CHAPTER V
TRADITIONAL AND BEST HR PRACTICES IN INDIA

5.1 INTRODUCTION

Traditional philosophy of management was being practiced by the Indian organizations. In the traditional approach the control aspect was much powerful. Managerial control was the essence of the managerial functions.

After attainment of certain level of industrialization since 1981 onwards the Indian managements started recognizing the importance of human resources. Until then every organization used to have a department called Administration / Personnel dept. which used to attend to recruitment, administration of leave, increment, placements/transfers and administration of wage management. Since 1981 onwards the Indian management seriously developed because of the need for maintaining competitive edge. This necessitated the need for upgrading the skills of its workforce and linking of capabilities to suit the market requirement.

After the globalization the Human Resources Management department assumed greater importance in most important areas of organizational practice. This was the result of the changed industrial scenario and the economic development. Today Human Resources department requires altogether different skill set. It offers greatest challenges and also opportunities.

As the time passes Major HR concepts are evolving. The thrust is on shifting the focus from control to realization of HR functions emphasizing requirements of the organization in a comprehensive manner.

In the traditional control oriented approach there used to be emphasis on the rules and regulations and systems and procedure and failure to adhere to such sets of rules and procedures used to attract some sort of punishment.
Those days were peaceful when the sense of understanding and kindness were regarded as a weakness. A manager was expected to have a fine blending of firmness, and fairness and a sense of empathy.

With the overall changes in the organization the organization structures were revamped so as to ensure more flexibility, freedom and accountability. Now the HR Department has been bestowed with greater authority. Jobs have been redesigned wherein an employee is expected to have multiplicity of roles and skills, having a clear cut job description. A definite role has been now established between the job and the competencies required for performing it. Now there is a well designed link between the job design, performance appraisal and the compensation. Now the periodical performance appraisal is being carried out in a most scientific manner.

The Indian government opened up its economy in the year 1991 and adopted a policy of globalization, liberalization and privatization. It adopted policy of welcoming the Foreign Direct Investment in the domestic companies. The earlier industrial scenario was characterized by one or more of the following features:

- India was having a socialistic pattern of economy which was switched over to mixed economy where along with public sector, private sector and cooperative sector co-existed. There were tiny, small cottage industries, small scale industries, ancillary industries, medium sized as well as large sized industries. In such a situation the ownership pattern, size of the business, its reach was varied.

- The employment generation and the social concerns were the focal point as against the commercial objectives.

- The government was much apprehensive about the existence of large scale industries to be in the private hands. This was with a view to ensure that it does not dominate the markets. Therefore, Monopolies and restrictive Trade Practices Act and the subsequent Monopolies Commission were established.
There were upper limits on the salaries of the C.E.O.s of the State controlled enterprises and for every wage revision the approval of the government was a must.

There was controlled collective bargaining where the government had established certain norms.

There were several restrictions on the entry of the Multi National Corporations and the government clearance was required for products, raw materials supply, capital outlay, and exports.

The government used to pursue a policy of self-reliance and giving stress to indigenous manufacture of products.

By that the industries were used to protected conditions and there was no incentive to go in for Research and Development.

Compared to the total operating costs the manpower costs were quite negligible. Industries were located in the backward areas. Political leadership used to have significant leverage in public sector industries. Industries were overstaffed thereby the productivity and profitability was hampered. Promotions were based on the seniority and not on merits and performance which also affected the morale of the efficient employees.

The total Indian work environment was bureaucratic and was very much concerned about the observance of the rules and procedure. There was no flexibility in their approach. This aggravated the productivity and profitability problem.

The above stated background made it easy to introduce the reform package and to adopt the New Economic Policy of 1991. This paved the way for the HR department to take a centre stage.
5.2 TRADITIONAL HR PRACTICES IN INDIA

1. Job Description

In the public sector organizations the employees whose work roles was defined were quite high.

2. Recruitment

There was over dependence on the formal labour market. Recruitment of top students from the campus interviews conducted in management, engineering and other professional institutions was prevalent. Placement agencies, internet and print media was also tapped.

3. Compensation

Job security and life time employment was the practice in the public sector organizations. Facilities like Health care, housing and schooling of children was also a part of the compensation package.

4. Training and Development

There was poor organization of the training programmes in respect of both quality and input, coverage, as a result there used to be no proper skill development.

5. Performance Appraisal

Traditional performance appraisal was based on the superior’s confidential reports and there was no much recognition on the basis of the performance appraisal or organizational goals.

6. Promotion and Reward

Promotions were awarded mainly on the seniority basis and merit had no munch recognition barring the exception of the then prevailing MNCs in India.

7. Career Planning

There was very limited scope for career planning. Promotions on the basis of the seniority was the criterion. There was absence of the well defined career paths in most of the organizations.
8. **Gender Equity**

Because of the court rulings, ILO guidelines, and legal provisions gender equity was maintained but for strategic position female employees postings were rarely seen.

9. **Reservation System**

Even today reservations in jobs is prevalent. The reservation is based on religion, castes. It was 15% for scheduled castes, 7.5% for scheduled tribes and 2.27% percent for backward communities. This percentage slightly vary across the states.

5.3 **RELEVANCE OF HR**

The prime responsibility of the HR Manager is to look out for the right person for the right job. In today’s business world, Human Resources is a much discussed subject. In a situation where the competencies and skills are not precisely referred, the job of the Human Resources department has become more challenging.

During the past two decades, the world has witnessed the complete makeover of the Human Resources Depts. In all organizations, this department has now assumed greater importance and has a say in deciding the management strategies as well. This change can be attributed to the entry of number of MNCs on the Indian industrial horizon.

Today the role of the HR dept. has become more complex. Managing the employee’s expectations, motivation of skilled workforce has made the HR job a tight rope walk.

In good old days Administration Or Personnel dept. function was considered to be a support function. Today, HR dept. plays a strategic role in the organization’s business strategies.

With the changed circumstances the shift in focus from traditional HRM to Strategic HRM was inevitable. Organization should concentrate on tapping company’s special skills and core competencies and promptly respond to the
expectation of the customers. HRM should carry out on an ongoing basis its SWOT analysis and grab the opportunities.

**Competency mapping**

In the rapid growth of the industries, undoubtedly human force is the most valuable asset of any industry. It is necessary that a right person is selected for the right job. In order to achieve this objective now a day HR is resorting to competency mapping which envisages mapping of core competencies of a particular position in the organization. Then these are used to identifying it for job-evaluation, recruitment, training and development and performance evaluation and the succession planning. In spite of growth of industries in the recent past, still this process of competencies mapping is in its infant stage and needs to be groomed further.

To day it has become necessary that instead of calling HR as a staff function it has become a line function as every manager is expected to have involved in HR activities as a part and parcel of his responsibilities. Therefore, it has become essential that all the line managers are also groomed in HR activities to have better performance.

Now the management institutions are well seized with the need for updating their courses so as to include various new concepts that are being introduced in HR department. The new trends and best practices include, cross cultural management, change management, international HRM , familiarization of the students to the new concepts etc.

The need of the hour is for premier institutes such as the IIMs, IITs as well as other professional institutions to rise to the occasion and re-design their curriculum and pedagogical methods in consultation with the industry, in order to train their students to meet the changed expectations of the industry.

**Outcome of the Reforms**

There has to be a common thread amongst the organization’s mission, the strategy formulated to attain the mission, and it should be based on the available skill and quality of the labour force at command. The workforce assumes a greater role.
The aim of any organization in today’s scenario is to achieve greater productivity at a low investment. Therefore, the workforce plays a pivotal role. This requires the employee’s involvement, full of motivation and skill to be nourished and fostered.

Today every organization is heavily investing in the latest technology and naturally in order to use that technology the manpower using it has to be properly oriented and skilled. All the work norms are required to be formulated keeping the employee at the centre of it.

Now more than two decades have passed when India adopted the policy of globalization, liberalization and privatization. Number of Multi National Companies have come to India along with their new technology and also the new HR approaches. The Indian counterparts have also studied these HR practices in the Indian contexts and have also modified their approaches wherever necessary giving Indian touch as the environment is not the same.

On account of globalization and the other reforms there is a rapid growth of the industries in India. Lot of multinational manufacturing and service industries come to India and have established their plants and offices in India. This has given rise to the high demand for the talented people. The Human Resources Development department came to limelight and has taken up strategic position in the overall management set up of all the organizations. Since the multinational companies were from different companies there were number of HR practices prevailing in these industries. There was an industrial recession during 2008-09 as a result of number of companies had to slash down their training and recruitment budgets as well as cutting down several benefits offered to the employees earlier.

While discussing these changes one cannot ignore that the peculiarities of the Indian labour market and the legislative and institutional framework therein. There are several legislative provisions giving protection to the employees, certain mandatory benefits to be given to them, the role being paid by the trade unions in India. Some of these trade unions are controlled by the political parties which have diverse interests. Against this backdrop the HR had to strike a balance in the management of their workforce.
The changing role of human resources management

For quite some time there was misconception about the role that is assigned to the Human Resources Management. However, in the changed industrial scenario after the globalization and entry of multinational organizations in India there was a shift in the approach of HRM. The stiff competition required to be faced in the market gave rise to the importance of HR as it had to address the employees productivity as well as achieving profit targets by cutting staff costs to a reasonable extent. The most important task was to ensure that there is no outflow of talented employees at any cost.

Until then the HR function was looked upon as the administrative enforcers and were considered as an impediment in the performance of the other employees. However, once the organizations were opened up for fierce competition for survival in the business, the emphasis and the focus on the HRM was totally changed and the department gained lot of importance in all the management activities.

Supporting the business

In the first place the HR department had to accept the concept of its role as supporting the business. They had to understand the expectation of the modern industry and business practices. They had to redefine the job roles in greater detail and had to hunt for specific talent requirement for which the HR had to adopt innovative practices to spot such talents and to retain them in the organization. They had to plan their training schedules and had to introduce various new training inputs like motivation, leadership development, personality development, stress management etc. The HRM had to resort to innovative practices to attract and retain the talented staff and keep a constant eye on the employee’s productivity and profitability of the organization.

Employee engagement

In the changed circumstances the HRM had to play a very crucial role of active involvement in the staff issues, and had to perform a role of championing the cause of the employees and had to forge a positive link between the employees and the management. HRM had to ensure that the relations between the management and the employees remain quite healthy which will have positive impact on their output.
Today it has been seen that there is a change in the approach of the organizations. They do not recognize collective bargaining. There are no trade unions in IT Sector and the newly emerged automobile sector. The compensations packages are discussed and finalized with the individual employee. Even there is no time scale as such in many organizations. The annual increments relate to the performance of the employee and his contribution to the profit kitty of the organization. It is in this context the role of the HR Department has become very crucial as they have to undertake preliminary negotiations with the concerned employee.

The HR department has also to take care that the staff inducted in the organization is properly trained and acquainted to the organization’s philosophy and the working systems and culture. Therefore, planning the training of the individual employee is also on the top of the agenda of HR Dept. The skills of the employees are required to be updated and sharpened and for this purpose the training has become an ongoing exercise in the current scenario.

In the absence of the trade union the HR department has to play the role of link between the employee and the management. The employees are required to be constantly motivated to offer their best potential so far as productivity is concerned.

**Change management**

As a result of constant research and development being carried out by each organization day in and day out there are changes in the systems and procedures which the new software brings in. Therefore it becomes essential for the HRM to ensure that all the concerned employees who are to work on the said software are well equipped with the thorough knowledge about it. Therefore, the HR department has to manage the change and also ensure that these changes as well as other happenings in the organization reach each and every employee.

HR can play a vital role in ensuring that change is carried out according to plan because of its unique position as the hub of all employee relations. This added dimension allows the HR manager to take a direct role in developing the business according to the available human resources and capacity, meaning that drastic
changes are better thought through and presented in a manageable way to the employees who need to work through it.

**Employee benefits**

As stated earlier the HR department has to negotiate with the individual employee about the annual compensation and the other benefits that the employee will get. For this purpose the HRM should always bear in mind the cost to company of the concerned employee. This is a very tricky job the HRM has to perform. Today in a competitive market with the use of social media by the young generation, everybody knows what the benefits are being given by the organization to its employees. The HRM is in constantly on an ongoing basis innovating the new benefits which may induce the employee to continue with the organization. Therefore, the concept of best HR practice has come into being.

**Table 5.1: Some required and Discretionary benefits to the employees in India.**

<table>
<thead>
<tr>
<th>Benefits required by Central or State Law (applicable only to such employees covered by the law or guideline.)</th>
<th>Discretionary benefits provided by employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provident fund, gratuity, health insurance, family pension.</td>
<td>Superannuation benefits (pension after retirement).</td>
</tr>
<tr>
<td>Medical Care and hospital facilities under ESI.</td>
<td>Life and health insurance for family and dependents, Medical care for retired employees.</td>
</tr>
<tr>
<td>Workers’ compensation for accidents and workplace injury</td>
<td>Housing, subsidy on housing loans, conveyance allowance, telephone and entertainment allowance, recreational benefits like health clubs and hobby classes, education allowances for self and family, soft loans for asset building.</td>
</tr>
<tr>
<td>Death benefits, compassionate appointment for relative in government organizations/PUSs.</td>
<td>Payment to relative of employee jobs for relatives in private sector. Financial support for children’s education.</td>
</tr>
<tr>
<td>Regular leave, sick leave, and leave travel allowance/ concession for self and family.</td>
<td>Executive perquisites like chauffer driven car, petrol allowance, family holidays, etc.</td>
</tr>
<tr>
<td>Overtime payment as per law</td>
<td>Compensatory off day and encashment of accumulated off days.</td>
</tr>
</tbody>
</table>
Of late, many traditional firms have come out with the formal retirement policies so that the old staff which is not fitting well in the new set up put up their papers and the management is free to seek replacement of their choice.

5.4 HRM IN MULTINATIONAL COMPANIES

The growth in the business is now essential for survival. If there is no growth in business you are finished. Therefore, the organizations cannot solely depend on the domestic market and have to tap foreign markets as well. Things are changing fast. Society’s values as well as workers values undergo change. Technology changes giving rise to the new dimensions to production both in terms of quality and quantity. Therefore, the human resources of any organization are required to be managed professionally. Even there are organizations which have a fair mix of foreign nationals on their roll. Dealing with them is also a specialized job as their culture, requirements, and settlement in the new environment also needs to be taken care of. All this call for unique approach.

There has to be a certain degree of local flexibility and responsiveness in personnel policies: yet under an umbrella a coordinating all HR policy decisions, company values, philosophy and outlook on key issues should form the basis of HR decisions and this is the coordinating factor. It is important that the person in charge of this HR department at the corporate head quarters is part of top management, if human resources are to be deployed in accordance with the overall and long term goals and strategy of the company in question.

In a global scenario a company has to integrate its activities on a worldwide basis and HRM cuts across the entire value chain of a firm.

The HR function in the international environment is need based both quality and quantity wise. To achieve an effective HR policy an MNC would have to pay attention to the following:

Recruitment: Though technical competence is important for success, relational abilities increase the possibility of successful performance.
**Training:** Ideally, the corporate office or local HRM offices of a MNC would have to maintain a company requirement profile with the performance and potential of junior managers and experts in terms of the present and the future. Training is an important area in international HR development and planning in a MNC.

**Remuneration and Benefits:** As a general rule multinationals base their pay scale on those prevalent in the host country with added benefits (to supplement loss of purchasing power) when they are below those paid by the corporate office at its headquarters. Sometimes a mobility supplement of about 10per cent of remuneration is paid and some companies find it worthwhile to pay traditional salaries for profitability of division’s performance or for targets set for the individual by the company. In India with the process of liberalization, the government has allowed companies to pay their managers salary packages which are more in keeping with those of their counterparts abroad.

**Dissemination of Information:** The HR department in a multinational corporate office and in local units has to play an important role in disseminating information. Information dissemination is to ensure that the equal opportunities are available to all employees and that planning for the management of HR’s coincides with the overall planning process, taking into account local dissimilarities, needs and obligations.

The companies and technology, however superior, are all managed by people and hence the success of an operation will ultimately depend on the ‘ingenuity of its people’.

Attractive benefits are also offered by MNCs and private employers. The company’s focus on the health and well being of employees. In some companies gym is provided at the office so that employees are saved the trouble of driving down to a private gym. Facilities for indoor sports like table tennis, carom, and high tech gaming facilities are available within the company. Employees and their families are invited for celebrations and the company also has days meant for bringing family members to the office.
5.5 BEST HR PRACTICES

Here are some of the best HR practices that help in the creation of a highly satisfied and motivated workforce.

1. Work Environment

It is obvious that the employees prefer the workplace to be safe and have a healthy atmosphere where working is pleasurable. Every employee is being accorded his/her due importance and also the motivational support to stay in. For this purpose in the organizations there are internal surveys carried out and the employee’s satisfaction level is assessed. Wherever necessary prompt actions are taken to rectify any deficiency observed in the surveys.

2. Open Management

Today every employee expects that the organization maintains a satisfactory level of transparency and keeps its employees updated of the various developments taking place in the organization. This also ensures that the employee’s feel secure as well as recognition of their importance in the organization. This is achieved by internal e-bulletins, blogs and frequent floor level meetings. The employees are kept updated on the changes in the company’s policies, achievement of new contracts and the sales trend, any new Sr. Executive joining the organization etc. The organizations also give every employee to put forth his/her ideas for improvement of the company’s performance. Rewards are also given on assessing the cost benefit of the suggestions.

3. Performance Incentives

Today’s organizations have altogether different type of functioning. They divide the staff in different modules by applying certain parameters e.g. for each order a different module. Accounts are also maintained and the profitability of the order is assessed. This provides the management a tool to assess the financial performance and to give team incentives based on the actual performance displayed. In today’s organizational set up there is a system of promptly recognizing individual’s achievements which motivates not only the said staff but also inspire the other staff to perform better. While doing so the HR always keeps its one eye on the cost to the company.
4. **Performance Feedback**

Today the traditional system of writing confidential performance report by the boss is no more in vogue in any organization. Now the performance is assessed using scientific tools and also involving not only the top boss but also the senior officials as well as subordinates. Thus everyone’s opinion is taken into account while assessing the performance. This appraisal is also discussed with the individual employee who is taught to use this feedback for his/her improvement in the performance.

5. **Employee Evaluation**

Every company has an employee evaluation system in place but a good system links individual performance to the goals and priorities of the organization. This works well when achievements are tracked over an year. For a fair review of each employee, the evaluation, apart from being done by the boss, should be done by another person at a higher level, for whom the employee’s contribution is important. Ratings can also be obtained by other employees. This ensures a fair and accurate rating of each and every employee.

6. **Sharing of Knowledge**

Today because of the technology development knowledge gained by an employee in a training programme or a workshop is stored in the data base and access is available to those who can use it for increasing their knowledge. This centralized system of knowledge storage accelerates the training effect at no additional costs. Even innovative ideas that the management deems fit for employees to see, can be stored here for all to see.

7. **Publicize Good Performances**

Quite obviously every organization has some employees who display outstanding performance. Organizations highlight such performance through various media available to it e.g. house bulletin, display of board at the entrance, holding special meeting etc. so that the achiever gets due recognition. This approach and actions inspire the other employees of the organization.
8. Discussions

All that wisdom is not centered at the top. Every employee has some genius and has some practicable ideas which can be tested for its techno economic feasibility and economic viability. Therefore, in the organizations there is a system of group discussion on specific areas where the employee can share his ideas which may prove to be useful to the organization. There are suggestions boxes in each of the departments or at central place where the employee can drop his suggestion. These suggestions are evaluated by an expert committee and appropriately the employee is informed the outcome of it. Suggestions which are acceptable to the organization are promptly rewarded.

9. Rewards

For the best suggestion of the employee, organizations organize special meetings and the achievement made known to the other employees of the organization. This instills confidence in the employees that the management is considerate for good suggestions.

10. The Surprise Factor

Everyone likes a surprise. When one is not expecting a surprise and if a surprise gift is received everyone is thrilled. The gift may be a certificate, a small reward. The surprise need not be restricted to the achievers it can be given on randomly selected basis. Such a small gift also proves to be a best motivational tool.

The success of the organization largely depends upon the employees’ strenuous efforts and involvement. These healthy HR practices go a long way in developing a cordial and healthy relations with the employees. The organization’s work culture and the overall approach towards the employees should be such that every employee should feel proud of his company’s performance.

11. Exit Interviews

This is relative a new concept. Now a day this is a common practice in almost all the organizations. When the employee calls it a day and tenders his papers, exit interview is conducted by a senior executive from HR department. The objective is to find out why the employee is leaving the organization. When the employee is leaving
the organization he can express his free and frank opinions about the organization and its people. He can voice all that he feels about the organization good things as well as undesirable ones. The outcome of the interview helps the organization to take corrective steps wherever necessary.

The experts feel that such interviews should be oriented to obtain comprehensive impression about the organization, managerial deficiencies, HR policies etc. This interview outcome helps the HR department to sort out any genuine problems faced by the employees which will result in arresting the further attrition of the employees.

Some people have a doubt about the true and honest feedback. Usually employees are reserved and give goody goody responses. Sometimes the employee leaving now may be intending to come back again and hence takes a position and do not express his adverse opinions. Of course, the Sr. Executive who conducts such an exit interview cross checks the feedback given by the outgoing employee to ascertain its correctness and reliability before acting thereon.

Here are a few points usually one should inquire into at the time of exit interview.

**For the Interviewer**
- Let the employee be placed in a comfortable position so that his confidence will help him in giving the genuine reporting.
- Normally it should be of about 30 to 45 minutes. Interviewer should empathize with the employee who is severing emotional connects with the organization and is difficult too.

**For Employees**
- Employee should present his views without any bias.
- Let him express his frank opinion about the organization which will go a long way in improving the position. Wherever needed let him give an unbiased account to substantiate his views.
The employee should remember that his frank views which are positive in nature may help the other employees as the management may take a serious note of those and may take some action.

**Expected Questions**

- Why are you leaving?
- What was most satisfying gratifying about work?
- Any restraints through company procedures/policies to your performance?
- Detail the level of support from the company towards your duties

Exit Interviews if taken in the right spirit can be valuable retention tools. They are definitely a win-win for employee and company, if two-way.

### 5.6 GUIDELINES FOR IDEAL HR ROLE

Following are the few guidelines which the HR Dept. should follow:

- **Definite Job Description**
  There is a need to precisely define the job description. This is very much essential as it provides a clear idea to the HR department while hunting for the right person. More particularly what should be the educational qualification, technical knowledge required by the job, experience and temperament and so on.

- **Begin from the Beginning**
  Clearly define the work, address dress codes, iPod Volume, start times, TMI conversation etc. to maintain a healthy working relationship. Remember HR Manager’s time as a learner? Now, Empathize!

- **Assign Real Projects**
  The purpose of an internship is to provide the candidate a working-knowledge of business. Involve them positively in the on-going projects. Take them on a sales call or assign them tasks they can independently handle. Introduce them to clients, so his clients won’t anticipate perfection every time.
Do Not Guarantee Only Interesting Work
Please do not give any assurance that he will be assigned only those projects / assignments in which he is interested. Assignments will be a balanced mix. They should not be choosy in getting a specific assignment.

Give Feedback
There should be exchange of feedback to and fro from the employee and his immediate supervisor. Such a feedback provides an opportunity to improve upon in the weak areas and to further develop the strong areas. This helps in making a career in the organization.

Best Grades Do Not Matter
If one is really interested in a particularly his job his grades do not matter for the HR Manager. The employee’s enthusiasm and proactive approach is heavily weighed at the time of selection.

Reference
For an intern his or her direct manager would be the best reference they could get. So, HR Manager has to be honest and tell them whether they are good or bad. However, do not “grade” them on par with your experienced employees. Do give them the benefit of doubt.

5.7 SIGNIFICANCE OF MOTIVATION
In any business organization employee’s motivation plays a predominant role. The high productivity of the motivated staff does reflect in the high productivity which ultimately help the organization to achieve its set goals.

In order to prepare a motivation strategy, it is the pre requisite that the organization should have firsthand knowledge of what motivates the employees. Then only the HR may be able to draw an effective strategy. Motivated employees perform well and that good motivational programmes help to retain the talent in the organization.
Motivational needs of the employees are varied. Therefore, number of motivation programmes need to be formulated. The programmes will include, best compensation packages, well defined and unbiased incentives, individual incentives, group incentives, rewards and recognition, developing programmes that support work-life balance, relaxed office environment. The list of programmes is endless and as the time passes the list needs to be updated.

It is usually easy to draw employee incentive programs which can be linked to the production. It is not necessary that every programme should have a monetary element. Rewards and recognition and its publicity may motivate the employee at relative low costs.

Programmes like “employee of the month” which focuses on the best performer of the month and spotlighting him/her on the websites, banners at the corporate office and internal internets, giving bonus points which may ultimately can be cashed are also some of the motivating instruments.

**Key factors to increase employee’s motivation**

Although on the face of it, motivating the employees appear to be easy, it is not so in real practice. It does require lot of efforts in identifying the motivational needs. It is a tricky subject for most of the managers. However, this has to be tactfully used as the organization’s success is dependent on the motivated staff.

Ultimately motivation essential means developing effective programmes that recognize and applaud the employees contribution to the organization whereby the employee will on his own offer all the potential within him. By using both tangible and intangible rewards the employee enthusiasm should be nourished.

Mr. J. P. Maroney, the founder of People Builders has enlisted five success key factors to effective employee motivation which are given in the following paragraphs.
1. **Satisfaction**

The employees who are well motivated are happy at work and offer their full potential in whatever assignment they are doing. Vice versa, unhappy employee’s productivity gets adversely hampered. Therefore the organization should ensure that within the permissible limits (cost to company) the employees are happy all the time. It is for this reason the organization should understand as to what ensures the happiness of the employees. It is not always the monetary benefits sometimes even intangible benefits also work well (recognition, rewards, appreciation etc.).

The happiness of the employees is well translated in the satisfied customer service whereby the customers offer loyalty to the organization.

2. **Appreciation**

It is a human tendency that whenever he/she receives appreciation from the bosses they tend to be happy. Everyone expects that the organization should take a note of the special work that he/she has done. Therefore, managers should develop a practice to appreciate the employee’s efforts and praise them on the floor. If it is done frequently for just cause naturally the employee stands fully motivated and committed to the organization. Particularly when there are in house meetings such praising of the employee brings wonderful results. It also gives a signal to the other employees that their good performance will also be appreciated and they will stand inspired.

3. **Recognition**

Satisfied employee is an asset and the management should realize it at all times and treat the employees as assets. The way one takes care of the other assets similarly this human asset also requires to be recognized.

The managers should cultivate habit of recognizing the work put in by the employees and wherever considered appropriate rewards be also given after studying the cost benefit of the implementation of the particular suggestion. Accomplishment of any job well before the scheduled time in a
satisfactory manner should receive appreciation and recognition. Depending upon the recognition, it may be held in the regular staff meetings or in a specially convened meeting.

Not only should that if any of the employees as achieved even outside the organization, in a society such achievements also be recognized. This motivates the employee to do similar good jobs in future.

4. **Inspiration**

Employees who have performed well and have been properly recognized of their achievement prove to be role model and provide inspiration to their colleague. Therefore, these role models be given due publicity in bulletins, banners in the entrance etc.

When leaders lead form the front, employees will be inspired to follow them. Employees will be happy to work for an organization that is true to its beliefs and works towards realizing its dreams. Since every employee aspire the same, he will take inspiration from the organization itself. Inspired employees are also motivated and loyal.

5. **Compensation**

In number of surveys carried out in different industries it has been observed that the first and foremost priority is accorded by the employees to their compensation factor. If the compensation commensurate with the performance, knowledge, packages in other similar concerns, naturally the employees tend to offer their full potential and remains committed to achieve the targeted set goals. Therefore, the HR department should be on constant look out as to the reasonability of the expectations of the employees so that talented employees on which the organization has heavily invested through identification as well as training etc. remains with the organization. Of course, while saying so one should always keep an eye on the cost to the company and that there is no much discrimination amongst the equals.
Life needs and Communicating information about work and non-work policies and job demands

Companies have to understand employees’ needs, solicit their input, and make work-life benefits accessible to everyone. To do so, companies need to comprehend the diversity, complexity, and reality of employees’ lives. Programs should be designed to provide as many benefits as possible to meet the needs of as many people as possible.

### Table 5.2: Example Work life Programs:

<table>
<thead>
<tr>
<th>Company</th>
<th>Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marriott International</td>
<td>To encourage employees to take summer vacation, management discourages meetings and conference calls, on Fridays between May 21 and September 1.</td>
</tr>
<tr>
<td>American Electric Power</td>
<td>Parents can use back-up child care that offers subsidized babysitting at home or in a local child-care center.</td>
</tr>
<tr>
<td>Genetech</td>
<td>Busy employees can order healthy dinners online and pick them up at work.</td>
</tr>
<tr>
<td>Patagonia</td>
<td>Pays for children (and their caregivers) to accompany parents on business trips. Parents can take up to seven paid days to care for an ill child. Hires a surfing instructor for employees at headquarters.</td>
</tr>
<tr>
<td>Bank of America</td>
<td>Created the “My Work” program, which allows associates to work at Home. Company will outfit a home office or associates can work from a fully equipped satellite office.</td>
</tr>
<tr>
<td>Moffitt Cancer Center</td>
<td>Leave policy gives all new moms 16 job-guaranteed weeks off, including four paid; Fathers, domestic partners, and secondary adoptive caregivers receive one paid week. Moms-to-receive two weeks of pre-maternity leave at full pay.</td>
</tr>
</tbody>
</table>


Flexibility in Work arrangements and work schedules

The HR department is also expected to ensure that there is no work life conflicts. One way of looking at it is allowing more flexibility in working hours and work locations. To help employees with their work schedules, companies should educate them about the positives and negatives of various schedules, allow them to participate in choosing their schedules, and train them in handling the physical, family and social effects of their work schedule. In the current environment when both husband and wife are working naturally they need some adjustments to take care of the family. There should be proper understanding between the HR Dept. and the employee concerned so that a sincere attempt can be made to adjust the work schedules. In certain organizations where it is practicable at times the employees are
allowed to work from home on certain occasions. Such flexibility is appreciated by the employees as they are not required to avail off leave and dislocate the work of the organization for a short period.

It has been observed that the flexible business practices attract new talent, improve productivity, raise morale and job satisfaction and reduce stress or burnout. By supporting work life policies, top level managers can reduce employees’ anxiety.

**Dependent Care support: Child and Elder care and adoption support**

Usually the employees require support for taking care of the child or the elders in the family. Companies can certainly help the employees to deal with these requirements. Companies can help their employees in number of ways. Usually the employees require assistance for school admission or for arranging baby seating facilities etc. Company can have tie up with the reputed schools. Particularly the companies can assist the reputed schools from out of their funds for fulfilling commitment under Corporate Social Responsibility.

5.8 **HR PRACTICES IN IT COMPANIES**

1. **Safe, Healthy and Happy Workplace**

   The office environment should be such that the employees should feel homely. It is worth noting that the employees spend much more time in the office than in the house. Therefore, their comforts should be properly addressed. This can be done if the employees pulse can be captured through employees’ survey.

2. **Open Book Management Style**

   The employees are very much interested to know as to the company’s plans, day to day developments, new contracts, sales, induction of new clients in their portfolio, company policies, employees personal achievements etc. Therefore they expect greater degree of transparency. It helps in building trust & motivates employees.
3. **Performance linked Bonuses**

Today number of companies has started practice of variable compensation plan which serves an incentive to the employees. In order to get the variable pay the employees do contribute their mite to the organization. So also in some companies performance linked bonus schemes are in operation. Never pay out bonus without measuring performance, unless it is a statutory obligation.

4. **360 Degree Performance Management Feedback System**

Every organization has a system of performance appraisal which is conducted at a regular periodical interval. Some companies have system of self appraisal which is reviewed by the immediate supervisor and moderated by his senior. Recently a new system of performance appraisal called 360 Degree Performance Management Feedback has been adopted by many companies. It envisages performance feedback from seniors, peers and subordinates and this is considered to be the best available methods for collecting performance feedback. Every person in the team is responsible for giving relevant, positive and constructive feedback. Such systems also help in identifying leaders for higher level positions in the organization. Senior managers could use this feedback for self development.

5. **Fair Evaluation System for Employees**

The HR department has to develop an evaluation system which clearly links individual performance with that of corporate business goals and the priorities. Each employee reports to a particular officer as per the management hierarchy. Evaluation becomes fairer if it is based on the records of periodic counseling & achievements of the employee, tracked over the year. For higher objectivity, besides the immediate boss, each employee should be screened by the next higher level (often called a Reviewer). Cross – functional feedback, if obtained by the immediate boss from another manager (for whom this employee's work is also important), will add to the fairness of the system. Relative ratings of all subordinates reporting to the same manager are another tool for fairness of evaluation. Normalization of evaluation is yet another dimension of improving fairness.
6. **Knowledge Sharing**
In the current developed technology environment storing of knowledge for ensuring accelerating effect, has become very easy. Greater access to the information instills confidence amongst the employees. Whenever any employee attends any training programme the training material received by him in the form of handouts, notes, case studies etc. can be stored on the portal and it can be accessed by the other employees interested to keep them updated. This not only helps the individual employees but in turn also helps the organization.

7. **Highlight performers**
Excellent top performer’s profile be created and those be displayed on the company intranet, display it on the board. In turn it encourages the others to put their best and the competitive spirit can be instilled.

8. **Open house discussions and feedback mechanism**
Genius ideas always rule over the world. Employees are the best source for generating ideas. There is need to nurture and execute the great ideas. Open house discussions, employee-management meets suggestion boxes and ideas capture tools such as Critical Incidents diaries are the building blocks that can help the Managers to identify & develop talent.

9. **Reward Ceremonies**
It is not enough to recognize the talent. Those are required to be highlighted for which organization may conduct ceremonies. This provides inspiration to the others to follow their suit.

5.9 **HR PRACTICES RESULT IN IT COMPANIES**
In the following paragraphs the L&T InfoTech senior executives have narrated as to how the HR Practices resulted in the company in achieving 10 level People Capability maturity Model.\(^{30}\)

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\(^{30}\) Interaction with the L&T InfoTech Senior Executives by the researcher.
The **People Capability Maturity Model** is a tool that helps you successfully address the critical people issues in organization. L&T InfoTech is one of the ten companies in the world to get the PCMM (People capability maturity model) level 5 certification. Sudipta Dev executive from L&T Infotech explained how the company provides continuous learning opportunities to its employees for developing their competencies. L&T InfoTech takes great pride in its rich HR culture. This company has achieved PCMM level 5 certifications. L&T InfoTech is among the 10 companies in the world which have earned this batch of Recognition. The Company currently has a workforce of more than 4,000 professionals. “L&T has always been focused on HR,” states Dr Devendra Nath, executive vice president of L&T InfoTech. The organization believes that there are four major pillars of HR—acquiring talent, enabling talent, grooming talent and building 'the culture'. Nath asserts that competency-based HR is the essence of good HR. “It is the dream of all HR people that everything in the organization be linked through the competency matrix. Competency for every role is well-defined (technical as well as behavioral), even at the time of recruitment and succession planning,” he says, adding that once people are shown a particular career path, they should be equipped with the skills to reach that particular position. And this is enabled by enhancing competencies. Competency development is at PCMM level 3. The HR vision of the organization is to maximize 'Sigma motivation' and the organization believes that implementing the PCMM model in letter and spirit will help it achieve that.

**Training emphasis**

As a group, L&T has always believed in a life-long association with its people. Most of our top brass have joined at junior levels and risen through the ranks. The organization provides continuous learning opportunities to its people to develop competencies,” points out Vinod Khisty, associate vice president, Human Resources, L&T InfoTech. There is a lot of emphasis on training. It is believed that all those people who have been recruited in the organization after the stringent hiring process are already champions; consequently the entry-level training is called 'Enabling the champions'. This includes 100 days of focused training in classrooms. The modules range from technical to voice modulation to team management, etc. The soft skills training for L&T InfoTech professionals is conducted at the group's Rs 10-crore training centre at Lonavala, near Mumbai. The e-learning channel called Gyanpeeth
provides just-in-time technical as well as soft skills training. “A person in Sweden might have to make a presentation to the customer the next day. What he has to do is to just log in and learn from the programmed presentation skills. Furthermore, based on responses the course will keep getting updated to the next higher level. The sense of satisfaction with training is very high in the company and is a great motivator.”

**Stringent Recruitment**

One of the rules of the recruitment process is not to encourage nepotism. This ensures that nobody enjoys a privileged position because of any relationship or association—merit is the primary criteria. Finding the right person is a painstaking effort. “During the selection process, a lot of elimination takes place. Only 4 percent of the people who apply are selected,” informs Khisty. Careful background screening of the candidate is done to judge the attitude and mindset of the individual as the organization only wants to induct those people who want to be “happy doing the job.” Furthermore, when it comes to finding unusual talent, for instance an IT professional with a financial background, they hire CAs and groom them in four months to do the job.

### 5.10 EMPLOYEE SATISFACTION

**Introduction**

In every organization the accomplishing the organization’s goals is the responsibility vested in the Chief Executive. He has a team of requisite staff at his disposal through which he gets the work done. Thus the manager’s performance is dependent on the employees reporting to him. In order to ensure high performance of the organization he has to manage these human resources in such a manner that gives desired performance. Therefore the Chief Executive has to ensure that the employees of the organization are satisfied and that they put in their best efforts in accomplishing the set goals of the organization.

There are certain parameters usually taken into account while assessing the performance of the organization. E.g. per employee turnover, per employee sales, per employee profit etc. These include multi-skilled work teams, empowered front-line
workers, extensive training, labour-management cooperation, commitment to quality and customer satisfaction. High performance practices generally aspire to help workers to manage themselves.

It is therefore necessary that the Human Resources Development department has to ensure that right from recruiting, screening, training and motivation aspects are taken seriously and that the right employee has been posted at the right place.

Today after the globalization the industry is facing tremendous competition and hence it is important for the Executives that they have to develop their own staff and strategies which will excel in achieving the desired organizational goals. Sound HR policies lead to promote organizational effectiveness.

The thrust of the organization to develop motivated and committed employees who will involve themselves in the organization’s activities. Building motivated and committed employees is a very crucial task and takes long time. HR department has to make special efforts for this purpose. For this purpose it is necessary to understand as to what makes the employees satisfied so that they can offer their full potential.

Achieving job satisfaction is a long drawn process and it can be achieved as the employee gets experience. For development of employee satisfaction much time is taken while it declines at a faster rate. Therefore, the HR department should attempt continuously achievement of satisfaction of their employees. Employees interest should be taken into account while developing the HR strategies. Like other attitudes, job satisfaction consist of emotional, informational, and variety of sources, and can serve a number of functions for the individual. Job dissatisfaction does mean lack of motivation at work.\footnote{Subba Rao, P. (2006). Personnel and Human Resource Management, Himalaya Publishing House, Mumbai, Pg. 268.}

Job satisfaction is optimistic and it gives feeling of happiness, joy and delightfulfulness. Job satisfaction builds confidence employee’s personality. It also develops loyalty with the organization.
Defining Employee Satisfaction

1. Employee satisfaction is the amount of overall positive effect or feelings that individuals have towards their job.\textsuperscript{32}

2. Employee satisfaction is a reintegration of effect produced by individual’s perception of fulfillment of his needs in relation to his work and the situations surrounding it. (Sinha, 1974).\textsuperscript{33}

Significance of Employee Satisfaction

For the Executives the study of employee’s job satisfaction is very much important for the following reasons.

- It provides opportunity for further improvement.
- It focuses on the reasons for discontentedness of the employees.
- It brings out the factors which the employees value most.

Job satisfaction leads to life satisfaction in the short term.

Tools of Employee Satisfaction

Job

Hours of work, nature and type of work, colleagues in the office, promotional opportunities and advancement in a reasonable span of time, physical environment and machines, equipment and tools etc. are the factors that decide the job satisfaction.

Management

The approach of the immediate supervisor, recognition, reward and punishments, appreciation, unbiased and fair employees’ policies, compensation, fringe benefits, transparency, etc. are the factors connected with the management.

Social Relations

Attitude towards people in community, participation in social activities, caste barriers, etc.


Personnel Adjustment

Emotionalism, health, home and living conditions, finances, relations with family members, etc

5.11 DETERMINANTS OF EMPLOYEE SATISFACTION

Race and Gender

Women are relatively lesser ambitious and they get satisfied with even little favourable things. Therefore gender is also one of the determinants of job satisfaction.

Age

There is a positive correlation between age and job satisfaction. As the man matures he tends to satisfied as he gets accustomed with the job conditions over a time. Younger generations demand is always more. They often tend to report dissatisfaction, probably because they find that they are not going ahead fast enough.

Working Conditions

Job satisfaction is related to working conditions also. The work will be more satisfying if working conditions are congenial to the task a worker proposes to accomplish. Good working conditions involve such facilities as adequate light, comfortable temperature, attractive surroundings etc.

Job Content

Herzberg holds the view that job content factor such as achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not tend to create dissatisfaction. Also job satisfaction is related to the aptitude of the employee. If the employee is given a work for which he has no aptitude, the job will provide no attraction to him.

Employee Morale

If the employee morale in an organization is high, satisfaction with job is likely to be high and vice versa. The worker will be loyal to the organization if their
morale is high. The rates of absenteeism and labour turnover will also be low because of psychological satisfaction from the job.

**Avenues of Promotion**

Opportunities of promotion affect job satisfaction considerably. The desire for promotion is generally stronger among higher level employees. It is no surprise that the employee takes promotion as the ultimate achievement in his career and when it is realized, he feels extremely satisfied.

**Specialization**

It also leads to greater efficiency, but it also contributes to dissatisfaction. Repetitiveness of task is found to be boring and monotonous by workers. Greater variety of tasks may not increase satisfaction unless the tasks form a unified, integral and meaningful whole.

**Work Group**

People seek satisfaction of their social and psychological needs in the interaction with others in a group situation. However, the amount of satisfaction that a person derives from interaction with his co-workers depends on his own need for affiliation. If the group enjoys a higher status, the employee’s level of job satisfaction will increase further.\(^{34}\)

**Number of Dependents**

It has been found that if white-collar workers in America have more number of dependants one has, the less satisfaction he has with his job. In the Indian study by Sinha and Nair, workers having to support fewer dependants (one to four) tended to have higher job satisfaction while those with five or more dependants tended to be dissatisfied.

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Education

Indian studies have generally shown that there is a tendency for the more educated workers to be less satisfied and conversely the less educated workers to be more satisfied.\(^{35}\)

Factors Controllable by Management

Salary

Adequate salary plays a significant role in influencing job satisfaction. This is due to two reasons. First, money is an important instrument in fulfilling one’s needs. Secondly, employees often see pay as a reflection of management’s concern for them. Employees want a wage or pay system which is simple, fair and in line with their expectations and if these criteria are met they feel satisfied.

Security

Job security is the second most important preference out of various job factors. In short while getting a job is of foremost importance being secured on the job is the very next requirement of the Indian worker. This is understandable in the face of widespread unemployment, uncertainties in the employment market and the conditions which are often termed as unfair labour practices.

Opportunity for Advancement

The fact that opportunity for advancement is so highly ranked may lead to the interpretation that every worker will want to get promotion and will feel satisfied in getting it.

Co-workers

It has been found that relationship with co-workers, usually considered as a hygiene, extrinsic, or dissatisfier factor and considered as the most important satisfier among a group of highly skilled personnel. Moreover it was also found that friendly people to work with was ranked fairly high by better performers whereas it was ranked low by poorer performers.

Fringe Benefits

Adequate personal benefits have been given frequently moderate ranking within the Indian studies. It has been found that fringe benefits including housing, canteen, etc. are rated second in importance to wage and salary.

According to Baron certain factors which influence job satisfaction are as follows:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Challenging work</td>
<td>Work should be interesting, but not fatiguing.</td>
</tr>
<tr>
<td>2. Rewards for good performance</td>
<td>Clear contingencies between performance and reward are desirable.</td>
</tr>
<tr>
<td>3. Verbal recognition</td>
<td>Appreciations, praises and feedbacks.</td>
</tr>
<tr>
<td>4. Good working conditions</td>
<td>Physical working conditions should be comfortable.</td>
</tr>
<tr>
<td>5. Concerned supervision</td>
<td>Supervisors should demonstrate their concern for helping employees.</td>
</tr>
<tr>
<td>6. Positive interpersonal relations</td>
<td>Satisfaction is strongly enhanced by friendly relations and supervisors with co-worker</td>
</tr>
<tr>
<td>7. Effective company policies</td>
<td>These should aid employees to attain goals.</td>
</tr>
</tbody>
</table>


5.12 EFFECT OF EMPLOYEE SATISFACTION ON PERFORMANCE

For a very long time it was believed that satisfied workers were productive workers, but later studies found it to be a myth. The traditional view that a happy worker is a productive worker does not clarify the complex relationship between job satisfaction and productivity. No doubt some studies have reported positive correlation between satisfaction and productivity but these are often not statistically significant.

Herzberg analyzed the results of twenty six studies focusing on the relationship between job satisfaction and productivity. Fourteen of these showed that worker with positive job attitudes had higher productivity than those with negative attitudes. In nine studies job attitudes and productivity were not related and in three studies workers with the positive attitudes had poorer production records than those with negative attitudes.
5.13 CONSEQUENCES OF EMPLOYEE SATISFACTION

From an individual as well as organizational effectiveness viewpoint it is significant to understand the relationship of satisfaction to outcome variables. The effect of job satisfaction on some key organizational and individual factors is given below:

Performance

There are essentially three perspectives on the relationship between performance and job satisfaction. They are:

- The traditional human relations approach suggests that satisfaction leads to exerting more effort by employees and subsequently results in higher levels of performance. It is the common sense view that a satisfied worker is also a more motivated and productive worker.

- The second approach suggests that performance indirectly leads to satisfaction as performance levels affect the rewards employee receive. Thus, performance and satisfaction will most strongly be correlated when rewards are made contingent upon performance than when they are not.

- Another alternative view is that there is no specific relationship between job satisfaction and performance - offering hardly any comfort to those seeking to confirm that a satisfied employee is a productive employee.

Turnover

Most research studies indicate that satisfied workers are in general less likely to leave the organization. These studies find a little over 15 per cent of variance in turnover to be associated with variance in satisfaction. Thus there is a moderate association between satisfaction and turnover (Lee and Mowday, 1987) because it is perhaps only one of the many factors responsible for an individual’s decision to quit.
Absenteeism

It is widely known that absenteeism causes costly interruptions at the work place. Since temporary workers replace regular workers it can also result in poor quality products. Hence there is an inverse relationship between satisfaction and absenteeism (Kumari and Singh, 1998). Besides, while job satisfaction will not necessarily lead to low absenteeism, low job satisfaction is inclined to bring about an increase in absenteeism.¹

Organizational Citizenship Behaviour

It seems logical to assume that job satisfaction should be a major determinant of an employee’s organizational citizenship behaviour (OCB). Satisfied employee would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences. Thus, evidence suggests that job satisfaction is moderately correlated with OCBs.²

Mental Health

Studies have reported that high job satisfaction is associated to better mental health (Sutaria, 1970; Gunthey and Singh, 1982). Employees with good mental health have found to learn job-related tasks faster, have less on-the-job accidents, and reports fewer grievances. Another aspect of mental health could be the degree of frustration experienced on the job and its impact on the work and life of employees. Prolonged dissatisfaction can result in frustration.

Culture

Research has uncovered that executives in less industrialized countries have lower job satisfaction. Besides, Japanese workers were reported to have significantly lower job satisfaction than US workers (Lincoln, 1989). In a comparison of employees in the US and India, factors that lead to job satisfaction were found to differ greatly. While leadership style, pay, and security influenced job satisfaction for the Americans, for Indians recognition, innovation, and the absence of conflict led to job satisfaction (Krishnan and Krishnan, 1984).
Non-Work Life

Researchers have reported that there is a spillover of job satisfaction to other spheres of life too. In other words, satisfaction in job seems to increase satisfaction in other spheres of life or what is called satisfaction in general (Mehta, 1978). A Meta analysis by Kossek and Ozeki (1998) of fifty studies with fifty groups found a negative relationship between all forms of work-family conflict and job and life satisfaction. Women are found to be more adversely affected by work-family conflict than men because of their double responsibilities of work and home.

5.14 MEASURES TO INCREASE EMPLOYEE SATISFACTION BY MANAGEMENT

Job Enlargement

To check the harmful effects of specialization, the engineering factors involved in each individual job must be carefully analyzed. Perhaps the assembly lines can be shortened so that there will be more line and fewer workers on each line. Moreover, instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organize the work. Such changes permit more social contacts and greater control over the work process.

Job Rotation

Many companies are seeking a solution to on-the-job boredom through systematically moving workers from one job to another. This practice provides more variety and gives employees a chance to learn additional skills. The company also benefits since the workers are qualified to perform a number of different jobs in the event of an emergency.

Change of Pace

Anything that will give the worker a chance to change his pace when he wishes will lend variety to his work. Further if workers are permitted to change their pace that would give them a sense of accomplishment.
Scheduled Rest Periods

Extensive research on the impact of rest periods indicates that they may increase both morale and productivity. Scheduled rest periods bring many advantages:

- They counteract physical fatigue.
- They provide variety and relieve monotony.
- They are something to look forward to—getting a break gives a sense of achievement.
- They provide opportunities for social contacts.

Shorter Hours

Shorter work-day in many cases leads to higher production, reduced absenteeism, accident rate, and giving a feeling of accomplishment. Most people get a sense of accomplishment from completing a whole job. If the job becomes too specialized, the worker loses his feeling for the relationship between his work and the overall process. The concept of whole job gives satisfaction to a worker:

- That he plays a significant part in the work process as a whole, and
- That the process itself is important.

Greater Autonomy

Possibly the single most effective way of increasing job satisfaction is to give workers more freedom to do their work in their own way. People will work harder and derive satisfaction if they are given the freedom to make their own decisions.

Automation

The effect of automation on job satisfaction depends largely on the degree of automation that is introduced. Clearly, automation means different things in different situations, and it is difficult to state firmly that it either decreases or increases job satisfaction.
5.15 EXPECTATIONS OF EMPLOYEES REGARDING SATISFACTION

1. Recognition as an individual.
2. Meaningful task.
3. An opportunity to do something worthwhile.
4. Job security for himself and his family.
5. Good wages.
6. Adequate benefits.
7. Opportunity to advance.
9. Satisfactory working conditions.
10. Competent leadership - bosses whom he can admire and respect as persons and as bosses.

Thus, job satisfaction refers to an employee’s general approach towards his job. To the extent that a person’s job fulfills his principal needs and is consistent with his expectations and values, the job will be satisfying. A number of characteristics such as pay and benefits, supervision, working conditions, the nature of the work itself, and company policies, affect job satisfaction.