasing the scope of duties and responsibilities of an individual by adding the related activities to his existing job profile and generally without any change in his authority and his level in the hierarchy in the organization. The purpose behind the job enlargement is to increase the employee flexibility and reduce the monotony that occurs gradually over a period of time.

Often, the employees are not required to get the training for the task-related activities because he is already aware of that and is doing for quite some time. But however, if the activity added is new for an employee and is not related to his existing job nature, then a proper training should be given to him in order to acquaint himself with the new job conditions.

A person in a bank who looks after the accounts receivable department is given a job enlargement and now is supposed to handle cash receivables as well as account maintenance and statement generation for customers.

In the additional role, he would be taking a few of the responsibilities and managing the existing responsibilities as well.

Another example would be a salesperson who is responsible for generating only sales is given by job enlargement and now is supposed to collect the payment as well as deliver the order.

Advantages of Job Enlargement:

1. Creating a wider range of activities. In essence, job enlargement is about adding responsibilities to existing roles. This makes the job more varied, creating a wider range of activities.
2. Reduces monotony. As a result of the wider range of activities, monotony decreases. People don't do the same, highly specialized task 30 times an hour for 9 hours straight. Instead, they are more involved from end-to-end, taking a single product through multiple production phases, or even managing an automated assembly belt.
3. Teaches a variety of skills and helping career growth. Additional job responsibilities require training and help in building additional experience. This teaches employees additional skills and is helpful in terms of career growth.
4. Earn a higher wage. Adding responsibilities to a role often results in better compensation. Higher wages are a specific benefit for the employee.
5. Gives more autonomy, accountability, and responsibility. The additional responsibilities lead to a number of motivational factors. Because the person is now responsible for multiple related activities, the person has more freedom over how they do their work leading to more autonomy. In addition, they are more accountable for mistakes and

product quality as they experience more ownership and responsibility as they have more interaction with a single product or service (compared to when they were specialized).

Disadvantages of job enlargement:

Lower efficiency:

Job enlargement leads to less specialization, resulting in lower specialization. Put simply, when you do one activity all day, every day, you get pretty good and fast at doing it. Job enlargement, therefore, leads to lower efficiency.

Lower quality.

In line with the previous, enlargement could also decrease quality. However, this is not undisputed. Doing the same thing all day, every day can also lead to boredom. Also, if you're only responsible for a small part of the product, you don't experience responsibility for the whole product. Employees don't have a whole product concept, leading to a lack of ownership and willingness to improve.

Job creep.

Job creep is a continuous increase in workload as more and more tasks are added to a role. This can result in the job becoming unrealistic and overwhelming. Job creep happens when a job is continuously enlarged, potentially leading to stress and burnout.

Increased training levels and costs:

Because job enlargement involves the adding of tasks and responsibilities that the employee didn't have before, it often requires an increase in training levels and training costs. In addition, the employee will require some time before reaching the optimum productivity level.

3) Job Enrichment:

Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.

Job enrichment consists of designing a job in such a way that the employees get greater autonomy in planning, decision-making, and controlling. The greatest motivation for the employees is the opportunity for achievement, recognition, responsibility, and growth. Job enrichment implies increasing the duties in a job to make it more rewarding to the employees. A job is said to be enriched when it has the elements of excitement, challenge, and creativity.

It has been proven that a customer service associate will perform much better when given a certain amount of authority. A company can improve their customer service by empowering the associates with making decision on-the-spot, instead of permanently asking for confirmation from the management. For example, they can refund a certain amount of money to customers, within certain limits. However, the company needs to monitor these decisions to make sure they are doing the right thing.

Advantages of job enrichment:

Learn New Skills:

When an employee's level of responsibility increases, and she gets the opportunity to try new tasks, it's inevitable that she will learn new skills. An employee who is responsible for deciding which internal products to advertise in the company's email newsletter, might also come up with advertising tests for their products, testing pricing and placement, in a job enrichment situation.

Receive Recognition:

Job enrichment gives you a chance to test and see your employees' strengths and weaknesses. An employee who excels with a great depth of task may gain recognition, which can lead to company awards and incentives, or even a promotion within the company.

Reduce Boredom:

Employees get bored with the mundane day-to-day tasks they have to complete. Job enrichment adds variety to employees' duties, which can reduce their workplace boredom. Along with reducing boredom, job enrichment challenges employees to stretch their skills beyond what they're used to doing at the company.

Disadvantages of job enrichment:

Lack of Training

When employees are given a greater depth of tasks through job enrichment, they may not be skilled or experienced in the new tasks they're asked to perform. The lack of training may be a disadvantage for employees and employers, and lead to problems such as lower productivity.

Increase Workload

A primary disadvantage of job enrichment is an increase in an employee's workload. While some employees may be able to immediately re-prioritize their time and tasks, some may initially experience difficulties getting adjusted with their new responsibilities. The increase in work can cause employees to get frustrated, burned out and lower their overall productivity.

Conflict with Non-Participants

Every employee at your business may not be eligible to participate in job enrichment. Those individuals who want more responsibility, but haven't shown that they can handle it, may become disgruntled, bitter toward management and the employees who are a part of the job enrichment process.

Poor Performance:

Some employees excel in job enrichment, while others perform poorly, due to lack of training, lack of interest or lack of clarity about their new tasks. Poor performance can cause employees to feel a sense of incompetence or as if they've been beaten down. Poor performance can also cause employees to get stripped of their new responsibilities, which can cause embarrassment.

Question 2:

Write about Internal sources of recruitment along with its pros and cons. (15)

Answer:

Internal sources of recruitment:

Internal sources of recruitment involve motivating the employees of the organization to apply for the openings within the organization. Job openings are informed to the employees of the same organization by giving internal advertisements, word of mouth or communication through the hierarchy. Many organizations are practicing this approach to motivate the skilled employees of the organization, to reduce the employee turnover, to reduce the cost and to get a competitive advantage. Various methods of internal sources or recruitment are as follows.

1) Transfers:

The employees of the organization are transferred to the similar jobs of other departments. It may not involve a change in salary, responsibility, and position of the job. Transfers help in reducing the boredom and monotony of the employees or it may be used to fill the vacancies with suitable internal candidates.

2) Promotions:

Promotions involve vacancies of the organization are filled by promoting the skilled employees to the suitable jobs and it can motivate the employees by giving higher position, increased salary, status, and responsibility. Promotions can help in reducing employee turnover by creating the hope of getting higher positions.

3) Demotions:

Depending on the performance of the employees of the organizations, sometimes managers have to take decisions regarding lowering the positions of few employees of the organization. These employees can act as a source of recruitment to the lower positions.

4) Employees of the organization:

Employees of the organization communicate or inform about the vacant positions of the organization to their friends and relatives. In many organizations, they allowed referring potential candidates for the suitable vacancies.

5) Retired employees:

If the organizations do not find the right persons to fulfill the key managerial positions then they call back the retired employees for achieving the objectives.

Advantages of internal sources recruitment:

- When the existed employees are given a chance to get the higher positions of the organization then the employee loyalty increases towards the organization.
- It highly motivates the employees and helps in maximizing the job satisfaction.
- Existed employees of the organization are well known about the organization culture.
- Internal sources of recruitment highly reduce efforts and cost.
- It helps in reducing the employee turnover.
- It creates a scope to get a competitive advantage by recruiting the skilled employees for the higher positions.
- It helps in maximizing job security and job satisfaction
- Transfers from one department to another department helps in eliminating boredom and monotony in employees.
- It helps in reducing the efforts of induction programs.

Disadvantages of internal sources of recruitment:

- Internal sources of recruitment reduce the scope of finding skilled and more efficient people.
- The introduction of new methods and strategies may not always possible with this approach.
- Losing more efficient persons from the external environment becomes a competitive advantage to the competitors.
- This approach is not suitable for all the organizations

Question 3:

Write briefly about different types of Interviews. (10)

Answer:

Interview:

An interview refers to a conversation with one or more persons acting as the role of an interviewer who ask questions and the person who answers the questions acts as the role of an interviewee.

Different types of interview:

- **Structured Interview:**

In this type, the interview is designed and detailed in advance. A structured interview is pre-planned, accurate, and consistent in hiring the candidates. In structured interviews, questions are planned and created in advance, which means that all candidates are asked the same questions in the same order.

- **Unstructured Interview:**

This type of interview is an unplanned one, where the interview questionnaire is not prepared. In unstructured interviews, questions arise spontaneously in a free-flowing conversation, which means that different candidates are asked different questions.

- **Semi Structured Interview:**

A semi-structured interview is a type of interview in which the interviewer asks only a few predetermined questions while the rest of the questions are not planned in advance. In semi-structured interviews, some questions are predetermined and asked all candidates, while others arise spontaneously in a free-flowing conversation.

- **Depth Interview:**

Depth interview is a semi-structured interview, where the candidates have to give a detailed information about their education background, work experience, special interests, etc. And the interviewer takes a depth interview and tries in finding the expertise of the candidate.

- **Stress Interview:**

Stress interviews are conducted to discover how a candidate behaves in stressful conditions. In this type of interview, the interviewer will come to know whether the candidate can handle the demands of a complex job. The candidate who maintains his composure during a stress interview is normally the right person to handle a stressful job.

- **Individual Interview:**

In an individual interview, the interview takes place one-on-one i.e., there will be a verbal and a visual interaction between two people, an interviewer and a candidate. This is a two-way communication interview, which helps in finding the right candidate for a vacant job position.

- **Informal Interview:**

Such interviews are conducted in an informal way, i.e., the interview will be fixed without any written communication and can be arranged at any place. There is no procedure of asking questions in this type of interview, hence it will be a friendly kind of interview.

- **Formal Interview:**

A formal interview held in a formal way, i.e., the candidate will be intimated about the interview well in advance and the interviewer plans and prepares questions for the interview. This is also called as a planned interview.

- **Group Interview:** In this type of interview, all the candidates or a group of candidates are interviewed together. Group interviews are conducted to save time when there is a large number of applications for a few job vacancies. A topic will be given to discuss among the candidates and the interviewer judges the innovativeness and behavior of each candidate in the group.

- **Panel Interview:**

Panel interview, as the name indicates, is being conducted by a group of people. In this type of interview, three to five members of the selection committee will be asking

questions to the candidates on different aspects. The final decision will be taken by all the members of the panel collectively.

- **Exit Interview:**

Exit interviews are conducted for those employees who want to leave the organization. The importance of the exit interview is to discover why an employee wants to leave his job.

Question 4:

Discuss External sources of recruitment along with its pros and cons. (10)

Answer:

The External Sources of Recruitment mean hiring people from outside the organization. In other words, seeking applicants from those who are external to the organization.

There are several methods for external recruiting. The firm must carefully analyze the vacant positions and then use the method which best fulfills the requirement. Following are the different types of external sources of recruitment:

1) Direct Recruitment

Simply, job seekers got to the employment section of various organization and the organization analyze the profile to ensure that if there is any vacancy relevant to the candidate's profile. Most of the business firm follows the vacant positions by recruiting the employees at the factory gate to fill the vacant position. These workers are also known as Budli Workers and it does not incur more cost which is in favour of the organization because no advertisement is included in such types of external recruitment. This source is used in case the regular workers absent from the job regularly and there is a rush of work at the company premises.

2) Casual Callers

Most of the qualified and talented people apply for the job in the reputed organization by their own through the email or by filling up the online application form and all such applications are known as casual callers (also named as unsolicited applications). These applicants are good sources of manpower and they kept a proper file too. Whenever the need for relevant profile arises, the candidates are invited by the organization.

3) Advertising

Job Advertising has become the order of the day and followed by most of the organizations. This source is used when the vacancies are in number or the company is hiring for a higher level of the vacant position. This is helpful to spread the vacant position around the various corners of the nation along with the information about the job description as well as job specifications so that candidates can analyze themselves prior approach the organization. It increases the choices of management.

4) Employment exchanges

It is mandatory for the organization to fill up some vacancies by the employment exchanges as established by the government. These exchanges are kind of network exchanges across the nation. Therefore, they play an important role.

5) Placement Agencies

These are professional bodies that have been established to fulfil the needs of various organizations and assist them in the recruitment and selection of new candidates. All categories of the candidates are provided by these placement agencies as per the requirements by the organizations from time to time.

6) Management Consultants

These are also known as head Hunters. These management firms help the organization to hire technical, professional as well as managerial personnel. They specialize from the middle-level positions to the top level of job roles. According to the skills and qualification of the clients, they have maintains the data bank of various candidates and moreover, advertise the job vacancies on behalf of the company to provide the right kind of candidate.

7) Campus Recruitment

All types of professional and technical employees can be employed through the colleges as well as institutes of management and technology. Most of the reputed organizations have to tie up with the universities, vocational schools and other educational institutes to hire the qualified personnel for various job positions. This type of recruitment is done through various educational institutions and provides candidates with well-established business practices.

8) Recommendations through existing employees

The existing employees of the organization refer candidates according to the vacant positions of the organization. Some employers fill up the vacant positions through the recommendations of the employees. This referral policy builds up goodwill among the employees and assists in searching reliable candidates.

9) Labor Contractors

The hiring process can also take place through the intermediaries and it is called as agents or labour contractors. Sometimes, these labour contractors are the part of the company however, this type of recruitment system lose its identity in today's world. If the labour contractors disconnected from the company, then the workers will also leave. Hence, it is not a reliable way to recruit employees.

10) Telecasting

Telecasting includes the usage of television and other mediums to advertise the vacant positions. The companies take help from various channels such as Doordarshan to explain the necessary vacant positions along with the detailed qualities and skills required to do the job in a proper manner.

11) Web Publishing

Internet is gaining popularity in all areas and this is so true in the field of recruitment as well. Various websites are available on the web that is purposely designed to provide employment news and information to all job seekers. To exemplify, some websites such as www.naukri.com, www.indeed.co.in, www.jobstreet.com, etc. are employment sites which are commonly used by companies to advertise the vacant positions and attract the potential candidates.

12. Merger, Acquisition and takeover

Sometimes, the organizations take services from the employees of other companies and the surplus is declared after the merger, acquisition and takeover procedure. These

companies also connect with other companies who acquire other organizations for getting the personnel list as per the requirements.

12) **Leasing**

These are the leading firms that provide employees to organizations that can perform some temporary functions. Consolidate payment is provided by the company and also offer welfare, social security benefits and increment.

13) **Independent Contractors**

It is a kind of outsourcing agency. These contractors help to perform some specific functions at the premises of the company or at the employee's premises. The contractor also informs about the running work via the fax, email, phone, etc. if the work is performed at the residence of the employee.

14) **Family Relations**

If the firm is entirely owned by the family members only, then the best external alternatives to hiring candidates are the relatives and close ones. Under all such cases, there are more chances of loyalty, trust and commitment and it is needed in new entrants.

Advantages of External Sources of recruitment

These sources are the second and perfect avenue to find out the best and suitable candidate for the organization when the existing employees are not enough capable to work on the available position. Here are some of the advantages that we can get by hiring candidates externally. Let us have a quick look.

- **Chances of getting favourable candidates:**

A huge number of external applicants applied for the vacant position and there are more chances to get the best-suited candidate as per the position available. The company can easily scrutinize the candidates and chalk out the best one out of a pool of candidates. Hence, the process will give more and more chances to get the best candidate.

- **Procuring fresh talent**

As the opportunity is avail to a large number of candidates, so it is obvious that a much better and fresh talent will become a part of the organization. Moreover, people with some inventive ideas, skills and knowledge in the organization will improve the performance of other employees too.

- **Create Competition**

It is crystal clear that there will be great competition among the external employees and the existing ones. When the employees compete with each other, then the chances of growth and improvement is also increasing.

- **No partiality in the recruitment process**

External process of recruitment is available to all the candidates and anyone can apply for a job according to their educational qualification and experience in the required field. If the candidate clears the recruitment stages, then they can get the job too. Therefore, there is no bias among the candidates and if he or she possesses the necessary skills then they can get the job.

- **Adaption of environmental changes**

This process gives an opportunity to the best and suitable talent to enter into the organization. So, it is obvious that the candidate is selected from outside the organization and it becomes easy to adapt to the changes in the working environment.

Demerits of External Sources of Recruitment:

Every process has some pros and cons. As we discussed the pros of external recruitment above, now it is time to get familiar with the demerits also. Let us begin.

1. It creates a feeling of de-motivation among the existing employees of the organization. Employees feel that they will never get a chance to go ahead in their job field.
2. Dissatisfaction among the employees as their psychological requirements, status and authority which may come from the better performance and promotions still remain unfulfilled.
3. It minimizes the level of morale among the existing employees of the company. Hence, it increases absenteeism as well as the rate of labour turnover.
4. It has a bad impact on the economic health and profit margin of the company. External candidates require more training, induction and recruitment cost is also high.
5. The entire process is time-consuming and costly.

