

Unit 2 – HR DEPARTMENT

Unit Topics

1) Workforce Planning

2) Recruitment Process

3) Types of Recruitment

I. Internal

II. External

4) Employment Contract

5) Types of Training

I. Incubation

II. On-the-job

III. Off-the-job

6) Termination

I. Redundancy

II. Dismissal

- Fair and Unfair Dismissal

7) Organizational Structure

I. Chain of Command

- Long and Short

II. Span of Control

- Wide and Narrow
- Delegation of Authority

8) Leadership

I. Autocratic

II. Democratic

III. Laissez-Faire

9) Communication

- I. Components
- II. Methods
- III. Types

10) Barriers to Communication

- I. Sender
- II. Receiver

11) Motivation

- I. Sources of Motivation
- II. Theories of Motivation
 - Maslow's Hierarchy of Needs
 - Herzberg's Theory
 - Financial and Non-Financial Motivators

Deals with everything related to employees, their job to get employees for you and manage them effectively **to get you an edge over other businesses.**

Workforce planning:

First HR plans **how many** people are required, for **what job** they are required, the **Job description** and **Job specification.**

RECRUITMENT PROCESS

1. Identify a vacancy

The business finds out a position needs to be filled, either because someone left or a new role was created.

2. Analyze the job

They study what the job involves — the tasks, skills, and responsibilities needed.

3. Write the job description and job specification

A job description explains what the employee will do, while the specification lists the qualifications, experience, and personal qualities required.

4. Advertise the job

The vacancy is promoted using websites, newspapers, or recruitment agencies to attract candidates.

5. Send out application forms

Applicants fill out forms or submit CVs with their personal info, qualifications, and experience.

6. Shortlist applicants

The best candidates are selected based on how well they match the job requirements.

7. Interview

Shortlisted candidates are interviewed to assess their communication skills, confidence, and suitability.

8. Vacancy filled

The best person is chosen, offered the job, and officially hired by the business.

Types of Recruitment

Internal:

Promote someone from the business to the position that is vacant to fill the vacancy

Advantage:

- 1) No costs of advertising
- 2) He already knows the culture, how things work
- 3) No need to do incubation training
- 4) Already know about the person

Disadvantage:

- 1) He won't bring any new ideas or practices

External:

Attracting and selecting the best candidates for the job through advertising

Advantage:

- 1) The new person would bring new ideas and practices to the table which would be better for the business in the long run

Disadvantage:

- 1) Have to spend money on advertising
- 2) Have to spend time interviewing and shortlisting
- 3) How to do incubation training as well as on/off the job training

Types of Training:

Incubation Training:

- 1) Training done to get the person accustomed to how things work in the workplace, and basic things that he should know. This is causal.

On the job training:

Training done while on the premises of the building

Advantages

- 1) 100% sure that they are working

Disadvantage:

- 1) The person managing them and training them will be distracted from their own duties

Off the job training:

Company send you elsewhere to get training for a specific skill

Advantage:

- 1) New skill - better in the long run

Issue:

- 1) Company still paying you even though you aren't in the premises of the building.

Employment Contract

A contract signed by a higher up in the HR department and the new employee which includes all the major details of the job:

- 1) Job title
- 2) Name of the employee

- 3) Working hours
- 4) Salary and bonuses
- 5) Amount of notice for Termination

Termination

HR decides who to make redundant and who to dismiss.

Process of Dismissal

1) Redundancy

- a) This is done when the employee was doing their job fine but they just aren't needed anymore. This can be due to their **job being automated**, or the business has **changed their focus** elsewhere.
- b) They are given redundancy pay because it's ethical so they have money before finding a new job
- c) Also given 1 month notice

2) Dismissal

The employee is fired

a) Fair dismissal

The employee is fired for a good reason e.g theft, bad work, not coming on time.

b) Unfair Dismissal

Employee fired for no good reason. The business can then be sued for money and reputation will go down.

Organizational Structure:

- 1) How the organization is arranged
- 2) The **division of responsibility, levels of management**/chain of command
- 3) It is the hierarchy

Chain of command:

The way in which instructions/messages are sent from higher levels to the lower levels and vice versa.

Long Chain of Command = Many levels

Short Chain of Command = Less levels

Span of Control

The amount of people working directly underneath any authoritative figure or management.

Narrow span of Control = Less people

Advantage:

- 1) The person who is responsible for the people underneath him will not have much burden managing them because he won't have to manage many people – he can focus on his own tasks.

Disadvantages:

- 1) Narrow span of control leads to many chains of command, which makes communication slow between higher and lower levels which is ineffective
- 2) The message could also be distorted after going through so many people
- 3) Lower levels would get demotivated because the CEO is so many levels higher than them that they would question if he actually exists or if their efforts are being recognized or not.

Wide Span of Control = More people

Advantage:

- 1) This will make there be a shorter chain of command which will make communication quick and effective

Disadvantages:

- 1) Many people working under 1 person would put a huge burden on that authoritative person as he would have to manage all of them which could leave them with little time to fulfill their own duties. **Observations, management, resolving issues etc.**

If the span of control is too wide then authoritative figures can delegate some of their authority to other people to manage the employees under them. This is called the **delegation of authority**.

Labour can contact their union leaders to speak to higher ups if they have a problem.

Leadership

Any person in a position of authority is a leader

Leadership Styles

1) Autocratic Leadership (1 way communication)

In this type of leadership the people underneath the leader – upon receiving an order – must do it, no matter the circumstances. The leader doesn't care if you have trouble or if you are finding it hard, they just want it done. He doesn't want your input. E.g factory

2) Democratic Leadership (2 way)

In this type of leadership the leader also asks for the input of the employees whilst making decisions. E.g typical organization

3) Laissez-Faire (leave to-do)

The leader simply presents the broader objectives of the business to the employees and leaves them to do it, their involvement in this is minimal. E.g school and hospitals

Communication

Any form of communication, work or non-work related comes under this.

Internal communication:

Communication happening within the organization

External Communication:

Communication happening outside of the organization

Components of Communication

- 1) The sender
- 2) The receiver
- 3) The message
- 4) The mode of Communication
- 5) Feedback

If any of these is not present or done incorrectly then the communication would not be effective

Methods of Communication:

- 1) Verbal

Talking

Advantages:

- 1) Quick
- 2) Feedback can be received immediately

Issues:

- 1) People can forget
- 2) People can deny hearing it
- 3) Subject to many communication barriers such as language

1) Written

Anything written down digitally or in real life

Advantages:

- 1) Good for longer messages
- 2) People can reread it if they don't understand
- 3) Proof of the message

Issue:

- 1) Message could be lost
- 2) Slow to reach
- 3) Slow to get feedback

1) Visual

Demographics, statistics, charts etc.

Issue:

- 1) Not good by itself as information is limited
- 2) Some people have issues reading statistics
- 3) No feedback asked

Advantages:

- 1) Excellent when paired with verbal communication because visually appealing ways of communication accompanied with someone to help explain it conveys information very well
- 2) Easier to understand

Horizontal Communication:

Communication on the same level of command

Vertical Communication:

Communication between different levels of command

Barriers to Communication and overcoming them:

Sender:

1) Talking too fast

Talk slower, someone ask him to talk slower

2) Language Barrier

Have a translator

3) Sent to wrong person

Make sure to double check always

Receiver:

1) Message lost e.g spam

Ask for feedback or ask for confirmation if he got the message

2) Wrong channel of communication

Make sure to adjust mode of communication according to the audience

3) Not listening

Listen

- 4) Receiver doesn't like the sender, personal issues, doesn't listen

Send the message through someone the receiver respects

Motivation:

When the employee is encouraged or given the incentive to do something

Sources of Motivation:

- 1) Money
- 2) Good socials
- 3) Job security
- 4) Bonuses
- 5) Job satisfaction

More motivation = more productivity and vice versa

Theories of Motivation:

1) Maslow's Hierarchy of needs

He organized all of the needs of an employee from more important, to the ones that are optional but give motivation.

Levels:

- 1) Physiological Needs e.g Wages enough to cover bills
- 2) Security Needs e.g Job security, works somewhere safe

- 3) Social needs e.g people there respect him, made friends, enjoys working there
- 4) Esteem needs e.g given recognition for something
- 5) Self-actualization needs e.g being promoted or given more responsibility/job enrichment or job enlargement

Herzberg's Theory

Called basic needs hygiene needs and factors that motivate people called motivators

First the hygiene needs must be satisfied otherwise they will work as demotivators, but then motivators should be satisfied to help the worker develop.

Hygiene Needs:

- 1) Working Conditions
- 2) Salary
- 3) Social Life
- 4) Fair policies
- 5) Good treatment
- 6) Job security

Motivators:

- 1) Promotion
- 2) Recognition
- 3) Achievement
- 4) Personal Growth
- 5) Liking Work

2 Types of Motivators

Financial Motivators:

- 1) Salary
- 2) Wage
- 3) Pensions
- 4) Bonuses
- 5) Commission
- 6) Raises

Non-Financial Motivators

These are basically the other motivators not related to money, some of them are fringe benefits

Fringe Benefits - Perks of the Job

- 1) Health Insurance
- 2) Free Laptop
- 3) Liking your job

Job Enrichment

More tasks, higher level

Job Enlargement

More tasks, same level