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UNIT 6
HUMAN RESOURCE MANAGEMENT



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Introduction

- Human resource management is a core management function in all institutions. Human resources are core in the achievement of institutional goals.
- It is the human resources that utilize the other institutional resources to ensure an institution works towards the desired direction.
- For this reason, effective management of human resources is important.
- In this unit, we will look at various components of human resource management.
- These will include; human resource planning, recruitment and selection, motivation, performance appraisal system, training and development, stress management, employee discipline and industrial relations



Expected learning outcomes

Upon completion of this unit you will be able to:

a) Explain the concept of human resource planning
b) Explain the recruitment and selection process
c) Apply the skills required for staff motivation
d) Describe the Performance Appraisal System
e) Discuss staff training and development process
f) Discuss stress management
g) Apply the skills required for employee discipline
h) Discuss industrial relations

Human resource planning

- Human resource, in an organizational context, is not only the number of people employed, as many people tend to think.
- It also means their quality and capacity to perform.
- Human resource implies both the number of people employed in the organization for carrying out its activities and their capacities and potential for performing them.





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What is human resource management?

- Managing human resource therefore involves getting the right number and kind of workforce for organizational performance as well as developing, motivating and utilizing them for improved performance.
- It is about creating and implementing an enabling framework for staff to improve performance.
- This is making the most productive use of human resource to the greatest benefits of the organization and individuals.



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What is human resource planning:

- The aim of human resource planning is to gain insight in the number and type of personnel needed in the short and long term, taking into account developments in the labor market.
- Drafting a human resource plan requires comprehensive data about the workforce.
- To that end, personnel information should be up-todate.
- HR planning is carried out in five steps:

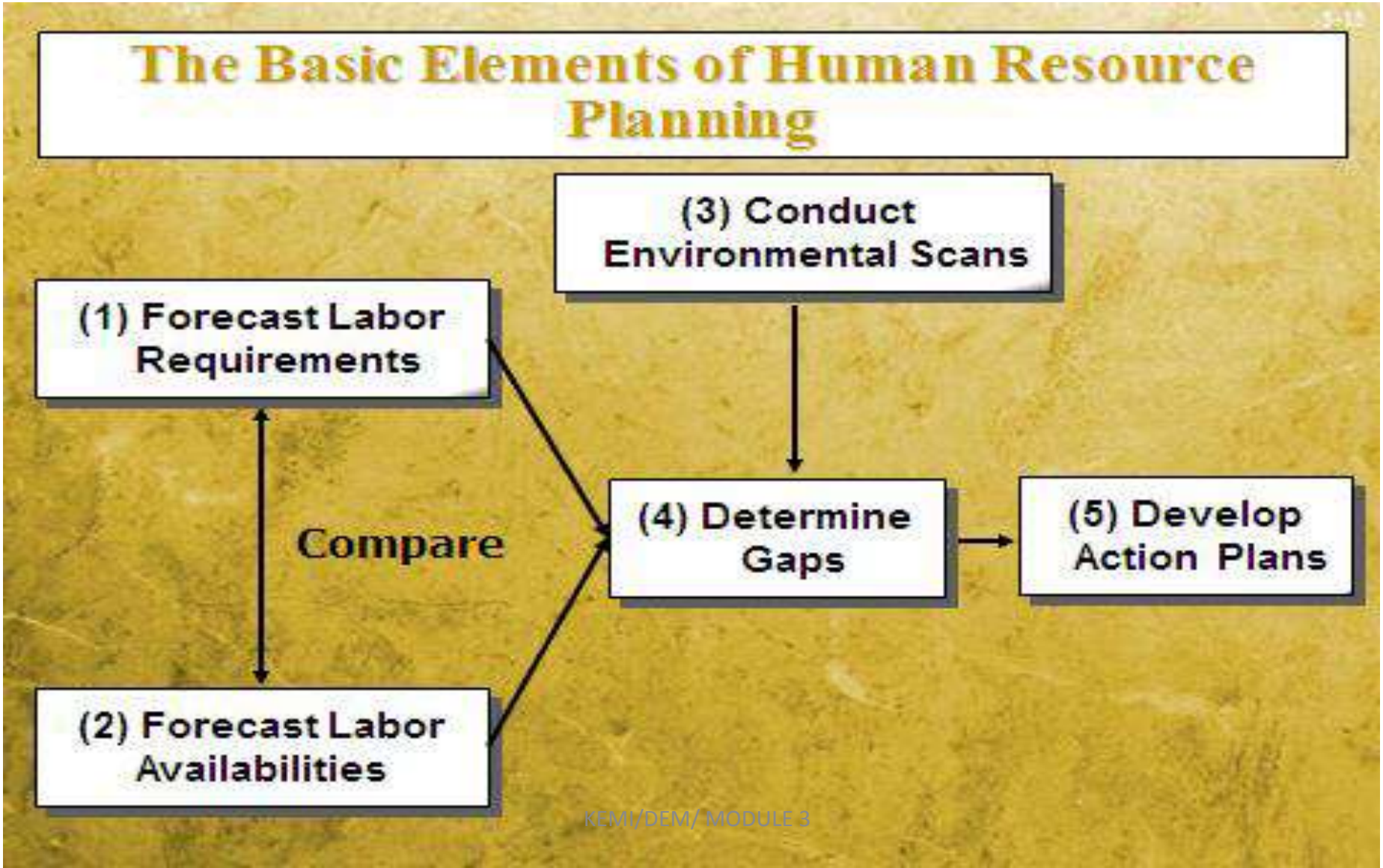
i. Forecasting labor demand - requirements

ii. Forecasting labor supply – availabilities

iii. Conduct environmental scans – by tracking trends and developments in the external environment and tracking nagging personnel issue in the internal environment.

iv. Determine employment gaps by comparing projections

v. Developing action plans to address the gaps


The Basic Elements of Human Resource Planning
(3) Conduct Environmental Scans
(1) Forecast Labor Requirements
Compare
(4) Determine Gaps
(5) Develop Action Plans
(2) Forecast Labor Availabilities



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What is succession planning

- Succession planning is a process for identifying and developing internal workforce with the potential to fill key leadership positions in your organization.
- Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.
- Effective succession management concerns itself with building a series of feeder groups up and down the entire leadership progression.
- Instead of waiting until the employee will be leaving, start planning now.



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Document the policies: Succession planning is being able to effectively and promptly re-fill a position, not replacing a certain person. Be sure all key positions are defined well, and then find out the best person to fill the position.

Management responsibility: Succession planning is a responsibility of the management, not just the employee. The best succession planning results from a working partnership between management and employees to accurately define the employee‘s role and current priorities.

Quality: Quality in managing succession plans depends on the quality of employees. There should be effective evaluation of the entire succession process. Successful succession plan ensures the organization will get an employee who successfully fills the position for the long-term.



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Recruitment and selection

Recruitment: It is the process of attracting individuals in sufficient numbers with the right skills and at appropriate times to apply for open positions within the organization. The alternatives to recruitment include outsourcing, use of part-time employees or paying overtime to existing staff.

Selection: This involves the choosing of suitable candidates by means of the recruitment process. Selection can be done using various tests such as:

- Interviews
- Cognitive aptitude tests which measure reasoning, vocabulary, verbal and numeric skills.

- Job knowledge tests which measure knowledge regarding a particular job.
- Work sample tests which allow candidates to demonstrate how they would work on the job.
- Psychomotor abilities tests which assess the skill level of tasks required on the job.
- Personality tests which assess traits and personal characteristics.
- Vocational tests which identify occupations in which the candidate is most interested.
- Honesty and integrity tests which try to measure a candidate‘s truthfulness.

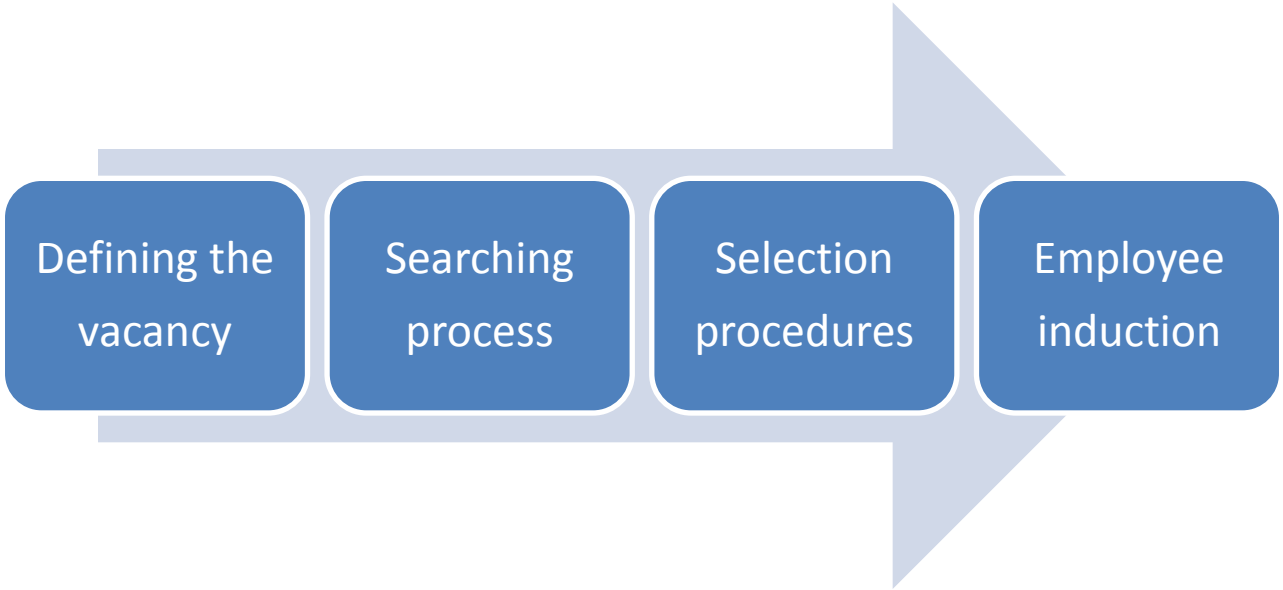




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Steps in the recruitment and selection process

The following suggestions should help you to provide effective guidance during the recruitment and selection process:





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Defining the vacancy

- **Focusing on the job requirements:** Conduct a job analysis to understand why a need is felt to hire a candidate, what is the job all about? Is there an urgency to hire? Is the level of managerial and technical skills required for the job? Understand whether this vacancy was created because of an internal transfer, a person leaving the institution or because of an additional function. Evaluate and assess your existing resources and see if any one of them can be utilized for this position. If it is a position that requires specific skill sets and expertise, first search for an internal resource by posting an in-house job vacancy on the intranet or on the notice board. If the internal applications are not found suitable, move on to search for an external candidate.

Drafting a job description: Preparing job description is essential for your selection criteria, training, setting Key Result Areas, evaluation, and performance review. Meet the team lead or reporting authority for comprehending the exact roles and responsibilities of the profile thoroughly. Also, understand specific requirements of the job like the reporting structure, challenges, opportunities, growth, overtime, etc. and mention it in the job description. Do not forget to state the software skills, expertise, qualification, knowledge, personal characteristics, etc. Also, note the exact requirements of the position like education, experience, and expectations in the job description.





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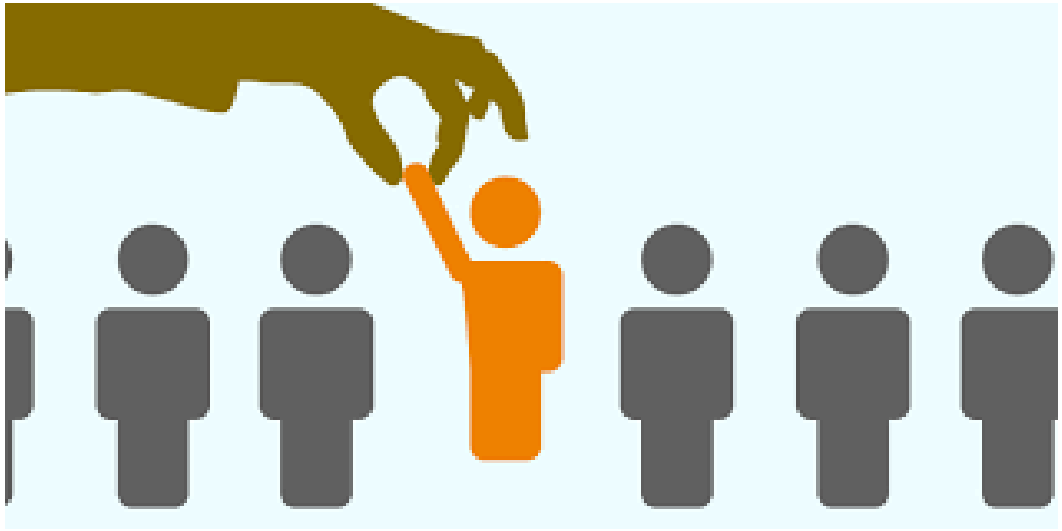
Searching process

When authorization to recruit has been granted, and a job and person specification has been prepared, you need to decide on whether the position will be filled internally or externally including the method of advertisement.

(i). Methods of recruitment: Recruitment of suitable candidates to vacant positions can be done from both inside (internal environment) and outside the organization (outside the environment).

Internal environment: Recruitment from within can be done through promotion. This process had its pros and cons as illustrated below:

Advantages	Disadvantages
Promotion as a reward for good work.	Must fill the position vacated by the promoted employee.
Motivational tool for other employees.	Lack of new ideas and creativity that may come from a new person.
Lack of new ideas and creativity that may come from a new person.	Jealousy from those not promoted.



External environment: The external environment is governed by labor market conditions. When the economy is strong, there is difficulty in hiring. Conversely, when the economy is weak, there are too many applicants.



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(ii). Advertising:

- It is important for you to find out about the hangouts of your target candidates and utilize accurate platforms like newspaper advertisements, recruitment websites, job forums, job fairs, social and professional networking websites, and recruitment agencies to reach out to them.
- Do not forget to mention your contact details and email address to receive immediate and prompt response from the candidates.
- After knowing about the vacancy, many candidates will apply for the job.
- Applications will be in the form of CVs accompanied by cover letters.



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POSITION ANNOUNCEMENT

- Title and agency affiliation
- Salary range
- Description of duties and
- responsibilities
- Minimum qualifications
- Special conditions
- Application procedures
- Equal opportunity employment
- Classification
- Career potential
- Special benefits
- Tme and place of applications



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(3). Selection procedures

(i). Initial screening and selection process: You can do an initial screening by comparing the CV of the candidate with the job description. You can also conduct aptitude and psychometric tests on the candidates for scanning the applications. These tests help an employer to arrive at an approximate suitability quotient of the candidate, for a particular job profile. Various other tests for judging their analytical skills, team building skills, leadership skills, troubleshooting skills, personal attributes, and presentation skills may also be conducted. A telephone interview can also be undertaken for the initial selection process. One more practice which is common today is to ask the screened candidates to fill a detailed personal and professional information form, which also mentions their experience in similar fields, references, noteworthy contributions, professional achievements, etc. After this preliminary screening, organize a panel of interviewers who are experienced in that particular field to interview the selected candidates.



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(ii). Sorting applications and short listing candidates: Based on their CV, results of the tests along with personal and professional information form, sort out a few candidates for the interview with a panel. This can be done manually or with the help of a computer software. See to it that the candidates are well aware of the expectations of the institution. Fix a time suitable for the panel as well as the shortlisted candidates. Do not forget to confirm everyone's presence one day prior. For those candidates who cannot come for the interview, arrange a video or telephone call.

(iv). Reference: It is very important to get the references mentioned by the candidates vetted and verified from an external agency. This validates the experience that the candidate has depicted in his CV. You may also like to re-check the recommendation or reference letters which he might have attached with the CV.



(v). Selecting candidates and making an offer: After the candidate passes through all the checks positively, make an offer based on the industry standards and experience of the candidate. Negotiate the salary till you reach the median which will be in the best interest of the institution and the candidate. Give him/her a detailed offer letter, which mentions the perks, amenities, taxes, etc. Take a signature on the acceptance letter and handover a copy to the candidate. Communicate with the candidate regularly till the time of joining.





(4). Employment induction

(i). Onboarding and induction: After the candidate joins on the stipulated date, initiate his on boarding formalities or organizational socialization. These formalities may differ from institution to institution, based on their values, policies and culture. The main function of the onboarding activities is to get the newcomer acquainted with the resources, information, culture, facilities, benefits of the organization. Effective employee onboarding also makes a new employee feel welcome and comfortable. Do not forget to give him/her a detailed job description including the departmental chart on the very first day.

(ii). Assistance and evaluation: Ensure that the new employee is not facing any problems in adjusting to the organization. Many institutions have a mentor system where an existing employee introduces the new employee to others and helps him/her to get acquainted with the organizational culture. You should inquire about the new employee from time to time. Offer your assistance and encourage him/her to ask questions in case of a query. The evaluation of the performance of the new employee should be conducted on a quarterly and six monthly basis, in consultation with his/her immediate reporting authority or supervisor. If the performance is found satisfactory, then the employee can be confirmed after the probation period. The successful candidate once given a letter of offer will have an opportunity to accept or reject the offer of employment.





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Motivation

The important function of motivating employees falls in the realm of the education manager

(a). What is motivation?

- This is the intensity of a person‘s desire to engage in an activity. Motivation is concerned with WHY people do (or refrain from doing) things.
- A —motive is a need or a driving force within a person.
- The process of motivation involves choosing between alternative forms of action in order to achieve some desired end or goal.



Types of motivation

There are two types of motivation:

(i). Intrinsic motivation: Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward.

(ii). Extrinsic motivation: Extrinsic motivation refers to the performance of an activity in order to attain an outcome from outside of the individual. Common extrinsic motivations are rewards such as money, grades etc





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Note it!

This traditional "carrot and stick" idea is still used in the workplace – the "carrot" often being money and the "stick" being fear. Note that basic need for money will only make a worker turn up and do the acceptable minimum. Nevertheless, money is a motivator if it is used for commissions and bonuses or as positive incentives such as welfare amenities, holidays etc. Note that the use of fear is an outdated method of motivation. Examples of fear are reprimands and threats of dismissal. Fear instills short term motivation but in the long-term it demotivates the workers.

Models of motivation

There are various models that you could use to motivate your staff. These models are classified into needs, behavioral and process models. They are:

i. **Needs models:** Hierarchy of needs and the Motivation-hygiene theory

ii. **Behavioral models:** Theory X and Theory Y

iii. **Process models:** Equity theory





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Hierarchy of needs

- Abraham Maslow developed the hierarchy of needs theory.
- This theory works on the assumption that the behavior of individuals at a particular moment is usually determined by their strongest need. It is based on the hypothesis that within every human being there exists a hierarchy of five needs:

i. ***Physiological****:* the need for food, drink, shelter, and relief from pain.

ii. ***Safety and security****:* the need for freedom from threat; the security from threatening events or surroundings.

iii. ***Belongingness, social, and love****:* the need for friendship, affiliation, interaction, and love.

iv. ***Esteem****:* the need for self-esteem and for respect from others.

v. ***Self-actualization****:* the need to fulfill oneself by maximizing the use of abilities, skills, and potential.

- People are motivated first to satisfy the lower-order needs and then, in sequence, each of the higher-order needs.



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Motivation-hygiene theory

- Fredrick Herzberg developed the motivation-hygiene theory of motivation.
- Herzberg asserted that intrinsic factors are related to job satisfaction whereas extrinsic factors are
- associated with dissatisfaction. So, he called company policy, supervision, interpersonal relations, working conditions, and salary *hygiene* factors.
- When these factors are adequate, people will not be dissatisfied; however, they will not be satisfied either.
- He believed that achievement, recognition, the work itself, growth, and responsibility are motivational because people find them intrinsically rewarding.
- Hence the two factors needed are:

a) **Hygiene factors** are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction.

b) **Motivation factors** are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees.

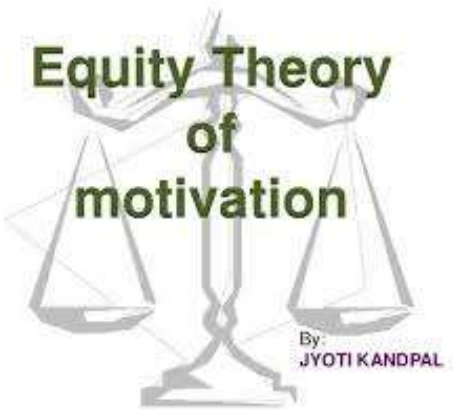


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Theory X and Theory Y

- Douglas McGregor developed theory X and theory Y theory of motivation.
- In the X theory, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work.
- As a result of this, management believes that workers need to be closely supervised and comprehensive systems of controls developed.
- In the Y theory, management assumes employees may be ambitious and *self-motivated* and exercise *self-control*. It is believed that employees enjoy their mental and physical work duties. They possess the ability for creative problem solving, but their talents are underused in most organizations.
- Theory Y managers are more likely than Theory X managers to develop the climate of trust with employees that is required for employee development.





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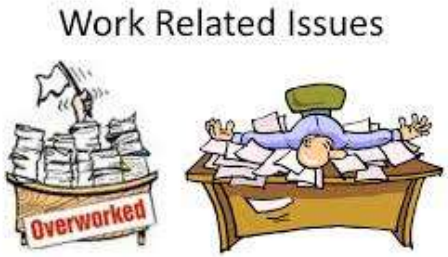
Equity theory

- Elliot Jacques He developed the Issues of social justice and distributive justice are involved in the theories of Stacy Adams and Elliot Jacques.
- Employees compare their efforts and rewards with those of others in similar work situations.
- Individuals, who work in exchange for rewards from the organization, are motivated by a desire to be equitably treated at work.
- Equity exists when employees perceive that the ratios of their inputs (efforts) to their outcomes (rewards) are equivalent to the ratios of other similar employees.
- Inequity exists when these ratios are not equivalent.

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Application of motivation theories

Motivation model Focus	Focus
Hierarchy of needs	Motivate by providing staff their strongest needs.
Motivation hygiene theory	Be hygienic: By focusing on implementing institutional policies, effective supervision and interpersonal relations, provision of good working conditions and salaries so that staff are not dissatisfied. Be motivational: By focusing on enhancing achievement, recognition, job enrichment, career growth, and added responsibilities to achieve motivation.
Theory X and theory Y	Be more of a Theory Y manager than a Theory X manager by seeing your staff as ambitious and self-motivated and exercising self-control.
Equity theory	Be a fair manager by treating your staff equitably including the way you reward them.



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Problems of people at work

It is important to understand the problems that workers face so as to motivate them accordingly.

(i). Alienation: Psychologists use this term to refer to the feelings of an individual when he is estranged from his situation at work. The individual feels that he is surrounded by obstacles that prevent him from fulfilling

himself or making progress.

(ii). Anomie: Anomie has certain similarities with alienation in that it is a state of mind which arises in the individual from unsatisfactory work situations. However, the causes of anomie are to be found in the confusion that arises in large organizations. The individual may be faced with pressures and problems at work which he does not fully understand.



(iii). Status : Social status refers to the amount of respect paid to an individual. A work role can confer prestige upon a person. Status may be perceived through the possession of symbols, e.g. salary, title of job, work surroundings, dress, company car, etc.

(iv). Stress: Psychologists define stress as strain experienced by an individual over a period of time which impairs the ability of the individual to perform his role. Stress can produce physical or mental symptoms and can be generated by pressures and problems in the work situation. Furthermore, such symptoms of stress as tiredness, headaches and irritability can lead people into other problems like heavy drinking or excessive smoking which set up a vicious circle by creating even worse physical problems.



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Performance Management System (PMS)

- This is a systematic Process for getting better results from an organization, teams and individuals by managing performance within an agreed framework of planned goals, objectives and standards.
- A PMS is a set of tools, processes and actions that allows for maximization of the performance of employees and institutions.
- PMS also provides employees with a clear understanding of job expectations; regular feedback about performance; advice and steps for improving performance; rewards for good performance; and sanctions for poor performance.
- The overall goal of a PMS is to measure employee performance and ultimately the achievement of intended results for the organization.

Performance Appraisal System

- One of the tools used to measure staff job performance is the performance appraisal system (PAS).
- In order to maximize the performance of employees, you need to know how to appraise their performance.
- The gains derived from performance management will not be sustained without effective performance appraisal.





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Performance appraisal:

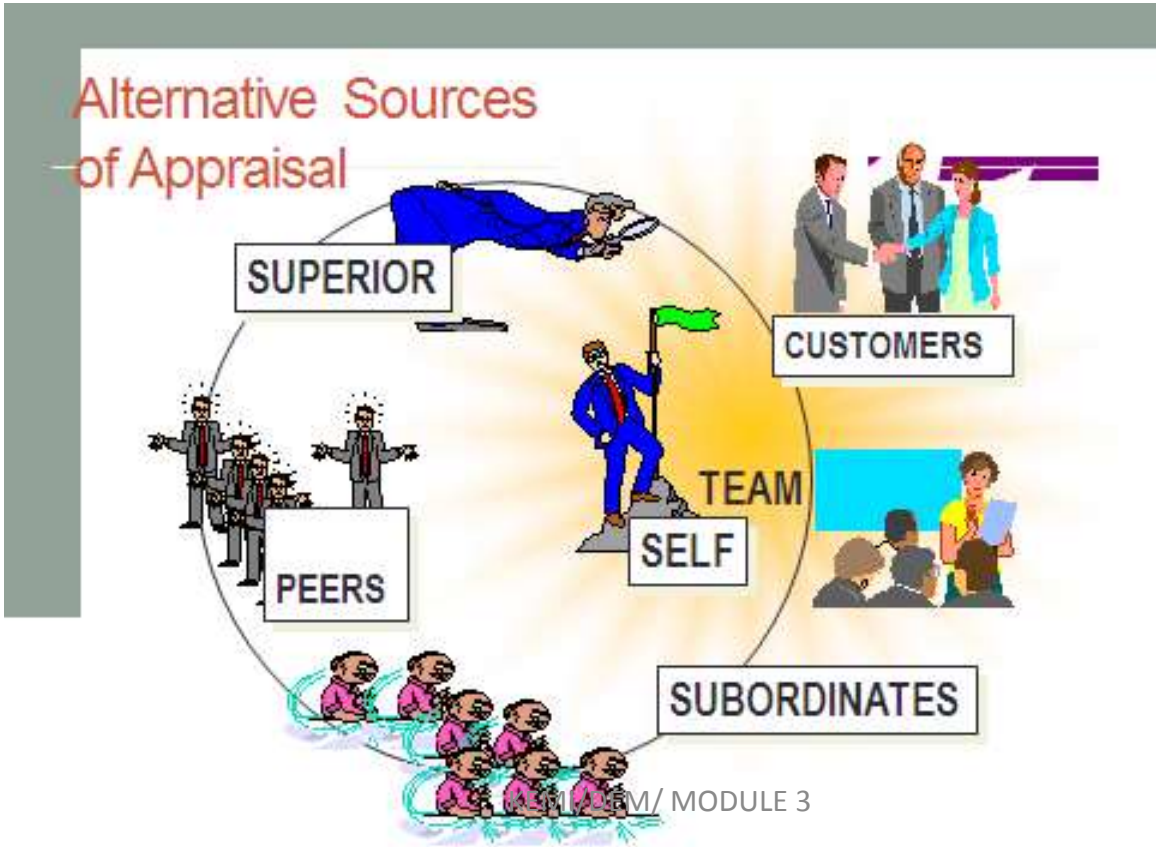
- This is the process of formally assessing someone‘s work accomplishments during a specified period of time and providing feedback.
- It is founded on the principle of work planning, setting of agreed performance targets, feedback and reporting.
- It is important that the appraisals are not used for any other purpose apart from performance management, and that the evaluations must be free from any rating biases.



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- This traditional —carrot and stick idea is still used in the workplace – the “carrot‘ often being money and the _stick‘ being fear. Note that basic need for money will only make a worker turn up and do the acceptable minimum. Nevertheless, money is a motivator if it is used for commissions and bonuses or as positive incentives such as welfare amenities, holidays etc. Note that the use of fear is an outdated method of motivation. Examples of fear are reprimands and threats of dismissal. Fear instills short term motivation but in the long-term it demotivates the workers.

- Apart from the supervisor, employee performance can be appraised by other sources of appraisal such as customers, peers, self, subordinates etc





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Objectives of performance appraisal:

- The main objective of performance appraisal is to manage and improve performance by enabling staff participation in planning, delivery and evaluation of work performance.
- Other objectives include:

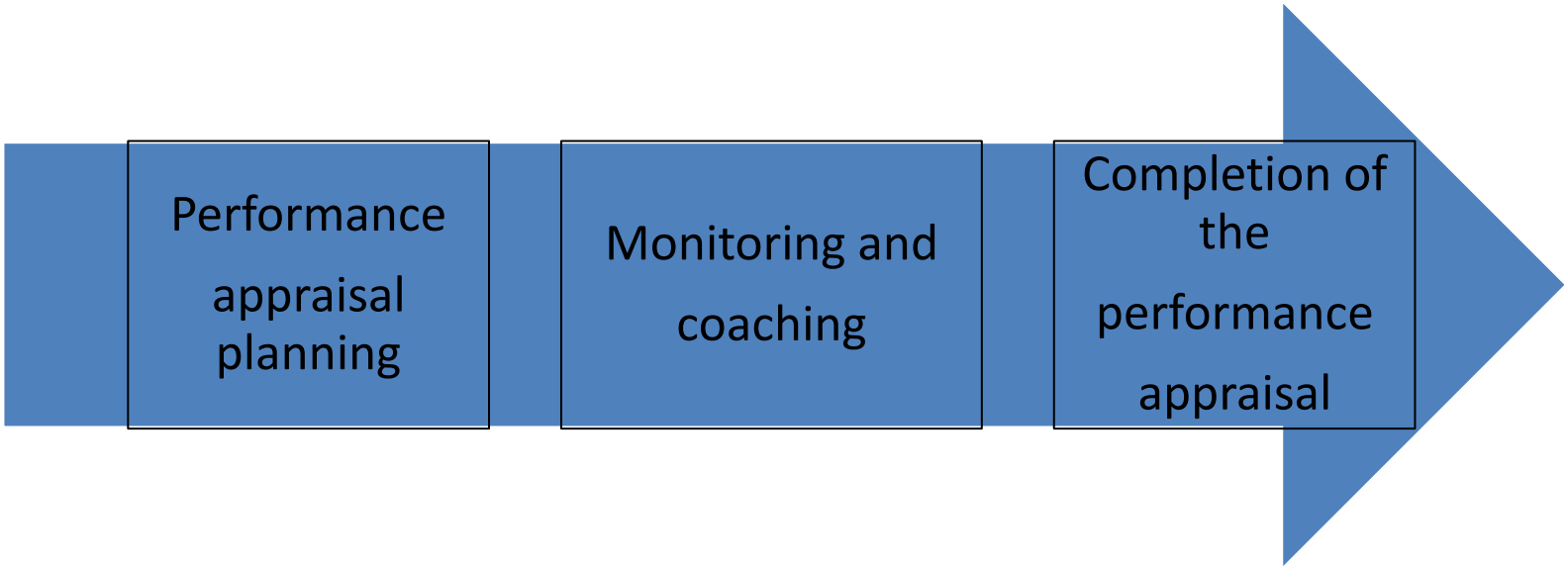
i. Link individual performance with organizational performance
ii. Enable supervisors and appraisees to continuously assess work together.
iii. Assess the training and development needs of staff on a timely basis
iv. Promote accountability
v. Promote communication and encourage continuous feedback between appraise and supervisor.
vi. Set the basis on which officers‘ performance is monitored and evaluated as stipulated in the individual work plan.
vii. Improve the quality of work through better planning.
viii. Provide information for decision making on administrative and human resource issues.



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Performance appraisal process:

- The performance appraisal process is illustrated in the diagram below:



i. Performance appraisal planning:

- planning takes place by, or shortly after, the beginning of the performance appraisal period.
- At that time, you should meet with your employee to discuss the duties of the job and the performance expectations/requirements and specific goals/targets.





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ii. Performance monitoring and coaching:

- This is an ongoing process throughout the appraisal period.
- As the supervisor, you are expected to regularly keep track of job performance.
- You need to let the employee know how he/she is doing through periodic performance discussions.
- These discussions promote two-way communication and may be done anytime during the rating period.
- Generally, these discussions are not to formally rate the employee, but are times to let the employee know his/her strengths and/or areas needing improvement.
- Base your discussions on the employee's job performance

iii. Completion of the performance appraisal:

- This is the last phase.
- It comes at the end of the rating period.
- This is when you must evaluate the employee's performance for the entire rating period and must by completing the appraisal forms and conducting the performance appraisal meeting with the employee.





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Successful performance appraisal systems:

Performance appraisal systems will only flourish in an organization where there is:

(i). Personal growth culture: Where there is a culture for personal growth and corporate development, the Performance Appraisal System will succeed. Where the appraisal is a bureaucratic structure which relies heavily on control and administrative complexity and perfection, appraisal schemes fail.

ii) Team work and creativity: The organization espousing concepts such as teamwork, creativity, clarity of mission, innovation, growth and empowerment will cultivate and nurture appraisal as a critical factor in their achievement. Where there is a sense of mutual learning and shared values and perceptions in an open and fair environment, appraisal will flourish to the great benefit of all concerned.



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(iii). Integral part of organization: Performance appraisal needs to be an integral part of the organization's life and culture, not as an isolated, self contained exercise. It must be designed to reflect that culture and be consistent with internal practices and procedures.

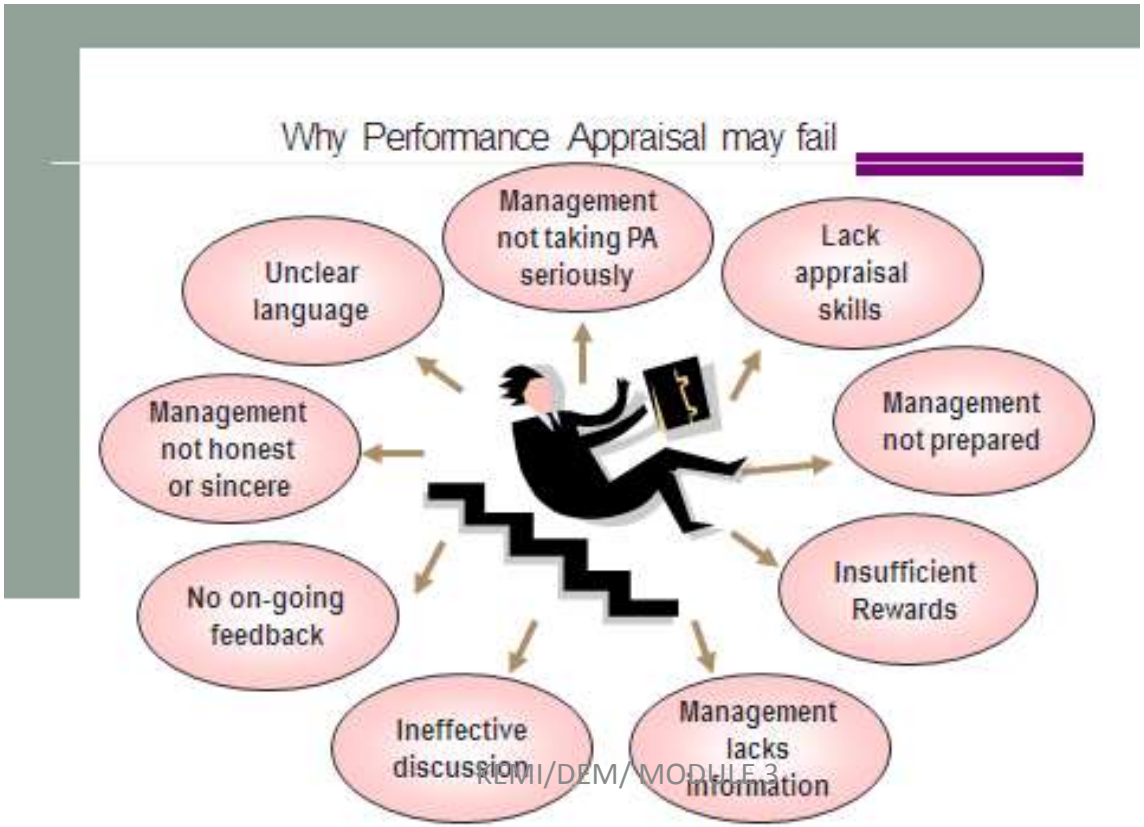
(iv). Commitment: The interaction between the appraiser and the appraise needs to be supported by a commitment from the organization to make it a meaningful and relevant process in which both parties can put their trust.

(v). Ownership: Everyone in the institution must be fully aware of their roles in the performance appraisal system. Their involvement in its planning and design will help create a sense of ownership and commitment

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Why performance appraisal systems fail

In order to succeed in performance appraisal the following errors should be avoided (see illustration below).



Role of the manager in the Performance Appraisal System (PAS):

- The role of the manager in the performance appraisal system is to communicate with the employees in regard to:
  - Setting objectives
  - Discussing expectations and performance standards
  - Identifying goals
  - Providing feedback
  - Evaluating results



The following discussion tips could be useful in your appraisal discussions:

- Clearly state the purpose of the meeting and explain the process
- Tell the staff member what may come out of meeting, including future assignments, clear communication, and increased duties
- Help the staff member feel at ease and receptive
- Avoid criticism of personality or personal traits
- Use listening skills to separate facts from opinions
- Conclude with a summary of the main points of the discussion
- Inform staff member of the option to respond to the appraisal
- Have employee sign the form, or set a mutually agreeable date for signing the final form





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Employee Remuneration and benefits

- Remuneration and benefits normally known as a compensation programme is an important human resource management function.
- Management should use the compensation programme as a tool for effective utilization and management of Human Resources to achieve organizational objectives.
- Management needs to develop policies on salaries and other benefits to employees for deriving commitment to the organization.
- They also reward superior performances with incentives and bonus payments.
- They also try to reward employees with recreational benefits like provision of leisure areas, sport facilities, social clubs and flexibility in working hours.
- When employee compensation issues are effectively handled and in line with market competitiveness, employees are motivated and works towards achievement of institutional goals.



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Training and development

- No institution can do without developing employees. Below are definition of terms used in training and development:

i. **Development:** This is about preparing for change in the form of new jobs, new responsibilities, or new requirements.

ii. **Employee development:** This is the combination of formal education, job experiences, relationships, and assessment of personality and abilities to help employees prepare for the future of their careers.

iii. **Training:** This is an organization's planned effort to facilitate employees' learning of job-related competencies.

iv. **Training and development**: This is the heart of a continuous effort designed to improve employee competency and organizational performance.

v. **Learning organization:** This is an institution that recognize critical importance of continuous performance-related training and development an take appropriate action.



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Importance of training and development

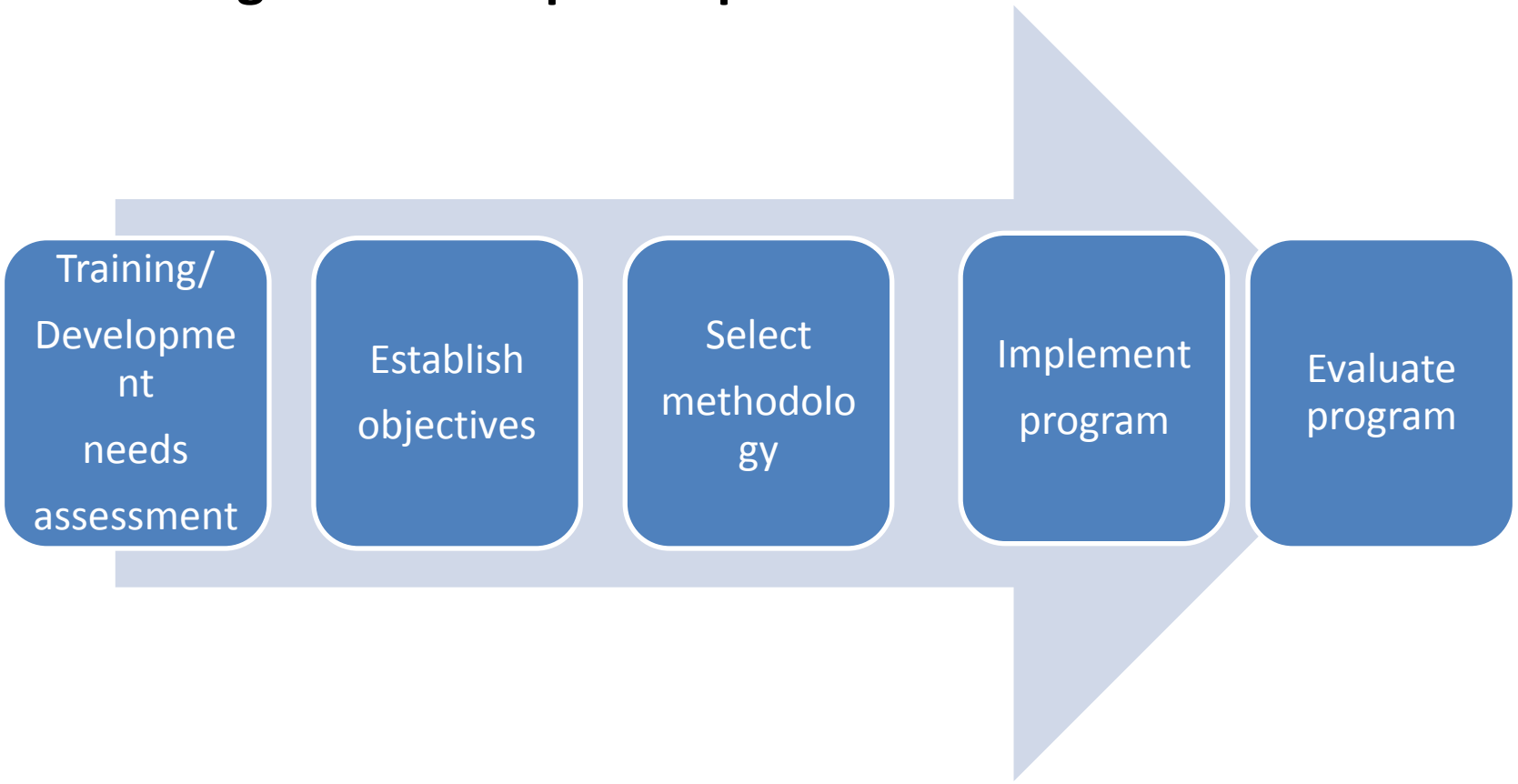
Training and development of employees is done due to the following reasons:

- Jobs and technology changes
- New staff needs special training
- Promoted staff requires new skills
- Training and Development increases staff motivation and retention
- It increases staff efficiency
- It improves employee career prospects and;
- Staff become multi-skilled and can do more interesting jobs.



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The training and development process





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a. **Training and development needs assessment:** This is undertaken to determine the training and development needs of employees through methods such as:
   - Interviews
   - Questionnaires
   - Performance appraisal or review

b. **Establish objectives:** These are the desired end results of the program. They must be clear and concise objectives.



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c) Methods of training:

These include the following:

- **Induction Training:** In the introduction of the employing department, new recruits are familiarized with the organizations, activities of their specific department and with their own job tasks. Those responsible for this part of orientation are the new recruit‘s supervisor. The new recruit‘s participation in his/her own familiarization is encouraged with a familiarization plan which the newcomer draws up together with his/her supervisor
- **On-the-job Training:** Training on the job generally is the most efficient and cost-effective type of training. Efforts ought to be made to increase knowledge sharing between senior and junior staff, and a better foundation shall be created for knowledge sharing between various areas within the organizations. Learning for most employees comes from this kind of training. More formalized on the job training often include: Job shadowing which involves one person showing another all the aspects of a particular job and can cover a lot of topics. It is suitable e.g. for training new employees as part of the introduction process. Coaching involves regular reviews of an employee‘s progress. It is typically carried out by line leaders who advise employees on how to improve their performance. It provides employees with feedback and can be used to introduce new tasks or responsibilities.

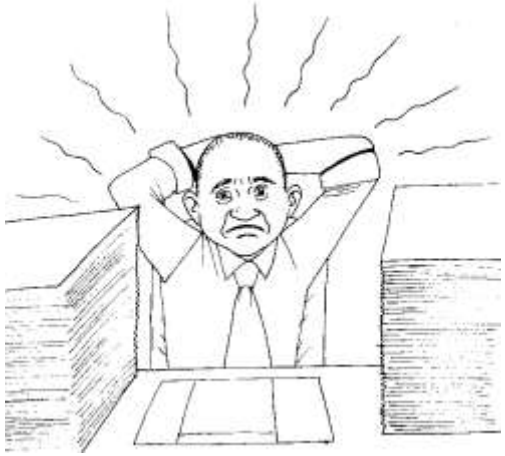
- **Coaching:** Involves regular reviews of an employee's progress. It is typically carried out by line leaders who advise employees on how to improve their performance. It provides employees with feedback and can be used to introduce new tasks or responsibilities.
- **Off-the-job Training: Off-the-job Training:** The employees receive training when not at the workplace. The main methods used include:
  - Day release
  - Distance learning/Evening classes
  - Block release
  - Sandwich courses
  - Sponsored courses
  - Self-study



d. **Implementing the program:** This implies change. Qualified trainers must be available and they must understand the institutions objectives.

e. **Evaluation:** Evaluation seeks to determine whether the objectives have been accomplished. It also seeks to determine the extent of learning and whether the training program will change behavior.





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Stress management

- Stress at work is a relatively new phenomenon of modern lifestyles.
- Professional stress or job stress poses a threat to physical health.

What is stress?

- Stress is the body‘s automatic response to any physical or mental demand placed on it.
- Simply put, stress is any outside force or event that has an effect on our body or mind.
- Stress is the reaction people have to excessive pressures or other types of demand placed upon them.
- It arises when they worry that they can‘t cope. It is the —wear and tear our minds and bodies experience as we attempt to cope with our continually changing environment



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Is stress good or bad?

- **Too little stress:** This may result in boredom.
- **Moderate stress:** Moderate levels of stress may actually improve performance and efficiency.
- **Too much stress:** This may cause an unproductive anxiety level.

Symptoms of stress:

The signs of job stress vary from person to person, depending on the particular situation, how long the individual has been subjected to the stressors, and the intensity of the stress itself.

- A combination of thoughts and worries that have negative affect on the body‘s responses typical symptoms of job stress can be:
  - Physical – headache, back pain, fatigue, aches and pains
  - Mental: difficulty concentrating, increased errors, poor decision making



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Causes of workplace stress:

(i). Job Insecurity: Workplaces are going through changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, downsizing and other changes have become major stressors for employees, as institutions try to live up to the competition to survive. These reformations have put demand on everyone, from the head of the institution to the employees.

(ii). High demand for performance: Unrealistic expectations, which, sometimes, put unhealthy and unreasonable pressures on the employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure to perform at peak levels all the time for the same pay, can actually leave an employee‘s physically and emotionally drained. Excessive travel and too much time away from family also contribute to an employee`s stress.

(iii). Technology: The expansion of technology—computers, pagers, cell phones, fax machines and the Internet—has resulted in heightened expectations for productivity, speed and efficiency, increasing pressure on the individual worker to constantly operate at peak performance levels. Workers working with heavy machinery are under constant stress to remain alert. In this case both the worker and their family members live under constant mental stress. There is also the constant pressure to keep up with technological breakthroughs and improvisations, forcing employees to learn new software all the times.

(iv). Workplace Culture: Adjusting to the workplace culture, whether in a new institution or not, can be intensely stressful. Making one adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code etc. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers.





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(v). Personal and family problems: Employees going through personal or family problems tend to carry their worries and anxieties to the workplace. When one is in a depressed mood, his unfocused attention or lack of motivation affects his ability to carry out job responsibilities.

(vi). Gender related stress: Employees may suffer from mental and physical harassment at workplaces, apart from the common job stress. Sexual harassment in workplace has been a major source of worry for employees. Employees may suffer from tremendous stress such as `hostile work environment harassment`, which is defined in legal terms as "offensive" or intimidating behavior in the workplace . This can consist of unwelcome verbal or physical conduct. These can be a constant source of tension for employees in job sectors. Also, subtle discriminations at workplaces, family pressure and societal demands add to these stress factors.

Negative effects of stress:

Some of the negative effects of stress are as follows:-

(i). Physical effects of stress include:

- Weight gain/loss
- Unexpected hair loss
- Heart palpitations
- High blood pressure



(ii). Emotional effects of stress include:

- Mood swings
- Anxiety
- Can lead to depression
- Can also lead to unhealthy coping strategies (i.e. alcohol, drugs, etc.)



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How to reduce work related stress:

The following guidelines are helpful in reducing work related stress.

(i). Recognize what is stressing employees. Whatever is causing work stress, it is important to gather information on what exactly is pushing the buttons and how people react.

(ii). Know what employees are thinking. Underlying these stressful work situations can be a set of beliefs or thoughts that influence their feelings and behavior. Some of these may include the belief that they must be perfect. These cognitive distortions can increase stress.

(iii). Relaxation strategies. Relaxing techniques will increase overall frustration tolerance levels. One of the symptoms of unrelenting work stress is tiredness and exhaustion – which can lead to job burnout. Relaxation can help one to rest and recuperate – regenerating batteries and developing an overall stress resilience. You can sensitize employees on the following:

- Sitting straight and comfortably, and trying breathing exercises. This will relax nerves and muscles.
- Relaxing and counting backwards (20, 19, 18, 17, 16, 15….)
- Avoiding giving in to alcohol, smoking and other substance abuse while under constant stress.

(iv). Time management. Time management is about planning in relation to time, and involves prioritizing a to-do list – so that one is not swamped by the tyranny of the urgent. Procrastination could also be avoided if tasks are prioritized.

(v). Developing positive attitude. Encourage employees to give up negative mental traits such as fear, anger and revengeful attitudes, which actually germinate stress. In case of chronic stress a health professional should be consulted.





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Work Life Balance and stress management

- Work life balance is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure.
- It is proper prioritizing between "work“ (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation).
- Work life balance can be achieved through self-management, time management, stress management, technology management and leisure management as discussed below:
- Self-management entails personal discipline that ensures one gets proper sleep, exercise and nutrition. Time management is a function of self management.
- Technology management is the ability to effectively manage technology to ensure that technology is not abused or overused.
- Leisure management – This emphasizes on rest and relaxation. Employees need to take time off to relax however complicated you career is.

The following tips may help you achieve work-life balance:

- Don‘t overbook your appointments.
- Prioritize ruthlessly
- Learn how to say no diplomatically.
- Organize yourself effectively.
- Use technology…but don‘t overdo it
- Know it won‘t always be perfect





Retirement and stress management

- Retirement is the legal date when an individual ceases to work for full-time financial compensation based on age.
- It is a process not an event.
- Recent research shows that many high achievers are afraid to fully retire.
- Other people typically determine who they are by their career titles: I'm an Education officer, Quality Assurance and Standards Officer, principal, head teacher, deputy principal, deputy head teacher etc.
- After retirement, they are afraid they will not be relevant. All these fears often cause stress for those that are about to retire.
- While working, retirement can therefore seem like an upcoming burden rather than a distant paradise.



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Financial guidelines:

- In order to minimize the negative effects of stress associated with retirement, the following financial guidelines may be useful:
- S**tart saving on the first day of your employment:** Make savings for your retirement a priority. Devise a saving plan and stick to it.
- **Estimate your financial needs upon retirement**: Experts estimate that you will need about 70 percent of your preretirement income to maintain your standard of living when you stop working. Take charge of your financial future. The key to a secure retirement is to plan ahead
- **Contribute to your employers retirement plan**: Your employer might belong to one of the following pension schemes; the civil service scheme, the National Social Security Fund (NSSF), and occupational schemes. Find out on the requirements and join.
- **Consider basic investment principles**: How you save can be as important as how much you save. Inflation and the type of investments you make play important roles in how much you'll have saved at retirement. Know how your savings or pension plan is invested. Financial security and knowledge go hand in hand.



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- **Put money into an individual retirement account**: You can put up your money into an Individual Retirement Account (IRA); you can contribute even more if you are 50 or older. There several insurance companies that operate individual retirement pension schemes. Ensure that such companies are registered by Retirement Benefit Authority (RBA).
- **Attend retirement seminars organized by your employer:** These will offer you valuable information on how you can save for retirement. You will learn of the various options available and how you can best prepare for retirement.

Emotional wellbeing guidelines:

The following are some guidelines to emotional wellbeing that could help you as you prepare for retirement:



- Having satisfying relationships
- Ensure mind / body fitness
- Staying young at heart
- Get involved in charity work
- Visualize who you want to become
- Gradually implement lifestyle changes
- Share your new plans and goals with family, colleagues, and friends
- Use your emotional intelligence: by recognizing it takes conscious effort, time, and perseverance to evolve



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Employee discipline

One of the major roles that education managers should play is maintaining discipline in the workplace. This section takes you through disciplinary offences and how to handle them.

Definition of terms

(i). Misconduct: This is the conscious deliberate violation of employment expectations, failure to follow laws, rules, regulations, policies, directives, Instructions, or orders.

(ii). Discipline: This is a tool for management to use to maintain an effective, efficient, and orderly workplace. It is used by supervisors to handle the misconduct.

Disciplinary offences:

(i). Immoral behavior, including but not restricted to —

- Sexual intercourse
- Sodomy
- Lesbianism and
- Sexual harassment or flirtation

(ii). Professional misconduct including but not restricted to-

- Negligence of duty
- Lateness to duty
- Chronic absenteeism
- Desertion
- Incitement and
- Insubordination



(iii). Infamous conduct including but not restricted to-

- Drunkenness
- Fighting
- Conduct or behavior which contradicts the spirit and tenor of Chapter six of the Constitution
- Forgery
- Mismanagement and embezzlement of public funds and
- Any other act or conduct that is incompatible with the teaching profession





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Disciplinary action by employer:

- Teachers who violate the provisions of the Code of Regulations for Teachers and the TSC Code of Conduct and Ethics will face disciplinary action which may include warning or interdiction.
- The Teacher Service Commission (TSC), after interdicting a teacher, may take the following disciplinary actions against a registered teacher—
  - Issue a warning letter
  - Surcharge
  - Suspend for such period not exceeding six months
  - Cancel a registration certificate and remove the name of the teacher from the register
  - Retire in the public interest
  - Dismiss
  - Terminate services
  - Undertake any other lawful action as it may consider appropriate



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Disciplinary action at school level:

- The school head may initially issue a verbal warning or caution the teacher in writing on minor breaches.
- In case of persistent misbehavior, the teacher may be required to "show cause'" why disciplinary action should not be taken against him/her. From the teacher's response, the head of institution may serve the teacher with a warning or present the case before the agent.
- The school head is required to:
  - Investigate and assemble relevant evidence.
  - Invite the accused teacher in writing to defend himself/herself against specified allegation.
  - Call witnesses to give evidence in the presence of the accused teacher.
  - Allow the teacher to cross-examine each witness.
  - In case of desertion where teacher's whereabouts is unknown, the agent will interdict without any delay.
  - After the preliminary hearing the agent may reach any of the following decisions;
  - No case to answer.
  - Warn the teacher administratively.
  - nterdict the teacher.



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Interdiction: An interdicted teacher should write a defense statement within 21 days from the date of interdiction and provide contact address. A case will normally be heard within three months after interdiction. In case of delay the teacher is advised to make enquiries. Teachers interdicted on cases of incitement, insubordination, infamous conduct and negligence of duty will be paid half salary during the period of interdiction

Common errors in discipline enforcement

- Allowing problems to continue
- Failure to communicate rules and requirements (awareness)
- Inconsistent enforcement
- Transferring the problem
- Incomplete investigation / facts
- Inconsistent penalties
- Trying to —go it alone





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Industrial Relations

- In this section, we shall look at the role of industrial relations and attractive working environment in enhancing employee productivity. Industrial relations has become one of the most delicate and complex problems of modern industrial society.
- It is in the interest of all to create and maintain good relations b

What are Industrial Relations?

- This is the relationship between the employer and employee within the organizational settings.
- It is meant to enhance the welfare and to safeguard the interests of both the employer and
- employees.
- In this relationship, trade unions play a vital role that normally leads to collective bargain in line with the existing labor laws.
- The field of industrial relations looks at the relationship and interactions between management and workers, particularly groups of workers represented by a union.

- The relationship also includes the government and the institutions and associations through which such interactions are mediated.
- The term “industrial relations” covers all categories of employment relations, both collective and individual, and also in every sphere of economic activity.
- It includes all paid workforce, including those serving the government, between employees (labor) and employers (management).





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Legal and Institutional Framework on Industrial relations

Industrial relations in Kenya are governed by certain legal provisions. These includes:-

(i). The Labor Relations Act (2007): The labor relations act represents the main legal foundation for collective bargaining and labor relations intended to promote employment relations and labor peace in the country. Specifically, it encourages the parties to engage in good faith bargaining and reaffirms, the role of the Industrial Court in the registration and approval of collective bargaining agreements.



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(ii). The Employment Act No 1 of 2007: This law seeks to discourage the possible recourse to atypical forms of employment. For example, it provides that casual workers cannot be in this type of employment for more than 30 days of continuous employment. The Act converts "casual" employment to "term contract" provided the requirements therein are met. The Act also extends the maternity leave period to 3 months, and recognizes two weeks' paternity leave for fathers. Furthermore, the law prohibits workplace discrimination on grounds of HIV/AIDS status and harmonizes the provisions on child labor. The law raises the age of a child from 16 to 18 years. The Act also provides for an insurance benefit scheme for employees who suffer redundancy, while also safeguarding workers' dues in the event of an employer's insolvency.



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(iii) The Labor Institutions Act No 12 of 2007: This law creates a number of important bodies for the effective functioning of the labor market. These include the National Labor Board that seeks to strengthen tri-partism, review on general labor relations, strikes and lockouts; the number of complaints lodged by employees against employers. The law reaffirms the Wages Councils system which is the foundation for the critically important minimum wage. It also provides for a reinvigorated Industrial Court, with enhanced respect. The court has powers, such as ordering the parties to share information or the arrest and conviction of a disobedient party.



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(iv) The Work Injury Benefits Act No 13 of 2007: This law provides for payment of injury benefits depending on the severity and/or length of disability. Related to this is the Occupational Safety and Health Act, which seeks to secure safety and health for workers in all workplaces, The law prohibits employment of children under the age of 18 years, where their safety is at risk. Furthermore, promotes a safety culture in workplaces, through education and training in occupational safety and health. The law encourages entrepreneurs to set achievable safety targets for their enterprises, to establish joint health and safety committees in the workplace, and to carry out annual safety and health audits.



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Industrial Disputes

- An industrial dispute may be defined as a conflict or difference of opinion
- between management and workers on the terms of employment.

What are some causes of industrial disputes?

The causes of industrial disputes can be broadly classified into two categories: economic and non-economic causes:

- The economic causes will include issues relating to compensation like wages, bonus, allowances, and conditions for work, working hours, leave and holidays without pay, unjust layoffs and retrenchments.
- The non-economic factors will include victimization of workers, ill treatment by staff members, sympathetic strikes, political factors,indiscipline, Non-implementation of agreements, awards, etc.



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Effects of Industrial Disputes:

Industrial disputes have effects on employer, employee and the economy at large. For the employer, an industrial dispute may:-

- Result in a stoppage of production, which may lead to increase in the average cost of production since fixed expenses continue to be incurred.
- Lead to a fall in sales and the rate of turnover, leading to a fall in profits.
- The employer may also be liable to compensate his customers with whom he may have contracted for regular supply.
- Loss of prestige and credit, alienation of the labor force, and other non-economic, psychological and social consequences may also arise.
- Loss due to destruction of property, personal injury and physical intimidation or inconvenience also arises.

For the employee, an industrial dispute entails:-

- Loss of income where regular wages and allowance ceases, and great hardship may be caused to the worker and his family.
- Employees also suffer from personal injury if they indulge into strikes and picketing
- Psychological and physical consequences of forced idleness.
- The threat of loss of employment in case of failure to settle the dispute





Resolution of Disputes:

- The interests of employers and employees are not common which may create industrial disputes.
- In the event of an industrial dispute, conciliation, adjudication or arbitration may be used to resolve.

The role of Trade Unions

- A trade union is an organization of employees formed on a continuous basis for the purpose of securing diverse range of benefits including maintaining and improving the conditions of their working lives.
- They also protect the economic, political and social interests of their members.
- It regulates the relations between employees and employers or between employee and employee, or between employers and employers, or for imposing restrictive condition on the conduct of any trade or business, and includes any federation of two or more trade unions.
- A union in representing the interests of its members may even engage in political activity where legislation affects their members.
- Trade unions are voluntary associations.

Some of the unions in the education service industry include:

- Kenya National Union of Teachers (KNUT)
- Kenya Union of Post Primary Teachers (KUPPET)
- University Academic Staff Union (UASU)
- Kenya Union of Domestic Hotel and Educational Institutions,
- Hospitals and Allied Workers (KUDHEIHA)
- Public Service Trade Unions of Kenya (PUSETU)
- The Central Organization of Trade Unions (COTU)



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Functions of trade unions

Trade unions perform a number of functions to achieve their objectives:-

- Achieving higher wages and better working conditions
- Raising the status of workers as a part of industry
- Protecting employees against victimization and injustice
- Trying to foster a spirit of cooperation and promote friendly industrial relations
- Diffusing education and culture among their members. They take up welfare measures for improving the morale of workers and generate self confidence among them.
- They also arrange for legal assistance to its members, if necessary.
- Besides, these, they undertake many welfare measures for their members, e.g., school for the education of children,
- Some trade unions even undertake publication of some magazine or journal.



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Staff welfare

- Maintaining a healthy and safe work environment and improving staff motivation and productivity are critical issues for every workplace.
- Significant social, economic and demographic changes have led organizations to review how they manage and support individuals and the level of flexibility that they can make available.

Objectives of employee welfare

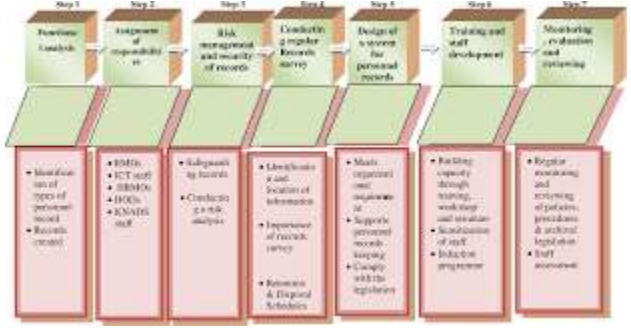
- Employee's welfare objectives include;
- Improvement of employees' loyalty and morale
- Labor turnover and absenteeism reduction.
- Goodwill and public image of the enterprise improvement.
- Helps to improve industrial relations and industrial peace
- Improves employee productivity



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Role of Management in Employee Welfare

- Institutions provide welfare facilities to their employees to keep their motivation levels high.
- The employee welfare schemes can be classified into two categories namely; statutory and non-statutory welfare schemes.
- Examples of statutory welfare schemes include; PAYE, NHIF, NSSF while non-statutory includes SACCO deductions among others.



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Personnel Records

- All organizations collect data relating to their employees such as information on pay levels, sickness absence, or hours worked.
- These records are often referred to as HR records and can be stored in hardcopy or electronically .
- It is important for organizations to keep the information well-organized and in an appropriate system so that it complies with relevant legislation and can be easily retrieved.
- A filing system should be used to ensure that all the necessary data in available in an individual's file.
- Due the confidential nature of information contained in the personnel files, its important that they are stored securely. If physical storage is used, the cabinets should be locked and only accessed by authorized persons.





- We have looked at the concept of human resource management and have seen why education managers need to manage the human resources effectively.
- We have looked at the various components of human resource management.
- By performing the human resource function, the manager ensures that the institution has the right persons to work with available resources in the achievement of the institutional goals.
- We have also looked at how to ensure that the staff are motivated and optimize their performance.
- It is out hope that you can now management the human component of your institution more effectively.