CHAPTER 2

FUNCTIONAL AREAS OF HUMAN RESOURCE MANAGEMENT

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INTRODUCTION

Each and every management must work for different activities to be performed in terms of attaining the goals predetermined by concerned managements. In general, there are different areas of activities like, production, Finance, Marketing, Personnel, Purchase, Research and Development etc. Considering the human resource management as the separate discipline of management following are the distinct areas for such human resource management:

* Human Resource Planning
* Recruitment and Selection
* Training and Development
* Wage and Salary
* Promotion and Transfer
* Industrial Relations
* Trade Unions etc.

If Production, Personnel, Finance and Marketing are called the essences of the success for any business enterprise, the above mentioned each of the functional areas of human resource management also plays a vital role for the fruitful result of any unit. More or less each of the areas in human resource management becomes the foundation for the successful running of any enterprise. The existence of management is doubtful without human resource management. However,
at the same time one should not forget that though, "hand" is one of the very important and essential organ of human body, without fingers even the "hand" has no value. Likewise, the functional areas — the fingers — can only make the sound hand — the human resource management — of an ideal body — MANAGEMENT. The distinct areas of human resource management have such a wide scope that one cannot cover and understand by any short cuts. Yet, let me try to go through each of the areas in brief but, in an ample means of understanding their significance to the human resource management and that of the entire industrial environment. For this, it will be better to start with the very prime and essential area of human resource management i.e., human resource planning.

**HUMAN RESOURCE PLANNING**

**INTRODUCTION :**

Men, Money, Materials, Machines and Technology are the very essential inputs for the success of any enterprise. From these the management of men is not only complicated but also more crucial and elaborate than those of other inputs. Human resource may be thought of as, "the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values,
attitudes and benefits of an individual involved. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons. In other words, human resource is the most precious asset of an organisation and not the money or physical equipment. For the achievement of individual and organisational goals, human resources are utilized to the maximum possible extent.

Productivity of any organisation directly or indirectly relies upon the quality and numbers of human resource of any organisation. Human resource is one of the very important economic resources which affects to almost all the aspects of any alive organisation.

**MEANING:**

When we consider human resource as alive element for any organisation, then it is very much pertinent here to plan for it. And in this connection, human resource planning is the system by which a management can precisely decide how an organisation should move from its present human resource position to its future human resource position. Through the prudential planning, a management can strive after the right number and right kinds of people at the right places, and at the right time, to do things,
which can result in receiving the maximum long range benefits to both — the organisation and the individuals.

According to Coleman Bruce P., "human resource planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation." But as per Stainer G., human resource planning is "the strategy for the acquisition, utilisation, improvement, and preservation of an enterprise's human resources. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower." It is to be noted here that human resource planning consists of the projecting human resource requirements and developing human resource plans for the implementation of the projections. Such planning must always be flexible in accordance with the needs of an organisation. This kind of planning would help in the maximum utilization of human resources, reduce excessive labour turnover and high absenteeism, improve productivity and would also help to achieve the organisational objectives.
NEED OF HUMAN RESOURCE PLANNING:

Human resource planning is essential for all organisations for one or the other of the following reasons:

1) Every organisation needs qualified skilled and experienced human resources. These requirements are provided through effective planning.

2) Constant and continuous need arises for the replacement of human resources due to large number of persons who are becoming old, who retire, die or become incapable due to physical or mental disability.

3) Due to frequent labour turnover in terms of migration from one industrial unit to another or one occupation to another.

4) The expansion programme of an organisation also needs new personnel.

5) To meet the challenges of a new and changing technology.

6) Human resource planning is a must for identifying the areas of surplus human resources or shortage of such human resources.

HUMAN RESOURCE PLANNING PROCESS:

Human resource planning process is one of the very complex and continuing managerial functions which encompasses management development, organisational
development, career planning and succession planning. The better understanding of the whole process can be cleared with below given various steps involved in it:

(a) To determine the objectives at the individual, organisational and national levels, i.e., to estimate the future enterprise needs to maximise the future return on investment in human resources.

(b) At the second step, it is very essential to estimate the future organisational structure at a given point in time, for which the estimation of quality and quantity of human resource required in that organisation is needed. While estimating such organisational structure, one should consider a few of very important factors, viz., business forecasts, expansion and growth, management philosophy and attitudes, government policy, competition etc. One should also consider the expected losses, which are likely to occur through labour turnover, retirement, death, transfers, promotions, disability, dismissals, lay-offs, resignations and separations etc.

(c) After estimating future organisational structure, the next step is to audit the present supply of human resources. This can be done through skills
inventory. This audit is related with the data about each employee's skills, abilities, work performance and other information which can indicate his overall value to the company. The another means by which this audit is undertaken is that organisation prepares a chart which indicates, how various and different people at various level would be required to meet the objectives.

(d) After deciding the number of human resource required, it is essential to prepare job analysis, whereas the job analysis contains the detailed records of training, skills, qualifications, abilities, experience and responsibilities etc., which are needed for a particular job. It also includes the job descriptions and job specifications. The various detail required for a better job analysis can be done through various approaches like, personal observation, sending out questionnaires, maintenance of long records and conducting personal interviews etc..

(e) At last, from such job analysis and proper estimation of future organisational structure, the final step for human resource planning process is to develop and implement human resource plan, which merely consists of finding out the sources of labour supply with a view to making an effective use of these sources.
While preparing the proper human resource planning one should also consider the external factors that influence the outflow and inflow of human resources, viz., population density, local unemployment level, availability of part-time labour, competition, from other organizations' manpower, output from the educational institutions, pattern of migration, transport and communication network etc.. Below given diagram clarifies the proper understanding of human resource planning process.
Job description and job specification play the vital role in the preparation of human resource planning.

Job description is basically descriptive in nature and contains a statement of job analysis. It furnishes both organisational information and functional information. It also clears up the scope of job activities, responsibilities, and positioning of the job in the organisation. Hence, it provides the important basis to establish the assessment norms, standards, and objectives. In other words, it describes the job, and not the job holder.

The significance of job description can well be understood by its help in various areas related to human resource management and particularly related to human resource planning. As, it mainly helps in transfers and promotion, job grading and classification, remedies to grievances, investigating accidents, time and motion studies, studies of health and fatigue and so on. Moreover, it also guides top executives to discuss their responsibilities. In other words, it is called the vehicle for organisational change and improvement.

In its wide scope, job description contains some of the very important aspects viz. job identification,
Job summary, job duties and responsibilities, relation to other jobs, supervision, machine, tools and equipment needed for such job, working conditions and hazards occurrences etc..

Similarly job specification on the other hand translates the job description into required human qualifications for a successful performance of a job. It simply tells what kind of human resource should be recruited and for what qualities that human resource should be tested. With a view to establish the rapport among various departments, human resource manager can develop the job specification. In most of the running organisations, human resource department generally coordinates the writing matter of job descriptions and job specifications to secure the agreement on the qualifications required.

Job specifications include the matters related to the physical, psychological and personal characteristics of individual job-holders, responsibilities regarding people and other resources, features of demographic nature like age, sex, education, experience and language ability needed for the better performance of any job. Job specifications are generally based on (i) the calculated guesses of the immediate supervisors and (ii) statistical analysis.
RECRUITMENT AND SELECTION

INTRODUCTION:
After making an effective human resource planning the next and very essential area for any human resource manager is to recruit the needed human resources in the organisation. Only the recruited people will give a pace to the wheels of an organisation, and hence it becomes necessary to recruit the needed people as and when need arises in the organisation. In this regard for the scientific process of recruitment it is necessary to collect the information from those candidates (human resources) who would like to get the job in an organisation. It is the act of a business unit attempting to get additional human resource for operational purposes. It is a positive function to persuade people to apply for job in a particular company. For the selection of a suitable candidate from the many the stepwise procedure is to test and then to select the required human resource for a particular job.

Selection is nothing but a choosing of candidates. In other words, it is somewhat a negative process because it rejects a large portion of those who apply. Yoder and others are of the opinion that "Recruitment is a process to discover the sources
of human resources to meet the requirements of the staffing schedule and to employ effective measures for attracting that human resource in adequate numbers to facilitate effective selection of an efficient working force." Hence, in very simple words, recruitment consists of the gathering and assembling only the informations and data regarding various human resources seeking the job in the organisation.

Whether an organisation is large or small, everyone has to deal with the functions of recruitment, selection, placement and induction. But, while performing the recruiting function, one should consider some of the factors like — size of the organisation, employment conditions, effects of past recruiting efforts, working conditions, wages and other benefits offered by the organisation, growing rate of organisation and cultural, economic and legal factors etc.

RECRUITMENT PROCESS:

What exact procedure should be adopted for recruitment is the matter depending upon many factors in each and every organisation as organisations differ variedly and widely in many respects. Accordingly, in most of the organisations the recruitment process covers the major five
elements, such elements are:

1) Recruitment Policy: It deals with the objectives and the framework of implementation of the recruitment programmes. In its broad sense, such policy involves certain general principles like — to find and employ the best qualified persons for each job and to provide various facilities with proper programmes for the personal growth.

2) The second element for a good recruitment is to structure a recruitment organisation, as there does not exist any common model for recruitment acceptable and applicable to all enterprises. But a "tailor made" procedure is used by each enterprise. This organisation deals with some of the very important functions like to establish employment standards, to make initial contact with perspective employees, to conduct final tests, interviews, and physical check up and to introduce the employee to his superiors etc.

3) The third element is to forecast human resource in terms of numbers and qualities of persons to be recruited. The requisition for recruitment has to be submitted for this purpose by the line officer, and such requisition usually
discloses the matters related to the jobs or positions of the human resource, duration of their employment, salary, terms and conditions of employment, where and when they should work in the organisation, etc.

4) After forecasting the human resource requirements, human resource manager should assess and use external and internal source of human resource supply. He has to study these sources to obtain the relevant and necessary information about required human resource in the organisation. There is a very wide scope in selecting the proper source depending on the nature of the job, qualifications and skills required, the company policy, top management philosophy, government laws and regulations, etc.

5) The last element is that of selecting and then using the methods or techniques of recruitment. Generally, for the developing countries like us, there are three methods; viz; direct method, indirect method and third party method of recruitment available to any human resource manager. However, it will depend upon the necessity and nature of the jobs, the supply of the human resource, the management tendency and availability of the physical and non-physical resources to be used in the methods. The three
methods, i.e., direct, indirect and third party are discussed in the following paragraphs.

Direct method of recruitment includes the process of sending travelling recruiter to educational and professional institutions, employees' contacts with public and named exhibits etc. Some of the reputed large concerns like TATAs, DAI and others maintain continuing contacts with MBA and other professional institutions to obtain the required information for human resource recruitment.

Most widely used method is the indirect method, in which an advertisement in newspapers, journals, periodicals, radio or brochures is given. With this method human resource manager has a very large scope for obtaining the information required for recruitment.

While the "Third Party" method consists of any outside agency or party who plays an important role to recruit the needed human resources on behalf of the firm. The organisational authority has simply to provide the needed qualifications, skills, experience etc. of the human resources and then each of the work of recruitment is done through such party. Such third party may be employment agencies, state agencies, professional associations, management consulting firms etc. The best management policy regarding recruitment is to look first within the
HUMAN RESOURCE RECRUITMENT PROCESS

- Recruitment Policy
- Recruitment Organisation Structure
- Human Resource Forecasts
- Human Resource Assessment
- External Sources
- Internal Sources
organisation. If this fails, external recruitment may be tackled.

**SELECTION:**

After searching out the whereabouts and other information of the prospective candidates as per our total requirements in terms of qualifications, skills, experience etc., the selection procedure starts with collection of actual information and data regarding candidates through the use of applications to be filled up by potential candidates. Selection is a lengthy procedure. It consists of the various steps by which additional information is collected from the applicants. Not only this, but during the selection procedure, the job seekers and job offers have a face to face contact and get the opportunity to express their views, ideas, etc.

**SELECTION PROCEDURE:**

Selection procedure may differ from organisation to organisation because of their diversities in size, work, place, structure, philosophy, policy etc. The traditional pattern of selection procedure includes preliminary screening interview, completion of application forms, tests, interviews, background investigation, physical check-up and the final decision to select the candidate.
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CHECKING OF APPLICATIONS
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Scrutinization OF APPLICATIONS
REJECTION
REJECTION
Tests
INTERVIEWS
REJECTION
REFERENCE CHECKING
REJECTION
SELECTION SHEET
REJECTION
FINAL SELECTION
REJECTION
SELECTION
HUMAN RESOURCE SELECTION PROCESS
Though, there is no precise and definite procedure for the selection of any required human resource, most of the organisations follow below given steps for the selection of various human resource in their enterprises. Let me say something about each step.

(1) As soon as the search of the sources of human resource supply ends, the selection process starts. Receiving of the applications from the various candidates who are willing to get the job in the organisation is the very initial step in the selection process. The applications may be in the company's format, handwritten or may be the application blanks. With the first step, the concerned organisation may collect as many as data from the open market through the applications.

Where unemployment prevailed at both urban and rural areas among educated and non-educated mass, a pile of applications is a very common phenomena in almost all the organisations in our country, however it depends upon the nature of job offered. In this case it becomes a tremendous task on the part of organisation as to how to scrutinise these applications for the purposes.
(2) After collecting the applications, the immediate step is to scrutinize such applications, and to find out only the needed applications. So, screening of the applications is the step where the concerned authority analyses the collected informations of the various job seekers. And, the main purpose behind this is to obtain the relevant and needed information from among such applications.

(3) Conducting the tests is the third step. Some of the organisations conduct various tests as a part of selection procedure. Naturally, it depends upon the nature of the job for which a candidate is going to be selected. Tests are conducted for three main purposes, viz., (i) selection and placement of new employees, (ii) to assess promotional potentials of the existed employees, and (iii) for counselling employees.

Test can be defined as, "a sample of an aspect of an individuals' behaviours, performance or attitude." As we have seen that it depends upon the nature of the job, we can use a particular type of tests from many i.e., psychological test, personality test, aptitude test, achievement test, interest test, etc. In some of the cases group tests are also conducted.
(4) Interview is a fourth step. It is a technique to secure maximum information from the candidate regarding his/her suitability for the job. Interview is used as a tool in all the selection procedure. It is the occasion where both job-seeker and job-offerer come together to express their views and opinions. In other words, it is a selection technique which enables the employer to view the total individual and to appraise him as well as his behaviour. So far as Scott and others' views are concerned, "Interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons." The types of interviews, viz., planned, patterned, non-directive, discussion, stress, etc. are varied, because, objectives of taking interviews by different organisations may be different. And, therefore, the successful interview requires the planned programme for conducting the interview. It also requires carefulness on the part of both interviewers and interviewees.

(5) Reference checking is a next to interview step. If a candidate is working somewhere else at the time of appearing for interview, it is very essential to know the background of such a candidate. The job offerer for the purpose of
this may contact the concerned employer of that candidate either through the media of correspondence or telephone. The process for reference checking remains confidential between both the parties. References are checked when honesty, work performance, behaviour, attitudes, aptitudes, etc. of the candidates require specific answers.

(6) Physical check-up is another step in the ladder of selection. Where there is a necessity of measuring physical fitness, organisations take the help of their own medical officers or sometimes the physical check-up is done through the registered medical practitioners prescribed by the organisation.

The stamina, strength, tolerance, eye-sight, contagious diseases, etc. require a thorough medical check-up. This will help in the selective placement of the candidates.

(7) Selection sheet is a final step. After the completion of the above mentioned steps, the last step for the concerned authority is to prepare a selection sheet. This sheet should be based on the marks or grades given to various candidates during their selection process. The outstanding performance shown by the candidates
be marked at top rank. Those unfortunate candidates who are not selected, receive regret letters from the concerned organisations, while the successful candidates receive appointment letters or offering letters mentioning terms and conditions.

Sometimes, if selected candidates are not in a position to join the job on a stipulated date, in such cases, organisation issues another appointment letters to succeeding candidates from the selection sheet. Thus, the selection process starts with the receiving of the applications and ends with joining the job by selected candidates.

**PLACEMENT**

After proper and scientific selection of required human resources, the placement of such new human resources takes place. A proper placement of a human resource reduces the employee turnover, absenteeism, accident rates and improves morale. Placement is nothing but the selected candidates are manned on the new jobs and orienting them for their jobs. Where they have to perform their assigned jobs successfully.
INDUCTION:

It is a welcoming process. The selected and appointed candidates are welcomed by the concerned person of a particular department and then to try to make them feel the sense of belonging to the organisation, and generate in them a feeling that their own jobs, however small are, meaningful and have a significance as a part of the total organisation.

Induction is very essential in any organisation because the new comer may expect opportunities for advancement, social status and prestige, responsibility, challenges and adventure etc. In short, the purpose of induction is to introduce the new employee and the organisation each other, to help them become acquainted with all necessary matters and to assist them to accommodate each other for their assigned job fulfilment.

TRAINING AND DEVELOPMENT

INTRODUCTION:

The success of any organisation depends upon the efficiency and effectiveness of its human resources, if other things remain constant. And to improve the efficiency and effectiveness of the human resources, it requires some sort of training. Training is given to both new as well as old employees. The
terms training and development are directly related with the term "education". As training, simply means "the procedure by which non-managerial human resources learn technical knowledge as well as skills for a definite purpose. Whereas the term "development" refers to the process by which managerial human resources learn conceptual and theoretical knowledge for the purpose of managing human resources. While training programme is arranged to impart specific job knowledge, development process is operated to improve the philosophical and theoretical educational concepts of the executives. Thus, training is a short-term process while development is a long-term process.

To train or not to train its human resources is a direct reflection of the tendency of the top level management of the organisation. If it has a positive commitment to and healthy constructive tendency towards the training to its human resources, the human resources of this unit would become an asset to the organisation.

Necessity of Training:

The essentiality of human resource training to any organisation may be judged from the following views held by the experts in the field of human resource management:
1) Trained human resources definitely increase the business profit along with the organisational productivity.

2) Training to the human resources improves the quality of the products and services manufactured by them as they are better informed and well understood.

3) With the trained human resources, the organisation can adjust its future human resource requirements in the cases of expansion, diversification, restructuring the organisation, etc.

4) It is the training which do not only build up the image of the firm in the market but also improves the organisational climate.

5) Training is also necessary for improving the health and safety of human resources. It also helps in minimising the accidents.

6) Training is again very essential to prevent the human resource obsolescence. It assist the human resource to welcome the changes in the world of technology.

7) Finally, training has the direct impact on the personal growth of the individuals.
TRAINING PROGRAMME:

Training different human resources at prescribed time by specific methods at predetermined places requires the preparation of its programme to be undertaken during the whole duration of training. This programme is, no doubt, a costly and time-consuming process. It, therefore, requires a careful attention in its preparation. This programme is directly related with the kinds of the jobs and trainees. However, generally, following steps are considered necessary for most of the training programmes:

1) At the first step it is very essential to identify the training needs of employees. This identification of training needs can be possible by the thorough analysis of the organisation, the operation of its functions, and the human resource available in order to find out existing problems and issues where we need training. Sometimes, the suggestions of the human resources themselves or the recommendations of their immediate supervisors or the analysis of job performance and job requirements also help in determining the training needs of a particular employee.
2) **After determining the training needs,** one should get ready for the job. **Under this step,** it should be decided that to whom training should be given? And also the trainer has to be prepared for the job. This step also includes decisions on (i) support materials for training (ii) tools, techniques, methods, etc. to be used, (iii) training period, and (iv) training to unskilled, skilled, semi-skilled employees, and office staff, supervisors etc.

3) At the third step, the preparation of learner takes place. Particularly, he should familiarise with the equipment, materials, tools and trade terms. Creation of interest among learners, explaining them why they are being taught and to find out what the learners already know about their jobs and other related jobs, etc. are covered in this step.

4) **After proper preparation of the learner,** the actual training starts with the presentation of operations and knowledge. The main functions of the trainer at this step are to tell, demonstrate, illustrate and question in order to put new knowledge and operation. Trainer has to try his best to clarify the knowledge and skills to the trainees. This is the actual conducting of training programme. Experiments
and demonstrations must be done and then trainer must ask to the trainees to repeat the same. Also, trainer and trainees should establish rapport among themselves during this process for better results.

5) Performance checking is intended to measure the effectiveness of the training programme, and therefore, the performance of the trainees should be tried out. This can be done by written or oral tests observations, constant record during the training, arranging structured interviews or through the opinions from the trainers etc.

6) Follow-up is the final step in training programme. It means to test the improvement in the knowledge, skill and technical know-how of the trainees. If they need some further instructions or if it is necessary to correct their errors, then trainer has to do accordingly.

TRAINING METHODS:

The method by which training is given to the particular human resource varies according to the need of training, resources available for it, the content matter of the training, the proficiency of the trainer and time and place available to both human resource and organisation. Each method has its own usefulness and therefore, it is very
difficult to say which one is more useful than the other. The selection of a particular method requires utmost care on the part of a trainer. Below given chart shows various training methods available to most of the organisations. And organisation may use any one or a combination of many for its purposes: (Vide Page No. 73).

From the above charted methods, some of them are frequently used by most of the organisations. The following paragraphs describe some of them briefly:

1) On-the-job training: It is the most common and most widely used training method. Under this method, trainee learns under the direction and guidance of skilled co-workers, supervisors or machinists. Employee is placed in a new job and is told to perform the job. Trainees learn the job with actual work environment.

The learner learns by doing the assigned jobs through various methods such as, coaching or understudy, job rotation and special assignments. This method is suitable to everyone and is therefore used to train and develop operative employees and supervisors and executives. It does not need separate school, institute or any other machinery.
TRAINING METHODS

CLASS ROOM METHODS
1. LECTURES
2. SEMINARS
3. GROUP DISCUSSION
4. CASE STUDY

DEMONSTRATION

APPRENTICESHIP

VESTIBULE

ON-THE-JOB
2) Vestibule training: In this method the duplication of on-the-job situations takes place in a company classroom. Theoretical training is given in the classroom and the practical work is then conducted at the actual work place. This kind of training programmes are conducted in the forms of lectures, conferences, case studies, role-playing and the discussion sessions.

3) Apprenticeship: This is the oldest and most widely used method, particularly for the job of machinists, printers, carpenters, weavers, traders, fitters and electricians. Most of the time is spent on-the-job productive work. A skilled and trained work-force can be prepared for future needs through this method. A token remuneration is given in the form of stipend which stimulates the trainees to complete their stipulated time period. This method helps in improving the workmanship of trainees. Not only this but the loyalty of trainees will also increase.

4) Demonstrations: In this method how to do something is described and displayed by the trainer by doing actually the same activity. A step-by-step explanation and description of how, what, why and where he is performing a job are presented by the trainer. Most demonstrations
are usually combined with other learning aids including lectures, pictures, text materials, discussions, etc.

5) Class-room methods: These are the methods generally used for group training programmes. Lectures, seminars, conferences, group discussion sessions, case study programmes, role-playing practices, etc. are arranged in a class-room for a group of particular trainees. This class-room may be owned by the company or other institutions—educational as well as professional. And therefore, these methods are also known as off-the-job training methods. Occasionally, when need arises, a group of trainees is trained through these methods.

EXECUTIVES DEVELOPMENT:

Management is an art of getting work done through others. And, it is therefore required to possess by each manager (executive) at least three basic skills, viz., technical skills, human relations skills and conceptual skills. These skills can be developed through the various methods, as each manager has to deal not only with his own people inside the business unit but also with others outside the unit. And, therefore, it requires behavioural attitudes, aptitudes, communicating,
motivating and leading abilities and decision making skills, etc. The success and excellency in managing the people in any enterprise totally depend on how managers manage their people, for only people work with people. Only because of this, managers must be developed in a required form. In this regard it is pertinent here to quote the views of the Managing Director of Indian Oil Corporation Limited, that, "Development is highly individual" and "all development is self-development", and the development of an individual is due to his day-to-day experience on the job."7 While, the Human Resource Manager of Herdillia Chemicals Ltd. is of the opinion that, "Management Development is the process of transforming the organisational climate in which knowledge will be appreciated and to provide the experimental learning for the improvement of performance by self-study."8 Highly advanced technology, innovation and renovation in the tools, techniques, systems, increases in sizes and fourth dimension of the business units, and changes in the human behaviours and patterns of their lives are some of the factors compelling the management to develop their executives in terms of the date requirements.

Moreover, management has actively extended its activities in the areas of agriculture, irrigation, cooperation, fisheries, hospitals, government and
semi-government institutions, service institutions etc. for better results. This again creates a need for executive development.

Job Rotation, Understudy Assignments, Junior Board or Committee, Syndicate, Case Study, Incident Method, Role Playing, In basket method, Business games, Sensitivity training, Simulation, Managerial Grid, Conferences, Seminars, Management Development Programmes organised by Management Institute, etc.

are commonly used methods for executive development.

**WAGE AND SALARY**

**INTRODUCTION**

Those human beings, who are parasites or unable to work can not earn their livelihood themselves, others have to put their efforts compulsorily to earn for their subsistence. While some work for themselves as self-employed persons, others work for someone in consideration of a reward — may be in cash or in kind or both. In this sense, wage and salary are the reward which any employee receives from his/her employer for any work done by him for concerned employer. The amount of this wage and salary is fixed as per the terms and conditions agreed upon by both — employee and employer.
In this materialistic era the activities undertaken by human beings in any field are generally related with money — the main source of livelihood. Wages and salary are the main source of income for individual workers as well as for survival of their families. The concepts of wages are very much different and complex to explain as they are income to the receivers, cost/expenditure to the payers and potential taxes to the government. In this regards, a few definitions of wages and salaries given by different authorities are referred here for the purposes.

According to ILO, wages mean "the remuneration paid by an employer for the services of a worker who is engaged for a definite period of time, say by an hour, a day, a week, or a fortnight." Where as Prof. R.C. Saxena while describing wages in his book entitled, "Labour Problems and Social Welfare" states that wages in their widest aspects assumed to include all forms of remunerations — money, goods or both — capable of being expressed in terms of money, which would under the terms of contract of employment, be payable to a person employed or for work done in such employment.

Similarly, according to the concise Oxford Dictionary, salary is fixed periodical payment made to person doing other than manual or mechanical work. While
the Dictionary for Accountants defines salary as the compensation paid periodically for managerial, administrative, professional and similar services.

**FACTORS INFLUENCING THE FIXATION OF WAGE AND SALARY**

The wage and salary structures of various organisations differ to a certain extent in terms of rates of wages and scales of salary. Some units may pay minimum wage rates while others may pay higher rates. This is to attract and maintain the required human resource force. The types and nature of jobs offered by the organisation and the skillfulness and know-how possessed by the human resources — who are performing the same jobs — are the major determinant factors for deciding the amounts of wages and salary. Over and above these basic factors, the other factors which are affecting the wage rates and salary scales are discussed as below:

1) Unit’s ability to pay: The financial strength of any organisation is a directly influencing factor for the payment of actual amounts of wages and salary. As, it is obviously true that with higher profits or during the time of prosperity, the organisation can pay higher wages and salary. While on the other hand, with no profit or less profit, the firm is unable to pay higher wages. Small scale units, marginal units or non-profit
institutions like hospitals, charitable institutions etc. may pay low rates wages and salary to their human resources as they may have low profits or no profits.

2) Demand and supply of human resource force: The demand and supply conditions prevailing in the labour market directly affect the wage rates and salary scales, e.g., the demand for particular skills is higher than its supply, this condition leads to increase the rates of wage and scales of salary. But if the demand for human resource skill is not so important, the wages will relatively be at lower rates.

3) Market rate: This is also known as "going wage rate". It is very essential for any organisation to consider the prevailing market rates for deciding its wage and salary rates. Competitor's wage and salary rates, government rules and regulations, insistence of unions, and wage and salary rates prevailing in the surrounding industrial units are some of the reasons for considering the market rates.

4) The cost of living: As the cost of living increases, workers and trade unions demand higher wages. So, while fixing the rates and scales for wage and salary, the living standard
of the workers and increases and decreases in it should be taken into account.

5) The living wage: This factor emphasises that the wages and salary should be paid to that extent that the human resources can maintain themselves, as well as their families at reasonable level of existence.

6) Productivity: The term "productivity" is difficult to express and understand on account of its multidimensional factors. Yet, nowadays it becomes an important factor for determining the wage rates and salary scales for various types of industry. If the human resource can contribute in increasing the productivity of organisation as a whole, human resource will definitely get higher rates of wages and salary.

7) Job requirements: Job requirement is also a wage and salary determinant factor. More difficult jobs require to pay higher rates and scale of wages and salary respectively. Jobs are graded according to the relative skill, effort, responsibility etc.

8) Trade union's bargaining power: Trade unions—the representatives of the workers also affect the wage and salary structure. Stronger, powerful, and recognised trade unions are always in a better position for getting the higher wages and salary.
for their members. Generally, the bargaining power of trade union is measured in terms of its membership, its financial strength and the nature of its leadership. This bargaining power affects directly the increment in wage and salary rates.

9) Managerial attitudes: Each and every management has its own attitudes, philosophy, bias, beliefs, etc. And all these affect the operation of business units wage and salary fixation is not an exception to this. It is very pertinent here to quote the observation of R.A. Lester. He observes, "Top management's desire to maintain or enhance the company's prestige has been a major factor in the wage policy of a number of firms. Desires to improve or maintain morale, to attract high-caliber employees, to reduce turnover, and to provide a high living standard for employees as possible also appear to be factors in management's wage-policy decisions."

10) Social and psychological factors: "Equal work should carry equal wages" this is the general belief of people. Sociologically people feel that while paying the wages, no distinction is made on the basis of caste, colour, sex, religion etc. Those people who are working in the
organisation perceive their wage and salary as their only sources of income and livelihood then management should always psychologically take into account this perception of their workers in determining the amounts of wages and salary.

**TYPES OF WAGES:**

Wages in every industrial organisation are paid through either of the two types, time wage and piece wage. Where, the time wage is the oldest and most common method. In this method, the workers are paid on the basis of work done during a certain period of time at the rate of period of time. So, such system is easy to understand and calculate and the workers can also give more attention to the quality of the product as they do not require to bother for time. Moreover, jealousy and ill-work among the workers can be avoided with paying equal wage to equal work. On the other side, the workers are paid according to the position which they feel and not as per their energy, skill, etc, hence the qualified and skilled human resources have no incentive to work harder and better, which ultimately create difficulties for promotion and transfer.
The other method, piece wage refers that the workers are given wages according to the number of units produced by them. Workers' skill, ability and efficiency earn higher wages. The worker's earning can be calculated by the help of formula as $WE = NR$, where, $WE$ stand for worker's earning, $N$ stands for number of units produced and $R$ stands for the rate per unit. This system gives direct stimulus to workers to raise their wages by larger output. However, there is a greater chance of deterioration in the quality of work, as the workers are only interested to raise the number of units produced by them.

INCENTIVES:

Human beings are not inanimates. They require some stimulation for liveliness and awakening in their lives. For this, if people work hard, they get some reward. Similarly, if managements think that their human resources should work hard and put their efforts more and more, then it becomes necessary for them to provide some sort of incentives and reward to the concerned people in their units. In other words, wage and salary incentives are a means to higher productivity and production. It is often used when the managements want to meet the increasing demand for their products.

According to Burack and Smith, "An incentive scheme is a plan or programme to motivate individual or
An incentive programme is most frequently built on monetary rewards (incentive pay or a monetary bonus), but may also include a variety of non-monetary rewards or prizes. While in the words of French Wendell, the term, "incentive system has a limited meaning that excludes many kinds of inducements offered to people to perform work, or to work up to or beyond acceptable standards. It does not include: (i) wage and salary payments and merit pay; (ii) over-time payments, pay for holiday work or differential according to shifts – i.e., all payments which could be considered incentives to perform work at undesirable time; and (iii) premium pay for performing dangerous tasks. It is related with wage payment plans which tie wages directly or indirectly to standards of productivity or to the profitability of the organisation or to both criteria." Generally, the effective use of incentives depends on three variables, (i) the individual, (ii) work situation; and (iii) incentive plan.

Things are valued differently by different people. Therefore, there must be a number of financial and non-financial positive and negative – incentive programmes to motivate human resources.
Incentives, in its broad sense, categorised into direct and indirect compensations. Whereas direct compensation refers to the basic salary or wage including overtime work and holiday premium, profit-sharing etc., indirect compensation refers to the various perquisites including certain protection programmes like insurance plans, pensions etc. Similarly, rewards are also classified as "Intrinsic" and "Extrinsic" rewards. Intrinsic rewards probably received by individuals during the job rotation e.g., participation in decision-making, greater job freedom, more responsibility etc. And extrinsic rewards may be of three kinds viz., (i) direct compensation like basic salary, performance bonus, overtime and holiday premiums etc., (ii) indirect compensation like protection programmes, services and perquisites etc., and (iii) Non-financial compensation e.g., impressive job title, business cards, preferred lunch hours etc. As we know that, money is not the only criteria to motivate the employees, many other factors, unrelated to money have also greater and better attention to increase the efficiency of employees.

Thus, such direct, indirect or non financial rewards/incentives may certainly reduce the unit cost of labour and materials. It also raises the earnings of the workers, with raising their efficiency.
Manager is a person to get work done through others. For this he has to take care, not only to get the things done, but also to maintain and encourage the workforce. Therefore, the provisions of benefits and services play a vital role to do so. It is to be noted that benefits and services to be provided to total human resource force are far different than the monetary incentives to be provided to specific employees whose work is above standard.

The purposes for providing benefits and services are (i) to retain our experienced human resource force in the organisation; (ii) to increase and improve employee morale and to create a helpful and positive attitude on the part of human resource force towards their concerned units; (iii) to assist in providing various needs of human resource force and protect them against certain hazards of their life, specifically for which human resource force individually can not provide for.

In a welfare state the benefits for the industrial workers have become an integral part of employment not only as a means of welfare but also as a means to increase the value of money wages. Hence, different types of benefits are evolved and provided both under the statutory provisions of specific legislations and voluntarily over and above the
statutory measures by some employers. Often the unions play a vital role in getting new types of benefits for their members. These benefits are known as fringe benefits, because they are offered by employer to employee as a "Fringe". It is hardly possible to give precise definition of benefits and services. Yet, the Glossary of Current Industrial Relations and Wage Terms has defined fringe benefits as, "supplements to wages received by workers at a cost to employers. The term encompasses a number of benefits — paid vacation, pension, health and insurance plans etc. — which usually add up to something more than a "fringe" and is sometimes applied to a practice that may constitute a dubious benefit for workers". 14 And the United States Chamber of Commerce includes five categories of services and benefits under the term fringe benefits. These are: (i) Legally required payments — old-age pension, health insurance, unemployment insurance, separation pay, and payments made under the Workmen's Compensation Act; (ii) pension and group insurance, and welfare payments; (iii) paid rest periods, waste-up time, lunch periods; (iv) payment for time not worked — vacations and holidays — for example; and (v) Christmas or Diwali bonus. 15

Thus, benefits and services are nothing but monetary and non-monetary values; facilities and comforts to the human resource force.
COVERAGE OF BENEFITS AND EMPLOYEE SERVICES

According to National Association of Manufacturers, the fringe benefits should cover:

--- premium payments for the period of time a worker has worked;
--- payments for special duties such as working on grievance redressal procedures and labour contract negotiations;
--- payment for health and security benefits. e.g., payment under Workmen's Compensation Plan, retirement plans, social security payments, accident and sickness insurance etc.
--- payment for time not worked, which includes payment for sick leave, payment for holidays etc;
--- payment for employee services including union credit, house financing etc;
--- Other expenditures like festival gifts, employee uniforms, safety equipment etc.

Similarly employee services should also cover:

Services related to the type of work performed,
--- "provisions of company restaurants, canteens, lunch rooms, subsidised food, etc;
--- transportation facilities;
--- child care facilities;
--- company-owned housing projects and subsidised housing;
services related to tax planning, savings plans, group insurance plans etc;

company-operated stores to provide the facility to purchase consumer items and discount facility on company products and services;

recreational, social, cultural and entertainment programmes;

educational services;

medical services including clinic and hospitals;

and

care placement services and so on.16

PROMOTION AND TRANSFER

All the organisations have a general tendency to promote, transfer or separate their existing human resource force. This practice is followed to adjust the workforce during certain changing situations. For example, changes in organisational structure, discontinuation of old products, services, processes, methods etc, and the introduction of new technology and know-how, expansion of business and installation of new plants, etc. This provides human resource force a mobility and flexibility to suit the requirements of both the organisation and individual employee.
Human resource management functions start with the human resource planning. After planning, recruitment, selection, training and development take place. Then after, a function of employee promotion comes where every employee tends to raise his level of position and status which is known as promotion. Promotion means a change in the job of workforce with offering them greater responsibilities, higher status and more income. The observation of Scott, Clotheye R.C., and Spriegel W., is that, "a promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status." Most of the organisations are giving promotion to their employees for latter's inspiration to raise their effectiveness and efficiencies. Promotion also provides opportunities for personal growth and development and utilize the optimum capacities of the available human resources. Not only this but, it also creates the sense of job security among workers. Peter Drucker has rightly pointed out that, top executives tend to choose those, who are carbon copies of themselves. Most of the promotions are given on the basis of seniority only. But, the best promotion policy should be the combination
of both — Merit and Seniority. No doubt, seniority has its own implications, but at the same time, one should not ignore the skills, qualifications or merit while formulating the promotion policy. Moreover, job knowledge, experience, technical know-how, knowledge of company policy, efficiency and effectiveness to do the job should also be considered in giving the promotion.

TRANSFER:

As employee is considered as one of the very important inputs for the success of an organisation, many times he is to be transferred from one job to another or from one shift, department to another shift or department either for his convenience or for the convenience of the organisation. Dr. C.B. Memoria has defined transfer as, "a horizontal or lateral movement of an employee from one job, section, department, shift, plant or position to another at the same or another place where his salary, status and responsibility are the same."13

In general, transfers are given to satisfy organisational needs and to meet the employee's own requirements. Transfer also helps to raise the versatility of employees as well as to penalise the employees. In short, transfer is essential to foster the smooth running of an organisation.
Transfer policy may differ from organisation to organisation as the factors like, company policy, job requirements, top management's attitudes, nature and size of the business, etc. affect it. However, the ideal transfer policy should include, to proper authority, give transfer, bases for transfer, rate of pay etc. It should be in writing and should be properly communicated with the concerned persons.

DEMOTION:

Sometimes, transfer is considered as the punitive measure for an employee. Similarly, another such measure is demotion, which consists of the process of lowering down of the status, responsibilities and the income of an employee. It is also defined as, "the assignment of an individual to a job of lower rank and pay usually involving lower level of difficulty and responsibility." Ill-health, old hands and in certain cases an employee finds it difficult to meet job requirement standards or the changes in technology — may be the reasons for such demotion. Though, it is benefited on the part of the company as it keeps the employees more alert, active and efficient in their duties and responsibilities. But, it should be avoided in our firms as it demoralise the concerned employees.
SEPARATIONS :

Some of the members from the human resource force may be separated from the pay roll of the business units as a result of resignation, discharge, dismissal, suspension or lay-off. In other words, it is a cessation of service of agreement with the organisation for one or other reason.

Resignation may be put by employee voluntarily due to ill-health, physical disability or better opportunity elsewhere. It may also be compulsory when he wants to avoid termination of his services on the ground of gross negligence of duty on his part. Where as, inefficiency, dishonesty, drunkenness, violation of rules and carelessness, physical unfitness, uncleanliness are the main causes for Discharge. Similarly, Dismissal is the termination of the service of an employee by way of punishment for some misconduct. Suspension is a punishment for indiscipline and generally awarded after a proper enquiry. While the permanent termination of the services of an employee takes place for economic reasons and it is known as retrenchment. On the other hand, lay-off is the indefinite separation of an employee, due to certain unpreventable reasons on the part of the employer e.g., shortage of raw material and coal, breakdown of machinery, financial slump, production delays etc.
ABSENTEEISM:

Being a social animal, employee tends to remain away from his duty due to certain reasons. The term "absenteeism" refers to the habitual practice of staying away by an employee. Any employee may stay away with prior permission of his employer due to his sickness or accident without any previous sanction of leave. The magnitude of absenteeism differs from organisation to organisation, but its existence is everywhere. It is not a new phenomenon to Indian industries. According to the report of Royal Commission on Labour, high absenteeism prevails, mainly due to rural orientation of employees.

Implant causes, personal reasons and social causes are the main grounds for absenteeism in our country. The industrial fatigue and monotony, social, religious and political ceremonies, maladjustments with the terms and conditions of the organisation, alcoholism, indebtedness as well as at certain extent the improper and unrealistic policies of the company are the main reasons for absenteeism. No single measure and even the combination of measures can remove absenteeism, but the systematic combination of measures can certainly minimise the rate of absenteeism. For this case should be taken from the beginning i.e., at the time of obtaining, placing and training right person.
for the right job. Not only this but, adequate and healthy welfare facilities and working conditions with adjusted working hours, shifts and proper leave facilities should be provided to employees. Moreover, measures should be taken to motivate employees through rewards and awards for their outstanding performance and even for minimum absenteeism.

LABOUR TURNOVER:

The productivity of any organisation directly or indirectly is affected by the labour turnover of that firm, as labour is considered one of the very essential inputs not for only production but also for the productivity. Labour turnover can be defined as, “the rate of change in the working staff of a concern during a definite period.” In other words it can be defined as the frequency of joining and leaving of the job by human resources in an organisation. If the rate of labour turnover is higher, it is harmful to the organisation, as it is an obstacle to the full utilisation of human as well as material resources of an organisation. Such turnover is mainly the outcome of resignations and dismissals. Moreover, the bad system, poor working conditions, improper provisions for promotion and transfer, and better opportunities in other units are the main reasons for the labour turnover. So, care should be taken by the organisation to minimise such labour turnover.
INDUSTRIAL RELATIONS

INTRODUCTION:

During the old days, the business of business was to do business only. The persons engaged in business were only interested in earning profits, irrespective of considering the customers’ wants, employees’ demands, etc. But, with the development of scientific management, technology and many new horizons in the business world — not only to create customers but also to maintain them become the theme behind the success of any business. Moreover, due to keen competition, industrialisation and higher education employees become one of the very important aspects for any business unit. Again, the emergence and growth of trade unions have also played a vital role for the improvement in the living standard and earnings of employees. Hence, government has stepped in and has been playing an important role for the establishment of harmonious industrial relations, for government itself becomes the employer of millions of industrial workers; and it has also to safeguard the rights of workers in private firms. At present, the relationships between employees and employers become much more complex than the past.

MEANING:

Industrial relation refers not only the labour-capital conflicts but it covers the mutual relationships
between trade unions and management and between the employers and employees. As per the International Labour Organisation's (ILO) view — it is the relationships between the State and employers' & employees' organisations or with the relationships among the occupational organisations themselves. As per the Encyclopaedia Britannica, "the concept of industrial relations has been extended to denote the relations of the state with employers, workers and their organisation ... . The subject, therefore, includes individual relations and joint consultation between employers and workers at their places of work; collective relations between employers and their organisations and trade unions and the part played by the state in regulating these relations."

On the basis of these two views, we can say that there are three major participants in any industrial relations, viz., (i) human resources and their organisations (Trade unions); (ii) managements and if possible their associations; and (iii) concerned State or Central government. All the three must play their roles in establishing harmonious and healthy relationships among them for wider interest of the country as a whole. The relationships (i) between human resources and management at plant and industry level; (ii) among the various groups of human resources at different work places in a plant, and (iii) between
industry and society as a whole will create better economic, social and political life of the entire community of the country and result into economic and industrial growth and progress of the country.

OBJECTIVES:
The basic objective of any industrial relations is to establish the mutual and healthy relationship between the two important wings of an organisation i.e. between employers and employees. Furthermore, such industrial relations are aimed at:

* to safeguard and protect the interests of employees as well as of management.
* to eliminate conflicts between labour and management with a view to establish the rapport among both the parties.
* to utilise the human resources at optimum level to raise the productivity of the organisation.
* to remove or to say - minimise the strikes, lock-outs, gheraos by giving fair and adequate wages with suitable working conditions to the workers.
* to foster overall reputation of an organisation in an industrial environment through the better industrial relations.
* to improve socio-economic conditions of an average human resource of the organisation.
TRADE UNIONS:

With the vast and fast development of technology and management, workers are not remained merely the working force of an organisation, but they are at present one of the very essential elements of organisational progress. It is not possible all the times for all the workers (individually as well as group-wise) to present their problems, demands and views to the management. So, with the industrialisation the actual movement for trade unions also took place in the field of industries. In a very simple language, trade union is a representative body of a mass of employees.

Dr. C.B. Memoria has defined it as, "a continuous and voluntary association of the salary or wage earners and engaged in whatever industry or trade, formed for safeguarding the interests of its members, maintaining and improving the conditions of their working lives, raising their status and promoting their vocational interests, and securing better relations between them and their employers, through collective bargaining."22

Basically, trade unions are working on the basis of three principles. viz:

* Equal pay for the equal work to the same job.
* Security of the service.
Most of the workers join such trade unions to protect themselves from economic hazards and to create awareness among themselves regarding their rights and powers. Trade unions also represent the workers' views, opinions, ideas and suggestions to the management. Thus, trade unions play a very important role to create healthy industrial relations.

**DISCIPLINE AND DISCIPLINARY ACTIONS:**

Shakespeare has rightly pointed out that every individual is an artist and the world is the greatest stage. While playing everyone's role, every one should not forget that other persons are also contributing to the entire programme, according to everyone's capacity, skill and role entitled to each of them. Discipline is one of the very essential requirements to perform everyone's role for better industrial relation. The term discipline concerns with the system of behaving by the members of group as per the code of behaviour framed by the concerned authority for them. Thus, discipline is a force which prompts the individuals or the groups to follow rules, regulations and procedures which are necessary for better functioning of the organisation.

According to Dr. Spiegel, William R., and Schultz, Edward, discipline is the force that prompts an individual or a group to observe the rules,
regulations and procedures which are deemed to be necessary to the attainment of an objective; it is a force or fear of force which restrains an individual or a group from doing things which are deemed to be destructive of group objectives. It is also the exercise of restraint or the enforcement of penalties for the violation of group regulations.23 Discipline in any organisation is helpful to achieve the organisational goals by following proper rules, regulations and procedures to maintain industrial peace and to create environment of respect for human relations.

ACT OF INDISCIPLINE:

Every coin has two sides. Discipline and indiscipline are regarded as two important elements in industrial relations. Indiscipline is an act or a conduct which is prejudicial to the interests of the employer, whether outside the organisation or during the job by any employee. In other words, it is nothing but the ways in which the rules and regulations are breached by employees. Generally, prevailing indiscipline may be classified into three categories. viz., (i) Minor infractions like, minor violation of rules, wage garnishment, carelessness etc; (ii) Major infractions like, lying, cheating, stealing, violating safety rules etc., and (iii) Intolerable offences like use of hard drugs on the
job, theft or fighting etc.

Guidelines for a disciplinary action to remove/minimise such indiscipline may differ from organisation to organisation, as it directly relates with company's policy, top management's attitudes and nature of existing human resources. But it is true that such discipline has more or less adverse effects on the industrial relation. That is why it becomes a very important duty of the concerned authority to take proper steps regarding the same.

If it becomes necessary to take disciplinary action against any employee in the absence of specific procedure to be followed, the steps vis: (i) an accurate statement of the disciplinary problem; (ii) collection of data or facts bearing on the case; (iii) selection of tentative penalties to be imposed; (iv) choice of the penalty; (v) application of the penalty; and (vi) follow-up on the disciplinary action should be taken into consideration. The following two charts provide basic guidelines and procedure for taking various steps for different types of offences made by the employees.
Typical Programme of Disciplinary Actions for Various Offences

<table>
<thead>
<tr>
<th>Type of Offence</th>
<th>First Offence</th>
<th>Second Offence</th>
<th>Third Offence</th>
<th>Fourth Offence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unexcused absence</td>
<td>Warning</td>
<td>Warning</td>
<td>Suspension</td>
<td>Discharge</td>
</tr>
<tr>
<td>Unauthorized soliciting</td>
<td>Warning</td>
<td>Discharge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theft</td>
<td>Discharge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carelessness</td>
<td>Warning</td>
<td>Warning</td>
<td>Suspension</td>
<td>Discharge</td>
</tr>
<tr>
<td>Sleeping on the job</td>
<td>Warning</td>
<td>Discharge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insubordination</td>
<td>Warning</td>
<td>Discharge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaving work without permission</td>
<td>Warning</td>
<td>Suspension</td>
<td>Discharge</td>
<td></td>
</tr>
<tr>
<td>Slowdown on production</td>
<td>Warning</td>
<td>Suspension</td>
<td>Discharge</td>
<td></td>
</tr>
<tr>
<td>Wilful damage to property</td>
<td>Discharge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unexcused/excessive lateness</td>
<td>Warning</td>
<td>Warning</td>
<td>Suspension</td>
<td>Discharge</td>
</tr>
</tbody>
</table>

The general sequence of warning, suspension, and discharge for successive infractions appears to be widely accepted.

CHART - 1*

Walter Collins and Hermann Harrow have given the following chart to show the disciplinary procedure using graduated penalties:

CHART - 2*

FOOTNOTES


8. Ibid., p.355.


15. Ibid., p. 549.

16. Ibid., pp. 556-557.


