

Selection

Recognizing the best applicants to fill the vacancies from those who were attracted is known as selection.

Selection Process

1. Application Evaluation
2. Test
 - IQ Test
 - Personality Tests
 - Practical Tests
3. Interviews
4. Medical Tests
5. Background Tests

Application Evaluation

The description that the candidate sends to firm for the job vacancy by mentioning his/her qualifications and feasibility etc... is known as application. Through such application, assessing the appropriateness and accordingly selecting the most suitable person can be done. Here the selection is done according to the details provided in the application without seeing the person.

Test

The second method of selection process is Test. After screening application different types of test will be conducted to the selected candidates. Some of them are as follows.

- **Intelligence Quotient Testing** → The testing held aiming to measure the intelligence capacity of the candidate for the job is meant by This. Here, the ability to face challenges will be examined.
- **Personality Test** → The testing used to measure the attitudes, passion, skills, values and norms of the candidate of the job is the personality test.
- **Practical Test** → The testing conducted for measuring the real ability of the selected individual to accomplish the certain task of the relevant job is the practical test.

Examples : • Computer data processors • Nursing service

Interview

The selection method where the exchange of ideas Face to face between the candidate and the examining board takes place meeting the most suitable candidate for the job is the interview method.

Medical Test

The testing conducted to verify if the job candidate possesses the required health condition to accomplish the tasks, duties and responsibilities of the relevant job is the medical test. The medical test is conducted for the most of the jobs.

Background Test

The special testing conducted to disclose the personal background of the job candidate. The family background education, profession, financial and social background etc... will be investigated here.

Examples : - For selecting police officers
For the posts of top level managements, this method is used

Hiring

The selected candidates are considered as a members of the organisation is called hiring. The organisation will give an appointment letter to the candidate for acknowledging that person is hired. The bases in which employees can be appointed are given below

- Permanent base
- Temporary base

Permanent base

The recruitment of employees permanently for a job of a firm is the recruitment of employees on permanent base. The employee who has been recruited like this is be a considered one in the permanent staff and engages in the main functions of an organization. He is entitled for all the privileges of an employee. The probationary period is mentioned in the appointment letter as well.

Temporary base

Recruiting employees without permanent base is the recruitment of employees on temporary base. While these employees also can engage in the main functions of the firm, in their appointment letter the temporary base is mentioned.

Letter of Appointment.

The legal document issued by the management after the employee is being appointed stating the terms, conditions, tasks, duties and responsibilities of the job in detail is known as the letter of appointment.

The letter of appointment is considered as a written proof that the job contract is formed. Since the letter of appointment is a legal document it is important for the employee as well as the employer.

Important facts consist in an appointment letter

- Title of the position
- Name of the employer and the employee
- Effective date of appointment
- Job conditions
- Salary Scale
- Probationary period
- Number of working hours/days
- Benefits
- Disciplinary procedure
- Rights and privileges of the employee (leaves, EPF, ETF)
- Termination of the service
- Way to forward grievances
- Confirmation and promotions
- Signature of the employer and employee

The importance/necessity of the letter of appointment

- Being a document that could prove the relationship between the firm and the employee.
- It could be considered as a contract in which the firm and the employee is bound legally.
- Ability to present this as an evidence in front of the law at a problematic situation created between the two parties regarding job conditions.
- The employee being able to get a wide acknowledgment regarding the tasks, duties and responsibilities of his job.
- Being a strong evidence that could be used at every time required to prove that this employee is an employee of the firm.
- In the case of some positions, a job contract also should be signed in addition to the letter of appointment.

Probationary period

The period of service that should be completed by a newly recruited employee prior to be made him/her permanent in the job is the probationary period.

The management can take the following actions in the absence of proper performance of duties and responsibilities by an employee during the probationary period.

- Termination of service
- Warning verbally and in written form

- Extending the probationary period
- Transferring to another department

Training Period

This is a period given by the organisation for getting adequate knowledge in technical side. In this period salary should not be provided. But food and accommodation is must.

Induction

Introducing a newly recruited employee to the organization and make him/her aware about the job, work team, work environment and the entire organization is known as induction.

Various techniques such as employee brochures, leaflets, getting seniors for speaking with newly recruited employees, video films, tours inside the institute and lectures etc... are used for induction.

Performance appraisal

The performance appraisal is the process of supervising and reporting to what extent the relevant duties are performed successfully by the employee.

Benefits performance appraisal

1. To Employer

- To recognize the training needs
- To make decisions on promotion and transfers
- To take disciplinary actions.

2. To Employees

- Enhancing the employee productivity
- Increasing the employee motivation
- Recognizing the training needs

Training and Development

The provision of knowledge, skills and attitudes to non-managerial employees which is required to perform their duties well is known as “**training**”.

The set of actions taken by concerning the improvement of the future performance of the employees than the performance level at present is known as “**development**”

Differences between training and development

Training	Development
Provision of job related knowledge, skills and attitudes to the employees in non-management level.	Provision of knowledge, skills and attitudes to the employees in management level.
•Preparing the employee to perform the duties and responsibilities of the current job by this.	A process of pre acting for the fulfillment of prospective job requirements.
Relatively a short term program	Relatively a continuous long term program.
The cost incurred is relatively low.	The cost incurred is relatively high.
Somewhat a simple program	A very wide program.
Somewhat as simple program	This is related to make future changes.
This is related to the current job	A process of pre acting for the
A process of reacting for the fulfillment of timely needs.	

Benefits training and development

1. To Employer

- Improvement in the quality of the output.
- Creating an employee motivation
- Enhancing employee loyalty.
- Lowering the faults and wastage incurred by employees.
- Minimizing employee absenteeism
- Minimizing employee turnover

2. To Employees

- Enhancement of the job satisfaction

- Improvement in employee performance
- More chances of getting promotions
- Improvement in the professional value of the employee
- More opportunities to test new skills
- Ability to gain extra benefits

Various methods used for training and development

- Apprenticeship training
- On the job training
- Off the job training
- Catching
- Case study
- Job rotation
- Role play
- Training and development programs
- Simulation

Employee movements

Changes in the position of the employees are known as employee movements. Several methods that can be used to move employees are mentioned below.

1. Promotions

Promotion means an employee of an organization being appointed to a higher position than the previous one. The promotion is generally a movement to another position which consists of more duties and responsibilities than the previous position. The main factor to be considered for providing promotion are **Sonority And Knowledge skill ability** of that person.

2. Transfers

Replacing an employee for the same job can be called as transfer. Transfer is a movement that takes place in horizontal direction. Here duties and responsibilities will not change.

3. Dismissal

Discontinuing the service of an employee due to factors or a fact which cannot be controlled by the management of the organization is the dismissal.

4. Termination

Moving out of the service when the age of the employee is completed is the termination of the service.

Employee Health and Safety

The perfect mental and physical fitness of the employee to perform the tasks, duties and responsibilities of his job is called as **health**.

Protecting the employees from all the hazards causing the health of the employee is called **safety**.

Factors and hazards affecting employee health and safety.

Job related accidents (Deafness, Weak eyesight, loss of the parts of the body, burnings, Electric shocks.etc.)

Job related diseases (Cancer, Breathing problems, Poisoning, etc.)

The importance of employee health and safety

- Ability to irradiate or minimize vocational health and safety related issues.
- Ability to get rid of the legal compliances relating to employee health and safety.
- A healthy workforce contributes to increase the efficiency of the organisation.
- Increasing the image of the business.

The disadvantages of weak health and safety management, to the employer.

- Increasing the premium of health insurance scheme of the employees due to frequent payment of compensation by the insurance companies.
- Increasing of compensation payments.
- Increasing charges for legal requirements.
- Dissatisfaction and unrest of the employees increases.
- Decreasing employee productivity.
- Decreasing quality of the employees.
- The damages to the tools increases.
- Increasing the expenses of medical charges.
- Damaging the goodwill of the business.
- Increasing the employee absenteeism and turnover.

Benefits of health and safety management to the organisation.

- Increasing the moral of employees.
- Minimizing the cost of expenses relating to the legal requirements.
- Minimizing employee turnover.
- Increasing the productivity of the business.
- Developing a strong industrial relation.
- Organisations who purchase from other organisations give priority to those which engage in health and safety management.

Disciplinary management

The standard or employers' expected behavior from the employee to carry on a business organization formally and legally can be called as discipline. Or else the good behavior of the employee is called **discipline**.

Disciplinary management means the development, operating and maintenance of a disciplinary procedure is called as **discipline management**.

Anti-disciplinary actions or misconducts

- Willful damages to the organizational resources.
- Not reporting to the work without prior permission.
- Late attendance to the work.
- Leaving the work place without prior permission.
- Showing a fraudulent illness.
- Sleeping at work
- Negligence and less attention towards the job
- Disturbing the safety and health measures of the business.
- Taking liquor at the work place.
- Bribery and corruption.
- Insulting or threatening the employer or the colleges.

Disciplinary Actions are taken by the organisation

- Verbal warning.
- Written warning.
- Fines or recharging the loss.
- Suspension from the job temporary.
- Transferring from the job as a disciplinary action.
- Holding of salary increment or making it delaying.
- Demotion from the post.
- Termination from the job.

The importance of Discipline Management

- Minimizing the disputes among colleagues
- Decreasing conflicts in between employer and employees
- Ability to manage the human resource of the business properly with maximum efficiency and effectiveness.
- To maintain employee behavior in accordance with the rules and regulations of the organization
- To create expected employee performance and to maintain it continuously.

Employee grievances

Employee grievances are the mental discontent or dissatisfaction of an employee or a group of employees regarding the job or working environment.

It can be either expressed or unexpressed (Said or unsaid). Grievances directly affect the employee performance. These hinder the achievement of organizational goals. Employee grievances are the early stage of industrial disputes. Therefore, the necessary steps should be taken to handle/manage the employee grievances at the early stages.

Reasons for the employee grievances

1. Job related reasons.
 - Assignment of the tasks and duties to the employee which are not related to his Job Description.
 - Employing him of a job that mismatches his knowledge and skills.

2. work condition

- Changing the work place or working hours.
- Having unhealthy or unsafe work environment at the workplace

3. Human Resource Management Policies, procedures and strategies.

- Salary, wages and incentives
- Provision of the promotion to someone else which had been entitled to a qualified employee. Policies and procedures related to promotions, demotions, transfers, termination from the job, etc...
- Unavailability of a formal promotion procedure.

4. Violation of rules and regulations of the organization

- Taking tough or unreasonable disciplinary actions against violation of disciplines.
- Breach of the conditions in collective agreements by the management

5. Unnecessary personal behavior

- Unattainable expectations or having nonrealistic goals.
- Wrong attitudes regarding senior officers
- Employee over estimation regarding himself.

6. Job or work environment.

- Reasons relating to family.
- Reasons relating to other. competitive businesses.

Benefits received by a business through handling employee grievances successfully.

- Decreasing of employee turnover
- Controlling of employee absenteeism
- Minimizing of Trade Union actions.
- Having industrial harmony by strengthening industrial relations.
- Increasing the goodwill of the business.

Negative effects faced by a business for not handling employee grievances properly.

- Increasing labor/employee turnover.
- Increasing the absenteeism of the employees.
- Industrial disputes due to weak industrial relations.
- Decreasing of employee productivity.
- High cost of hiring employees frequently to cover the job vacancies.

Methods to identify the employee grievances.

- Exit interviews.
- Suggestion Box.
- Attitude Survey.

Strategies/Methods that can be used to handle/manage employee grievances.

- Formal grievance handling procedure.
- Through the immediate supervisor
- Having an Open-Door Policy
- Joint Committee Method
- Counselling
- Appointing an Ombudsman
- Arbitration

Steps of handling employee grievances.

- Listening about the grievance carefully.
- Collecting the accurate information of the grievance and the related employee.
- Discussing the relevant matters with the employee.
- Listening to the employee carefully
- Accepting the matters said by employee if they are true.
- Build trust in the employee.

Employer-Employee relationship/Industrial Relationship

Any type of professional relations between the two parties of employees and employers (good or bad) are known as industrial (labor) relations.

There should be a strong employer and employee relation for the successful management of the human resource in any organization. It is very helpful for the employees to perform their job satisfactorily. Thus a good industrial relation gives many benefits while weak industrial relation causes many problems.

Advantageous/uses of a good labor relation

- Minimizing resource wastage
- Increasing labor productivity
- Minimizing employee turnover
- Minimizing employee absenteeism
- Having a motivated workforce
- Minimizing industrial disputes
- Consequences of bad labor relations are mentioned below
- Weakens the business process due to strikes, and labor crisis
- Declining the employee productivity
- Diminishing the morale of the employees
- Wasting of resources
- Dropping the efficiency and effectiveness of the entire firm

Employee

Any person who has come to an agreement to work under an employer in receiving some salary or wage any base or a contract is called an employee.

Rights of employees

Rights of employees can be treated as entitlements and privileges received by the employees from service agreements, ordinances, acts etc., to perform their tasks properly. They are

- To receiving salaries sufficient for the service and a sound work environment
- Getting leave entitlements
- Ensuring safety from work related health problems and accidents
- To establishment of trade unions

Duties of employees

- Performing employee duties properly
- Working eagerly towards the development of the business
- Not revealing business secrets to outsiders
- Protecting the goodwill of the business and developing it.

Responsibilities of employees

- Working towards the achievement of organizational goals.
- Behaving well at the work place
- Performing the duties in accordance with the service agreement
- Using organizational resources carefully

Employer

The person who engages some person or a group of persons on some salary or wage is called employer,

Rights of the employers

- Ability to function in accordance with the prevailing regulations
- Getting the work done in accordance with the service agreement
- Right of terminating employees when there is excess of employees or when the employees are not suitable for the business.
- Organizing as trade unions to protect themselves from the threatening situations of the industry.

Responsibilities of employers

- Paying agreed salary
- Maintenance of a strong disciplinary procedure
- Maintenance of reasonable salary scales and a pleasant work environment
- Paying the salary on the given date or prior to that.

Duties of employers

- Fulfilling employee responsibilities properly Assuring job security
- Creating a suitable work environment
- Listening to the employees' reasonable requests and solving them.

Industrial disputes

Job-related disputes arisen between employers and employees are known as industrial disputes

Reasons for the industrial disputes

- Providing the job or not
- Service conditions
- Positions of the job

Effects faced by the employer due to industrial dispute

- Inability to carry on business activities continuously
- Damaging the goodwill of the business
- Disturbing the industrial harmony
- Losing the market share
- Inability to compete with the competitors
- Financial loses and damages to the resources of the organization.

Negative consequences of the industrial disputes

1. To the employee.

- Not receiving salary on time.
- Decreasing the living standard.
- The good relationship with the employer damages due to the breach of industrial harmony.
- Disturbing the future promotions, training, scholarships, etc.

2. To the employer

- Increasing the price of the relevant product,
- Having a scarcity of that product in the market
- Inability to consume that product.
- Consumer has to consume low quality products

Trade Union

An organization voluntarily established by the employers or employees of a particular industrial field in order to gain and protect their professional rights is known as a trade union. However, in Sri Lanka, Employees' Trade Union activities are concerned.

Aims of a trade union

- To gain a reasonable salary and a pleasant working environment
- To get the working hours reduced
- To get protection from job related accidents and health problems
- To participate in management decisions made in the firm
- To assure job security
- Getting education and training
- To gain relief for sick, retired or employees on strike

Trade union actions

1. Collective bargaining

The negotiating process between the management and the trade union in order to achieve the aims of employees is called collective bargaining.

2. Work- to- rule

Following every single rule and regulation and doing a small quantity of work is known as work-to-rule. It is about performing the authorized duties only that have been assigned legally. This slows down work and adds costs to the firm. Here the employees do not attend the needed tasks of the firm excepting what he has been legally assigned

3. Go – slow

Go – slow occurs when workers deliberately work slowly. Even though the job is performed accurately, it takes a longer time. This results in slowing down of the business activities. The cost and the inefficiency of the business increases.

4. Working dressed with a black strips.

Working with a black strip tied in the hand or head is another method of showing the protest.

5. Abstain from working over time

Abstain from working overtime means workers refusing to work more than their normal working hours.

6. Sit-ins

Sit-ins means employees do not allow to close the business premises and also they do not perform duties. Even though the employees are in the business premises they do not engage in any business activity.

7. Boycott

Boycott means stoppage of work of both employees and machines to stop the business operational process.

8. Sabotage

Sabotage means locking up of the machineries by the employees or removing a small part of the machines to avoid its functioning.

9. Picketing

Picketing is a protesting of the employees showing banners, posters, notices in free times like lunch break. Picketing is used to give some hint to the employer regarding a strike.

10. Fasting

A fast happens when the employees protest in the public areas to win their demand without consuming any food or drink.

11. Strike

Token Strike

Being away from duties during a particular period such as a day or a half-day, after informing the management is considered as a token strike.

Continuous strikes

Employees completely stop working due to failure of gaining their demands through negotiations or any other protesting campaigns is known as a continuous strike.

Negative consequences of strikes

1. To Organisation

- Breaking down of the production process
- Decreasing the sales/ inability to supply the orders on time.
- Damaging the goodwill of the business.
- Weak cash flowing into the business and facing liquidity problems
- Decreasing the number of customers and also customers shift to the competitors.
- Losing the suppliers
- Decreasing the profit
- Decreasing of profitability due to employee unrest.
- Weak Industrial relation
- Increasing labor turnover.
- Losses due to the stoppage of machineries.
- Being degrade in the professional field.
- Decreasing the employee earnings or not receiving salary or other incentives
- Sometimes the employee has to face disciplinary actions.

2. To the economy

- Increasing social problems
- It disturbs the of civil life of public
- The scarcity of products in the market.
- Increasing the prices of products
- Decreasing the quality of products

Actions that can be taken by the employers to avoid Industrial Actions.

- Lockout
- Vacated of Post-VOP
The employer does not allow employees who engaged in strike, to come to work and he considers that they have already left the job. This is called vacated of post.
- Strike Replacement
Strike replacement means the duties of the employees in the strike are covered using the employees who are not representing the trade union

- **Mutual Aid Pact**
Mutual aid pact means obtaining the financial aid from the other organizations who engage in the same industry to cover the lost income in the strike period.
- **Shift of Production**
Shift of production means the shifting of production activities to the other branches which are not in strike or branches in any other country.

Collective Agreement

The agreed settlement between employers and employees in connection with a particular dispute is known as the collective agreement.

This is an agreement which has been prepared to avoid Industrial Disputes and to safeguard the privileges, rights and responsibilities of employees and employers. This is a result of collective bargaining and once the agreement is published in the government gazette with the approval of Commissioner of Labour it becomes a legal document. Normally this agreement is valid for a period of 3 years.

Aims of a collective agreement

- Safeguarding the privileges, rights and responsibilities of the employees and employers
- Creating industrial harmony by preventing industrial disputes.
- Obtaining more benefits than the ones which have been provided by industrial acts and ordinances.

Benefits of a collective agreement

To the employer

- Ability to solve industrial disputes easily.
- The survival of the business is ensured.
- Ability to understand the self-responsibility.
- Ability to manage the business without any difficulty.
- As industrial issues are solved in common there is no need of individual concern over the employees.
- Ability to create a loyal and satisfied group of employees.

To the employee

- Ensuring that the agreed privileges and benefits will be received.
- Protecting employee rights
- Ability to receive better benefits than the ones entitled by the industrial acts and ordinances.
- Ability to clearly understand the self-responsibility and rights.
- Ensuring the employees' safety

The success of Human Resource Management.

Following are some criteria that can be used to evaluate the success of Human Resource Management.

1. Traditional Way

- Labor Turnover
- Employee Absenteeism
- Labor Productivity
- Industrial Relations

2. Modern Way

- Human Resource Accounting
- The HR Scorecard Method

Labour Turnover:

The rate at which employees leave the firm during a particular period is known as labour turnover/employee turnover.

Labour turn over can be computed as follows.

$$\text{Labour Turnover} = \frac{\text{The number of employees left during a period}}{\text{Average number of employees employed in that period}} \times 100$$

Employee absenteeism.

Employees getting absent from work or being present without performing their duties can be known as employee absenteeism.

Situations can be considered as absenteeism.

- Nonattendance at work
- Being present but not performing the duty.
- Taking more time as the interval.
- Late attendance to the work.
- Leaving the work place earlier.

Absenteeism can be calculated as follows

$$\text{Employee absenteeism} = \frac{\text{Number of work days lost to absenteeism}}{\text{Total Number of available work days}} \times 100$$

Labour productivity

Labour productivity is the relationship between the employee inputs and the outputs. A higher level of employee productivity is important for the success of Human Resource Management.

Labour productivity can be computed as follows

$$\text{Labour Productivity} = \frac{\text{Output}}{\text{Labour Input}}$$

