3.1 INTRODUCTION:

Human Resource Management (HRM) is the function performed by a corporation that focuses on enlisting of, administration of, and given that way for those who add the organization. HRM is additionally deals with problems associated with individuals like reimbursement, renting, concert supervision, business growth, security, healthiness, profits, worker motivation, communication, administration, and coaching. HRM could be a strategic and comprehensive approach to managing individuals and also the work culture and atmosphere. Effective HRM permits staff to contribute effectively and fruitfully to the general company direction and also the execution of the company's aims and purposes.

Human supply Development (HRD) suggests that to develop obtainable hands through appropriate ways like coaching, encouragements, relocates and chances for profession growth. HRD functions produce a team of well-trained, economical and able administrators and assistants. Such group comprises a very important plus of associate degree enterprise. One organization is completely different from another in the main thanks to the individuals (employees) operating in this. In line with Peter F. Drucker, "the wealth, if not the endurance of some company depends on the concert of its administrators of future." The human being resource ought to be nurtured and used for the good thing about the organization.

Key HRM Practices:

- Description
- Enlisting
- Compensation
- Coaching and Development
- Performance Appraisal
- Promotion and Reward
- Career designing

3.2 HUMAN RESOURCE PLANNING:

HRP is a process of striking balance between human resources required and acquired in an organization. In another words, HRP is a procedure through which an
association determines how it should acquire its desired manpower to achieve the organizational goals.

3.2.1 Objectives of HRP:

- Adequate manpower supply as and when mandatory.
- Appropriate utilize of presenting human being sources in the organization.
- Forecast future necessities of human resources with completely different Levels of skills.
- Assess surplus or shortage, of human resources obtainable over a such Amount of your time.
- Direct human resources already deployed in the organization.
- Provide lead time existing to pick up and prepare the necessary and extra human being sources in excess of a particular occasion phase.

3.2.2 Require for and Importance of HRP:

- Large numbers of employees, who retire, leave organizations, dies otherwise harmed for the reason that substantial or intellectual alignments, need to be replaced by the fresh workers. Human resource designing ensures swish provide of employees while not interruption.
- Human being resource designing is additionally required so as to fulfill the requirements of growth and diversification programmes of a company.
- The need of HRP was felt to facilitate and to recognize the areas of excess employees or areas in which exists the lack of human resources.

3.2.3 The importance of Human Resources is mentioned below:

- HRP meet the organization requirement for exact style and number of employees at correct moment.
- The huge extent of lack of man powers and additional man powers are avoided.
- HRP evaluates the strengths and weaknesses of their employees.
- HRP uses their personnel policies regularly and capture remedial actions to recover the state of affairs.
- They also provide the various ways of the employees such as raise in emoluments, other requirements, promotions and extreme reimbursement.
3.2.4 Levels of Human Resource Planning:

Usefulness of human resource planning at various levels is given below:

i) **National Level**: Human resource planning by Government at the national level covers population projections, programme of health and educational facilities, development, and work related distribution and financial growth, mobility of personnel across industries and geographical regions.

ii) **Division Level**: This would cover manpower requirements of the agriculture sector, industrial sector and service sector.

iii) **Industry Level**: This estimate the requirement of man powers to the industries like textile industries, heavy organization, agriculture industries, etc.

iv) **Industrial part**: It relates to the manpower needs of a particular enterprise.

3.2.5. HRP Process:

The Human resource planning process consists of activities relating to future demand for and supply of manpower and matching the two achieve organizational objectives and plans.

The various activities implicated in the procedure of HRP are discussed as follows.

- **Analyzing Organizational Plans and Objectives**: Analysis of plans such as technology, production, finance, marketing, expansion and diversification provides for assessing the human resource requirements for each activity in each section and department. Similarly, the analysis of organizational objectives also provides for human resources required by an organization.

- **Analyzing Objectives of HRP**: The HRP aim is matching employee’s abilities to enterprise requirements, with an emphasis on future instead of present arrangements.

- **Forecasting Demand for Human Resources**: The demand for human resources in an organization is subject to vary from time to time, depending upon both external and internal factors. External factors include Competition, economic and political climate, technological changes, Government policy, etc. Among the internal factors include growth and expansion, design and structural changes, management philosophy, change in leadership style, employees resignation, retirement, termination, death, etc. Therefore,
while forecasting future demand for human resources in the organization, these factors need to be taken into consideration.

3.2.6 The various techniques for human resource forecasting: Forecasting is the technique of estimating the applicable expectations measures and troubles on the basis of history and current performance or accomplishments. Forecasting requires the mixture of statistical techniques.

3.3 RECRUITMENT:

Recruitment is the process of judgment the appropriate candidates and stir up them to concern for employment in an organization. The recruitment should be sound one. If it is not so, the confidence of the staff will be very little and image of the organization will be discolored. The success of any recruitment depends upon the procedure followed by the organization while recruiting the members. Jobs with low wages, boring jobs or hard jobs cannot be filled up by the organization vary easily. Every organization has to recruit its employees but the quantum of recruitment may vary from one to another organization. The variation may be due to the size of the organization, recruitment policy of the organization, environment of the job and the resembling.

3.3.1. Recruitment Process:

i) Recruitment planning:

This is the primary march in the recruitment procedure. Preparation includes to breeze a inclusive job requirement for the unoccupied position, demarcation its major and minor responsibilities; experience and education needed; grade and level of pay; opening date; whether provisional or permanent; and mention of extraordinary conditions; if any, emotionally involved to the occupation to be filled.

ii) Development of Strategy:

On one occasion it is acknowledged how many with what credentials of candidates are essential, the subsequently march concerned in this regard is to devise an appropriate strategy for recruiting the employees in the business. The intentional considerations to be painstaking may include issues like whether to location the required candidates themselves or make use of it from exterior, recruitment methods used, environmental area considered for penetrating the candidates, which groundwork of
conscription to be realistic, and succession of behavior followed at the time of signing up candidates during the business.

iii) Searching:

This march involves attracting occupation seekers to the business. There are largely two sources used to catch the attention of candidates, these are in-house Source and outdoor Source.

iv) Selection:

Occupation requirement is priceless in broadcast applications are selected in opposition to the requirement acquaintance, skills in the profession stipulation those who do not meet the criteria are straightway eliminated from the selection process.

v) Evaluation:

The expenses generally incurred in an enrollment procedure consist of: remuneration of recruitment Cost of moment in time exhausted for preparing job investigation, announcement, Administrating everyday expenditure, charge of outsourcing or at the end of the day while vacancies stay behind unfilled and charge incurred in recruiting inappropriate candidate.

3.3.2 Sources of Recruitment:

Recruitment sources are many. But not all the sources are used by all the employers. The use of particular source depends on the nature of job, the number of people to be employed, cost convenience and Government regulations, whenever applicable.

3.3.2.1 Internal Sources:

When insiders are considered to fill up the vacancy it is called internal sources.

I] Promotion:

Promotion refers to shifting of employees to a position carrying higher responsibilities and therefore enjoying increased prestige.

II] Transfer:

i. Remedial Transfers: Sometime the management may realize that a mistake has been committed while placing candidate for a job then to correct this mistake the candidate not suitable for the present job can be transferred to any other job for which he is more suitable.
ii. **Replacement Transfer:** Sometimes due to certain circumstances layoff is to be given to the senior employee having longer length of service as compared to a junior having shorter length of service. In such circumstances, to retain the senior employee he will be transferred to a position a junior and layoff is to be given to the junior employee.

iii. **Shift Transfer:** When the shift an employee is changed for some reason such transfer in shift is called shift transfer.

iv. **Versatility Transfer:** When an employee is to be rotated from job to job or from machine to machine for same shift, such transfer is called as versatility transfer.

**III] Absorption of trainees:**

Trainees are the person who has joined the organization for the purpose of obtaining some training for a particular trade. Such trainees can be absorbed as regular employees after completion of their training. Programme .As they are already in the organization and familiar with the rules and regulations, it is a good sources of recruitment especially as compared to the external.

**IV] Internal Advertisement:**

When a vacancy arises in a particular department and the employees in that department are not eligible for promotion, the other departments are asked to apply and preferences are given to such candidates in selection.

**V] Lent Services:**

Leading the services of senior executive to another plant which has been newly started by the same management is a common practice in many companies. The services of senior executive are required to set up a new plant .Once the plant has been set up the executive is reverted to his original position or he h may be absorbed in the new plant if desires.

**VI] Extension of services:**

The extension of services of retiring employees for one or two years, serves as sources of internal recruitment.
3.3.2.2 External Sources:

I. Employment Exchanges:

The employment exchange in a country broadly refers to that institution which is established mainly with a view to adjust properly the demand for a supply of labor in various spheres of economic activity. Public employment exchanges serve as important sources of recruitment of personnel. They register the names of job seekers and pass them on to employers who intimate their vacancies to them.

II. Advertisement:

Employment news bulletin in a foremost government journal also serves as a foundation of staffing. Occasionally advertisements are located in magazines interpreted only by scrupulous groups.

III. Colleges and universities:

Colleges, universities, Technical etc are a good source of recruitment of skilled and technical personnel. Circulars may be sent to the authorities concerned who display them to the students to that interested students can apply. In some cases the representative of the firm visit the institution and interview interested students.

IV. Recommendations:

Employees of the enterprise may be encouraged to recommend their friends and relatives for employment in it.

V. Labor Unions:

Labor unions can also be good sources of manpower formation. The recommend candidate for employment whenever vacancies occur.

VI. Field trips:

An enterprise may send out teams of experts to towns or cities were the kinds of personnel needed by it may be found. In this case it becomes necessary to gives wide publicity to the date, time and place where such teams would interview candidate at different places.

VII. Consultants:

A consulting firm acts as an intermediary between the applicant and the enterprise. There are the specialized agencies which on receiving requisitions from client
companies advertise job description to in lending newspapers and periodicals without disclosing the company’s name. The applications received from the candidates are duplicated and sent to the employer. Thus the recruitment takes place to expert i.e. consultant.

VIII. Factory Gate:

Usually a gigantic no of career searchers assembled, at the entrance of the factory. In times of server unemployment, in case of positions requiring unskilled workers and filling up casual vacancies recruitment at the factory gate is an important source.

IX. Jobbers and Contractors:

In India the lot of Industries made safe and sound the required employees by some contractors and recruiter agencies. Contractors and recruiter agencies maintain their relationship with town and villages from where most unskilled workers come.

X. From other firms

Recruiting personnel from other firms is a popular practice. There are corporations which have made a name for themselves in training and development of people particularly executives. In auto industry, they would like to recruit an executive from General motors, similarly General Electric, standard oil have established reputation for good executives training programmes and other firms would like to recruit these corporations e.g. From Godrej Mahindra and Telco. etc.

3.4 SELECTION:

By Koontz, “Selection is the process of choosing from the candidates from within the organization or from the outside the most suitable person for the current position or for the future position”. Selection is the appointing the most excellent applicants from the collection of submission selecting the correct human being for the employment is important to the organizations achievement faulty choice or picking be able to have a distant getting force on the organizational performance and routine wrong or inappropriate selection is not welfare because it proves costly to the organizations. The choice process is troubled through securing pertinent in sequence about a candidate this information is secured in a number of step or stages the objective of selection process is
establish whether a candidate accumulates the prerequisite for specific job and to decide the candidate who is mainly likely to execute sound in the job.

3.4.1 Steps of choice Process:

i. Reception:

An organization is understood by the individuals it employs so as to draw in individuals with talent, skills and knowledge an organization must produce a positive impression on the applicants’ right from the stage of reception.

ii. Screening interview:

A preliminary interview is mostly planned by giant organization to chop the prices of choice by permitting solely eligible candidates to travel through the additional stages in choice. A junior government from the unit of time Department might elicit responses kind candidates on necessary things determinative the suitableness of Associate in nursing individual for employment like age, education, experience, pay expectation, aptitude. This referred to as ‘courtesy interview’.

iii. Application blank:

Application blank or kind is one in all the foremost common strategies accustomed collect info on varied aspects of the applicant’s tutorial, social, demographic, work – connected background and reference. It’s a quick history sheet of Associate in nursing employee’s background sometimes containing like personal information, martial information, physical information, and education information employment information etc.

iv. Choice Testing:

Another necessary call within the choice method involves individual testing and also the varieties of tests to use. A check to use a check may be a standardized, objective live of a person’s behavior, performance or angle. It’s standardized as a result of the means the check is dole out a number of the usually used employment tests could also be expressed intelligence tests, power tests, temperament tests, accomplishment tests simulation tests etc.
v. Choice Interview:

Interview is that the exam of candidates for employment. This is often the foremost essential step within the choice method. During this step, the enquirer tries to get and synthesize info regarding the respondent and also the demand of the duty. Interview provides the recruiter a chance to

- Size up the interviewee’s agreeableness
- Ask queries that don’t seem to be coated in tests.

vi. Health check:

Sure jobs need physical qualities like clear vision, acute hearing, undo high stamina, tolerance of arduous operating conditions, clear tone of voice etc health check reveals whether or not will detect possesses these qualities health check can provide the subsequent info.

- Whether the individual is medically appropriate for the particular job or not.
- The individual has health issues or psychological attitudes.

vii. Reference checks:

Candidates’ square measure needed to provide the names of 2 or 3 references in their application forms. These references could also be from people WHO square measure acquainted with the candidates’ tutorial achievements, or from applicant’s previous leader WHO is well versed with the applicant’s job performance and generally from co-works.

viii. Hiring call:

The road manager involved must build the ultimate call currently whether or not to pick out or reject a candidate when soliciting the desired info through completely different techniques mentioned earlier. A careless call of rejecting a candidate would impair the morale of the individuals and cause them to suspect the choice procedure and also the each basis of selection during a specific organization.
3.5 TRAINING:

3.5.1 Training Needs Identification:

The training need identification for various categories of employees from bottom to top has different meanings as follows:

- **Conceptual skill**: Conceptual skill i.e., planning, organizing, directing and decision making etc. Top and middle managers require these skills.

- **Knowledge of organization and External Systems**: Knowledge of company’s objectives and policies as well as external factors such political, economic, social and technological etc.

- **Technical Skill**: Technical skill i.e., manual skill, safety knowledge, quality control and cost control.

3.5.2 Training Methods:

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A) On-The-Job Training Methods:

**Job Rotation:**

This coaching involves the movement of the novice from one job to a different. The novice receives job data and gain expertise from his supervisor or trainer in every of the various job assignments. Though' this methodology of coaching is ordinary in
education administrators for common administration arrangements, learners also can, be revolved as of occupation to profession in workshop situations. This methodology provides a chance to the novice to know the issues of workers on alternative jobs and respect them.

- **Coaching:**
  The novice is placed beneath a specific supervisor functions as a tutor in coaching the individual. The supervisor provides World Health Organization feedback to the novice on his concert and proposes him various implications for development. Usually the novice shares a number of the responsibilities and tasks of the trainer and eases him of his load. A restriction of this methodology of coaching is that the novice might not have the liberty or chance to precise his own concepts.

- **Job Instruction coaching through step-by-step:**
  Job instruction is additionally proverbial at coaching through step by step. Beneath this methodology, trainer explains the novice the approach of doing the roles, job data and ability and permits him to try to the task.

- **Committee Assignments:**
  Under the committee assignment, cluster of trainees’ square measure given Associate in Nursing asked to resolve an actual structure downside. The novices solve the matter collectively. It depends upon work.

B) Off-The-Job-Methods:

- **Vestibule Training:**
  Vestibule coaching could be an actual work conditions square measure simulated during a category space. Material, files and instrumentation, that square measure utilized in actual job performance, are utilized in coaching. This kind of coaching is often employed for exercising employees for office and partially-expertise professions. The span of this coaching ranges from days to many weeks.

- **Role Playing:**
  Role-playing is outlined as a technique of human communication that engages sensible performance in illusory objects. This methodology of coaching involves action, doing and follow. The participants play the role of bound character like the assembly manager, engineer, superintendents, Maintenance engineers, internal control inspectors,
foremen, employees and also the like. Role of enjoying is usually utilized for expanding inter-individual communications plus family members.

**Teaching Technique:**

The talk might be an ancient and direct methodology of instruction. The trainer organizes the fabric and offers it to a bunch of trainees within the kind of speak. To be effective, the lecture should inspire and make interest among the trainees. A plus of the lecture methodology is that it's direct and may be used for an oversized cluster of trainees. Therefore value and time concerned square measure reduced. The foremost limitation of the lecture methodology is that it doesn't give for transfer of coaching effectively.

**Conference or Discussion:**

Discussion could be a methodology in coaching the clerical, skilled and superordinate personnel. Discussion involves a bunch of individuals World Health Organization cause concepts, examine and share facts, concepts and knowledge, check assumptions and draw conclusions, all of that contribute to the development of occupation presentation. Conversation has the different benefit in excess of the talk methodology, in this the discussion involves two-way communication and therefore feedback is provided. The participants are at liberty to talk in little teams. The success of this methodology depends on the leadership qualities of the one who leads the cluster.

**Programmed Instruction:**

Programmed Instruction has become well-liked. The topic interest be learned is conferred during a series of rigorously planned successive units. These units square measure organized from straightforward to additional advanced levels of instruction. The novice goes through these units by respondent queries or filling the blanks. Programmed Instruction is dear and time intense.

**C) Step of coaching Procedure:**

The necessary steps within the coaching procedure square measure mentioned below.

i) **Making ready the Instructor:**

The instructor should understand each the task to be tutored and the way to show it. The task should be divided into logical elements so every will be tutored at a correct time while not the trainee-losing set up. For every half, one ought to have in mind the
specified technique of instruction, that is, whether or not a specific purpose is best tutored by illustration rationalization.

**A serious and committed educator must:**
- Know the task or subject he's making an attempt to show.
- Have the power and skill to show.
- Have disposition towards the profession.
- Have a delightful temperament and capability for leadership.
- Have the data of teaching principles and ways.
- Be a permanent student, within the sense that he ought to equip himself with the most recent ideas and data.

**ii) Making ready the Trainee:**
The first step in coaching is to try to put the novice relaxed. The general public square measure somewhat nervous once approaches Associate in nursing unacquainted task. Though' the trainer could have dead this coaching procedure, over and over he or she ne'er forgets its age to the novice. The standard of sympathy could be a mark of the great educator.

**iii) Preparing to Teach:**
It includes some stages:
- Planning the programme.
- Preparing the instructor’s define.
- Do not attempt to cowl an excessive amount of material.
- Keeps the session moving on logically.
- Discuss every item exhaustive.
- Repeat, however in several words.
- Take the fabric from standardized texts once it's offered.
- Remember your’ customary, before you reach.

**iv) Presenting the Operation:**
There square measure varied alternative routes of presenting the operation, as an example, rationalization and demonstration. the trainer uses some ways they're illustrate varied points through the employment of images, charts, diagrams and alternative coaching aids.
v) Seek the Trainee’s Performance:

The novice ought to be asked to begin the task or operative procedure. Some instructors like that the novice make a case for every step before doing it, significantly, but the process engages any hazard. The apprentice, during cyclic follow, can acquire additional ability.

vi) Follow up:

When folk’s square measure concerned in any downside or procedure, it's unwise to assume that things square measure perpetually constant. Follow-up will be custom-made to a variable reinforcement schedule as instructed within the discussion of learning principles. Each coaching programme ought to have a follow-up; otherwise the coaching programmes within the future can't be improved.

3.5.3 Edges of Training:

- Leads to improved profit and/or additional positive attitudes towards profits orientation.
- Improves the task data and skills the least bit levels of the company.
- Development the self-esteem of the work force.
- Helps folks determine with organizations goals.
- Helps produce a more robust company image.
- Fosters credibility, openness and trust.
- Improves the connection between boss and subordinate.
- Aids in structure development.
- Learns from the novice.
- Helps prepare tips for work.
- Aids in understanding and ending structure policies.
- Provides info for future wants all told areas of the organization.
- Organization gets more practical in decision-making and downside determination.
- Aids in developing for promotion from among.
- Aids in developing leadership ability, motivation, loyalty, higher attitudes and alternative aspects the self-made employees and managers typically show.
- Aids in increasing productivity and quality of labor.
• Helps keep prices down in several areas, e.g. manufacture, employees, management etc.
• Expands a method of liability to the institute for creature capable and well-informed.
• Advances work-organization relations.
• Reduces outside consulting prices by utilizing competent internal consulting.
• Stimulates preventive management as opposition golf shot out infernos.
• Removes junior-finest manners such as disguise instruments.
• Creates Associate in nursing applicable climate for growth and communication.
• Aids in up structure communication.
• Helps workers go with modification.
• Aids in handling conflict, thereby serving to forestall stress and tension.

3.5.4 Edges to the Individual that successively ultimately ought to profit the Organization:
• Helps the individual in creating higher and effective downside determination.
• Through coaching and development, psychological feature variables of recognition, accomplishment, growth, responsibility and advancement square measure internalized and advancement square measure internalized and operational-zed.
• Aids in cheering and attaining self-growth plus guarantee.
• Helps a person handle stress, tension, frustration and conflict.
• Provides info for up leadership data, communication talents and approaches.
• Boosts job fulfillment and identification.
• Travels an individual towards personal goals whereas up interactive skills.
• Satisfies personal wants of the trainer and trainee.
• Provides the novice Associate in nursing opportunity for enlargement plus speak in his or her individual outlook.
• Expands a method of growth in learning.
• Helps an individual develop speaking and listening skills; conjointly writing skills once exercises square measure needed.
• Helps eliminate concern in making attempt new tasks.
3.5.5 Edges in personnel and Human Relation, Intra and Inter-group Relations plus strategy accomplishment:

- Recovers communiqué among sets in addition to people.
- Aids in orientation for brand new workers and people captivating latest works during shift otherwise endorsement.
- Offers information on civil rights and social action.
- Provides info on alternative governmental laws and body policies.
- Improves inter-personal skills.
- Makes organization policies, rules and rules viable.
- Improves morale.
- Builds cohesiveness in teams.
- Provides a decent climate for studying enlargement as well as harmonization.
- Creates the association an additional healthy place to figure and live.

3.5.6 Analysis of coaching Programme:

Evaluation is employed during a broad sense, to mean any decide to get info on the results of a coaching programme, and to assess the worth of coaching within the right of that info. Analysis consists of structure analysis, operational analysis and men analysis. To seek out coaching effectiveness, it should be evaluated at pre-training, throughout and right away when coaching and post coaching. Analysis is conducted to boost coaching and thus ought to be Associate in nursing integral a part of coaching.

3.5.6.1. Levels of Evaluation:

a. **Reactions:** Coaching programme is evaluated on the idea of trainee’s reactions to the quality of coverage of the substance, deepness of the route contented, methodology of presentation, teaching ways.

b. **Learning:** Coaching Programme, trainer’s ability and novice ability square measure evaluated on the idea of amount of contact learned and time within which it's learned and learner’s ability to utilize or affect, the substance he studied.

c. **Occupation manners:** Trainees apply this learning within the kind of modified behavior back on the task. They must actively involve themselves as way as doable within the job state of affairs of their trainees so they get an oversized quantity of un-systematized info regarding their job behavior. Techniques which will be used square
measure appraisal by supervisors, activity sampling, self-appraisal and recording of specific incidents.

d. **Organization:** This analysis measures the employment of coaching, learning and alters within the job behavior of the department or organization within the kind of raised productivity, quality morale, sales turnover and also the like.

e. **Final Value:** It's the activity the employment of the contributions of the coaching programme to the corporate goals like survival, growth, profit etc.

### 3.6 MOTIVATION:

“Motivation is the driving force within individuals that compels them physiologically and psychologically to pursue one or more goals to fulfill their needs or expectations,” by Lam and Tang. Motivation is the set of internal and external forces that cause an employee to choose a course of action and engage in certain behaviors. Work motivation is a complex combination of psychological factors within each person. And employers are vitally interested in three elements of it. (a) Direction and focus of the behavior, (b) Level of effort and (c) Persistence of the behavior.

#### 3.6.1 McClelland’s 3 Modes of Success:

**i) Achievement Motivation:**

This is a drive that makes people pursue and attain goals not necessarily for rewards only. Their characteristics are; (a) They work harder when they perceive that they will be given credit for their efforts, (b) They take responsibility for their actions and results and control their destiny, (c) They seek regular feedback and enjoy being on the winning side whether individual or group,(d) As managers they have high expectations from their subordinates as will and are often disappointed with the result.

**ii) Affiliation Motivation:**

a) These people work better when they are complimented for their favorable attitudes and co-cooperativeness.

b) They tend to select people who are friendly and known to them and want the freedom to develop these relationships.
c) The over emphasis on the affiliation factor makes the manager less effective and have difficulty assigning challenging tasks, directing work activities and monitoring work effectiveness

iii) Power motivation:

a) Consists of influencing people, taking control and changing situations.
b) Once power is obtained it could be used constructively or destructively.
c) Power-motivated individuals are very useful if the power is used for institutional power instead of personal power and such people.
d) However if the power is used for personal benefit then the person loses respect of colleagues and subordinates and becomes an unsuccessful leader.

3.6.2 Worker Inspiration Supposition:

Demand theories of motivation focus on subjects’ interior to the individual that invigorate plus straight performance. In broad sense, such theories stare enthusiasm as the creation of interior forces that require an individual to proceed or go in the direction of the approval of individual requirements. The content theories of stimulus are stand in big fraction on early on theories of inspiration that draw the trails of exploit rearward to their apparent source in inner forces. Main substance theories of enthusiasm are Maslow's ladder of needs, Alderfer ERG speculation, Herzberg's motivator-sanitation presumption, along with McClelland's studied needs otherwise three-need presumption.

3.6.2.1 MASLOW’S Ladder of Requirements:

Abraham Maslow urbanized the ladder of needs, which proposes that individual needs survive in a ladder consisting of physiological requirements, safety wants, belongingness wants, regard needs, plus own-actualization needs. Physiological requires are the majority essential needs for foodstuff, water, and additional issues essential for endurance. Safety needs comprise needs for security in single's bodily surroundings, constancy, and liberty from touching suffering. Belongingness needs transmit to wishes for companionship, worship, and receipt inside a given group of people of individuals. Admiration needs are those connected
with getting the admiration of solitaries’ self and supplementary. Lastly, own-actualization needs are those matching to the attainment single's individual prospective, the training and taxing of single's original abilities, plus, in common, to flattering the most excellent one can perhaps exist. Discontented needs inspire manners; thus, junior-level needs for example the physiological plus safety needs have to be met before greater-stage needs such as going, regard, and own-actualization can be inspirational.

3.6.2.2 ALDERFER’S ERG Speculation:

The ERG speculation is a conservatory of Maslow's ladder of necessitates. Alderfer advised that requires could be classifying into three grouping, before five. These three kinds of requires are survival, connectedness plus enlargement. Survival needs are like to Maslow's physiological as well as security requirement categories. Relatedness needs occupy interpersonal associations with are similar to facets of Maslow's belongingness plus regard requirement. Enlargement necessitates are those connected to the achievement of one's possible and are linked with Maslow's regard along with own-actualization requirements.

3.6.2.3 MOTIVATOR - Sanitation Speculation:

Frederick Herzberg urbanized the motivator-sanitation speculation. This speculation is intimately linked to Maslow's ladder of requires except tells more specially to how human beings are inspired in the place of work. Based on his investigate, Herzberg disputed that convening the minor-level necessitates (sanitation features) of personages would not inspire them to use attempt, but would merely stop them from being disgruntled. Just if upper-level necessitates were met would human beings be stimulated.

3.6.3 Kinds of Incentive:

Incentive can be classified as follows:

3.6.3.1 Optimistic Inspiration:

Optimistic inspiration is procedure of challenging to pressure the workers’ actions throughout the chance of recompense. It is attained by completing the varied requires of persons plus the assembly.
3.6.3.2 Pessimistic Inspiration:

Pessimistic inspiration represents results or responses which citizens request to shun, e.g. discharge, relegation, assembly condemnation etc. In such circumstances citizens job only to get quadrangle foods. In information there is no incentive. There is nonattendance of honesty to the reason and confidence to what association places for and aloofness among the personalities as well as the business.

3.6.3.3 Extrinsic Inspiration:

Extrinsic Motivators come up away from the work. They perform not happen on the work. These features consist of earnings, trimming profits, medicinal compensation etc. Thus, they are commonly correlated monetary motivations.

3.6.3.4 Inherent Inspiration:

Inherent inspiration happens on the work and offers pleasure throughout the concert of the job itself. Inherent or inner motivators contain credit, rank, power, contribution, etc.

3.6.3.5 Economic Incentive:

Economic Motivators are those which are connected with cash. They contain earnings and wages, tassel profits, additional benefit, departure advantages etc.

3.6.3.6 Non-economic Inspiration:

Non-economic Motivators are those which are not connected through financial recompenses. They contain elusive inducements like sense of self, fulfillment, own-actualization plus duty. The positions of monetary and non-monetary inducements are significant in inspiration actions.

3.6.3.7 Theory X, Z, & Y of Motivation:-

Administrators who pledge to the Theory X examination preserve stretched manage in excess of employees, offer approximately stable control, attempt to inspire throughout trepidation, and build choices in an tyrannical style, drawing small or no enter from their inferiors. The hypothesis X fashion of organization spotlights on physiological plus safety requires in addition to effectively disregards the senior needs argued by Maslow. The conjecture X sight of administration does not take into explanation people requires for friendship, regard, and individual development, whereas speculation Y, the complementary observation of administration, does. Supervisors pledging to the
speculation Y observation guess that employees like to effort with below the right forms workers will search for absent liabilities in an effort to please their communal, regard, in addition to self-actualization requirements.

Assumption Z management includes the following Japanese management characteristics.

- Both leaders and subordinates are motivated by a powerful sense of commitment to be part of a greater whole (namely the Japanese organization in which they work).
- Employees seek out responsibility and strive for opportunities to advance in an organization.
- People are self-satisfied when they contribute to organizational success through teamwork.
- In return for their organization’s long-term commitment to providing job security (often for life), workers develop strong bonds of loyalty towards their employer.

3.7 INDUCTION OF EMPLOYEES:

3.7.1 Rules and Regulation:

Every Employee Motivational System creates its own system of rules and regulations which may govern the place of work and the working community. These rules and regulations may take a variety of forms in different system, there may be laws and awards of courts of committees or tribunals, there may be agreement written or sanctioned by customer, usage, practice or tradition or which may be the result of government intervention. Employee Motivation will result in increasing efficiency; Production and profit, which will ultimate, lead to higher wages better working condition and other fringe benefits to worker.

3.7.2 Facilities:

Canteen:

Canteen facilities are been provided to the workers in less amount of pay for the food they eat.
Toilet & Bathrooms:

There are some places where these facilities are placed in GPI. Many of them utilize these facilities.

Drinking Water:

Drinking water is available at every required place. Water that is used is clean free to drink.

3.8 OBJECTIVE–DEVELOPING SAFETY AWARENESS AMONGST EMPLOYEES:

- Flag hosting and safety oath
- ‘Blood donation’ camp by Arpan blood bank (blood donation by 325 employees)
- A workshop on orthopedics by Dr. Kapil Shinde
- A workshop on ‘industrial safety’ followed by practical demonstrations on ‘fire fighting’ by Bisafe, Pune
- A workshop on ‘safety’ by Mr. V. V. Joshi
- ‘Closing Ceremony’ and ‘Prize Distribution’ of ‘Safety Week’
- Community Development Drives Undertaken
- Birthdays
- Personal Counseling
- Public Appreciation
- Private Counseling
- Employee Tracking System
- Periodical Participation
- Evaluation: Weaknesses, Strengths and Training
- Increment: Salary (Every Year)
- Promotion: Promotion is done once after every three years.
- Performance Management System (PMS): It is done on the basis of the Merit Rating

Certification

Retirement Formalities

3.9 PERFORMANCE APPRAISAL:

Performance appraisal could be a method of evaluating work performance of the workers therefore as facilitate the accomplishment of structure & individual employee’s goals. Therefore performance appraisal of associate worker is that the method of evaluating the performance of the worker on the task in terms of the wants of the task.

Performance appraisal has been used for primarily 3 functions, remedial maintenance & development. A performance appraisal has to cowl of these 3 functions with an equivalent focus. If any purpose predominates, the system can become out of balance. Performance appraisal could be a format structured system of activity & evaluating associate employee’s job connected behavior. By Sexton Adams,

“Performance appraisal could be a methodology for management to form truthful and impartial analyses of the worth of workers to the organization”.

3.10.1 Objectives of performance appraisal:

Performance appraisal serves the subsequent management objectives.

- To assess the work of workers in reference to job necessities.
- To arrange career development and human resources coming up with supported Potentialities.
- To form and maintain a satisfactory level of performance.
- To contribute to the workers growth & development through coaching, self & management development programme.
- To take care of people and cluster development by informing the worker of his Performance normal.
- To assist management in fixing workers consistent with their capability, interest, Power & qualifications.
- To see increments, rewards and supply a reliable index for promotions & Transfer to positions of larger responsibility.
• To produce feedback to workers so they are available to grasp wherever they stand will improve their job performance.

• To see whether or not time unit programmed like choice, coaching, transfer is effective or not.

3.10.2 Importance of performance appraisal:

• Measures associate employee’s performance.

• Helps in informative, defining, redefining priorities and objectives.

• Motivates the worker through action and feedback.

• Facilitates assessment and agreement of coaching desires.

• Helps in identification of non-public strengths and weaknesses.

• Plays a very important role in Personal career and succession coming up with.

• Simplifies group tasks and helps group making.

• Participate in main role in structure training, cravings assessment and investigation.

• Progresses realizing and affiliation among the worker and therefore the coverage manager and also helps in partitioning confusions and misunderstandings.

• Plays a very important role in Personal career and succession coming up with.

• Helps in message and feedback.

3.10.3 Objectives of appraisal:

Objectives of performance appraisal shall be poignant promotions or transfer, assessing coaching desires, subsidization pay will increase and also the like.

3.11 DEGREE FEEDBACKS:

Many companies have dilated the thought of upward feedback into what the decision 360-degree feedback. The feedback is mostly used for coaching and development, instead of for pay will increase. Most 360 Degree Feedback system contains many common options. 360 degree feedback is additionally called the multi-rater feedback, whereby ratings aren't given simply by future manager up within the structure hierarchy, however additionally by peers and subordinates. Appropriates client ratings also are enclosed, together with the component of self assessment. Formerly assembled in, the appraisal since the varied quarter’s area unit compared with each other and also the results communicated to the manager involved.
**Advantages:** rather than assumptive traits, the MBO methodology concentrates on actual outcomes. If the workers gather or surpass the set goals; then he or she has incontestable for a suitable level of job performance. Workers are judged consistent with actual products and not on their latent for fulfillment or on somebody's skewed belief of their talents.

**Disadvantages:** This approach will cause unrealistic expectations concerning what will and can't be fairly accomplished. Supervisors and subordinates should have excellent "reality checking" skills to use MBO appraisal ways. They’ll want these skills throughout the first phase of purpose putting as well as for the needs of self-reviewing and self-checking; changeable targets may reason worker confusion. It’s additionally attainable that fluid objectives could also be deformed to mask or rationalize breakdowns in presentation.

3.12. HRIS:

A human resources system (HRIS) could be a system of software and supporting hardware specifically designed to store and processes all time unit info. Additionally called HRMS, human resources management systems or less normally, HRIMS, these systems are the mainstay of recent time unit departments. Historically, human being sources areas relied on top of numerous agendas inside every department. Associate HRIS integrates all of those programs through a typical information and single-user interface. Associate time unit is combines separate time unit systems into centralized information that performs the bulk of HR transactions. HRIS unit area is significantly helpful for payroll and edges administration.

**The type of knowledge usually keeps in associate HRIS includes:**

- **Personal data:** Name, social insurance range, gender, DOB, legal status, etc.
- **Recruiting data:** Date of recruiting, accountable recruiter, supply of candidate, and names of supervisors or managers named for interview, dates of interviews, and so on.
- **Work expertise data:** Names and locations of supervisors, employment history, job skills, coaching received, dates and kinds of disciplinary action.
- **Compensation or Work assignment data:** regular payment or wages history, date of next forecast pay thought, quantity of next forecast pay thought, title, hours worked, etc.

- **Benefit arranges Data:** Medical/life profit arrange info, retirement plan, vacation arrange info, etc.

- **Exit interview Data:** Date far from payroll, reason cited for removal, forwarding address, name and address of latest leader, etc.

HRIS integrates all the relevant information, that otherwise may need been lying during a fragmented and scattered means at numerous points within the larger system; converts this information into meaningful conclusions or info and makes it accessible to the persons, United Nations agency want it for his or her selections. This integration of knowledge is at the macro level at the amount of a nation or geographical regional groupings—or at the small level, that is, at the amount of a corporation. At the small or enterprise level, time unit has become important for decision-making and policy formulation moreover as for making certain fairness and equity in HR policies and practices. There’s associate increasing realization that for structure survival and growth during a competitive setting, human resource is that the most crucial resource. This as well as the rise within the value of hiring, retaining, developing and motivating individuals to perform at their best has pushed organizations to base their time unit selections on sound logic and thereby, on correct info. HRIS becomes a serious plus from this time of read. The growing want for transparency among the workers and also the society is another issue that's compelling organizations towards correct management of data all told areas, together with time unit. As the economies have become a lot of information driven and thereby, moving towards a lot of qualified and educated workforce, it's being progressively realized that higher info makes workers more concerned, connected, and productive. Finally, in human management, perceptions of equity and justice area unit are extraordinarily necessary for social control credibility and worker satisfaction. Consequently, HRIS, that helps in distinguishing policy effects moreover because the pattern of policy implementation at numerous locations, by completely different individuals at different points of your time, helps in detective work infringements of equity.
3.13 DISTINCTION BETWEEN HRD AND HRM:

HRM stands for human resources management that passes on to the skill of organization every features of the human being manpower at an organization or organization. HRM aims at providing associate best operating setting for workers to totally in addition to liberally use their abilities to their greatest to attain the company’s meant output. As human resources management sometimes applies to massive firms and organizations, its sub classes, among that is HRD that stands for human resources development. This can be an element of HRM that spotlights on ‘encouragement’ worker’s talents. As a result of the method of hiring new workers is long, overpriced and cumbersome, most firms use the strategy of HRD to market longevity of workers at intervals the corporate as a result of through this associate worker is probably going to increasingly rescale the social control ladder. Human resources management of an organization is usually associate freelance department of its own composed of assorted sections together with accomplishment as well as maintenance, concert and assessment administration, HRD in addition to reimbursement sectors. However HRD doesn't solely target development of skills however additionally focuses on the non-public development of workers. As a result of peoples’ desires and expectations area unit ever growing and dynamic this part of HRM is especially there to assist workers deal by such as well as arrange them for opportunity doubts. Usually speaking, professionals operating within the HRM department should have glorious individuals’ skills though this can be a lot of therefore with those significantly operating within the HRD section. The HRD section has to have professionals with impeccable individuals’ management skills as they have to be ready to notice talent at intervals individuals starting a sample of conditions. The HRD fragment has bothered with distinguishing strengths and weaknesses among totally different workers and fashioning coaching means aim at creating those skills complement the opposite.

- HRD is segment of HRM i.e. HRD could be a section with the department of HRM.
- HRD deals through all characteristics of the soul sources operate whereas HRD solely deals with the event half.