



STUDY PACK

ON

ADVANCED HUMAN RESOURCE MANAGEMENT I

PROFESSIONAL EXAMINATION I

ADVANCED HUMAN RESOURCE MANAGEMENT I

PROFESSIONAL EXAMINATION I

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CHARTERED INSTITUTE OF PERSONNEL

MANAGEMENT OF NIGERIA

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FOREWORD

This fourth edition of the CIPM study pack is one of the learning resources recommended to persons preparing for certification through professional examinations. It is uniquely prepared to meet the knowledge standards of HR certification bodies and/or degree awarding institutions. The study pack is highly recommended to researchers, people managers and organisations responsible for human capital development in its entirety.

Each chapter in the text has been logically arranged to sufficiently cover all the various sections of this subject as itemised in the CIPM examination syllabus. This is to enhance systematic learning and understanding of the users. The document, a product of in-depth study and research, is practical and original. We have ensured that topics and sub-topics are based on the syllabus and on contemporary HR best practices.

Although concerted effort has been made to ensure that the text is up to date in matters relating to theories and practices of contemporary issues in HR, nevertheless, we advise and encourage students to complement the study text with other study materials recommended in the syllabus. This is to ensure total coverage of the elastic scope and dynamics of the HR profession.

Thank you and do have a productive preparation as you navigate through the process of becoming a seasoned Human Resources Management professional.

Olusegun Mojeed, FCIPM, fnli
President & Chairman of the Governing Council

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Oluwatoyin Naiwo, FCIPM
Registrar/Chief Executive

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AIM:

Advanced Human Resource Management 1 (Professional 1) is aimed at introducing candidates to human resources management principles, concepts and practices so they would apply the skills and knowledge acquired in creating solutions to people management issues in the workplace.

CHAPTER ONE

STAFFING (RECRUITMENT, SELECTION AND ON-BOARDING)

Objectives

By the end of the Chapter, Students/learners/Readers are expected to:

- i. Explain the purpose of staffing;
- ii. Discuss recruitment and recruitment process;
- iii. Analyse the various steps and actions in selection process;
- iv. Discuss on-boarding;
- v. Explain Exit management and the strategies for effective Exit.

Course Outlines/Syllabus:

Staffing (Recruitment, Selection and On-Boarding)

1.0 Introduction

Staffing is a fragment of human resource management practices involved in the recruitment, selection and on-boarding of employees for organisations. Staffing refers to the unceasing method of recruitment, selection and on-boarding of various people on the team, on the basis of their knowledge, experience and talent. The activities include profiling the job position, selecting employees, establishing performance standards, evaluating performances, as well as training and development (Neil Robert Anderson, Jesus F. Salgado, Sonja Schinkel (2017).

Every organisation engages in staffing activities in order to absorb needed employees. This is a practice of recruiting, selecting and on-boarding of employees by evaluating their skills and knowledge before offering them specific job roles accordingly (Izuogu S.A, 2015). Staffing issues have been dominant discussions in most organisations. It is the method of getting and hiring the people an organisation needs.

Recruitment and Selection are that parts of the staffing process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2014). Staffing is viewed as one of the key factors to organisations' growth and success. The profitability and survival of an organisation usually depends on the calibre of its employees (Wickramasinghe 2016). Izuogu S.A (2018) states that the initial phase to confirming the achievement of organisations is to ensure that employees have the correct potentials. This means that effective Staffing method condenses employees leaving the organisation and enhances employee morale. This view point shows that effective recruitment, selection and On-boarding help in organisational profitability. Taylor (2006) defined Staffing as an activity which generates a pool of applicants wishing to be employed by an organisation out of which suitable candidates are selected.

This involves recruiting, selecting, promoting and transferring the correct employee for the right role in the organisation. The initial step in the process is to access the requirement for manpower inventory. In this chapter, we shall be looking at purpose of staffing in organisations, staffing

processes, types of staffing, recruitment, recruitment policy and all that surrounds staffing, thereafter we take our quiz.

1.1 Purpose of staffing

Almost all organisations have the same purpose for staffing, but in reality, the purposes differ due to complex and nature of business. However, following Armstrong (2014) view, we shall discuss below points as the accepted purpose for staffing which organisations should focus and adopt.

- i. **Organisational Growth:** To have the best possible human resource for different job roles in and for the organisation. Organisational growth is possible when adequate staffing is done. People with the required competence and ready to contribute to the vision of an organisation, when engaged, will help in aligning their skill with that of the organisation for growth. Best human resource is difficult to be staffed.
- ii. To contribute to improved productivity in the organisation. Organisations are to focus on recruitment, learning, and development of human resources in order for productivity to be achieved. It helps organisations ensure they have the right people in the right positions with the correct skills and experience, to achieve their goals. This can boost productivity and efficiency, making the organisation more successful and profitable in its business.
- iii. To ensure organisations have and maintain a safe work environment. This will be achieved when effective staffing is done. A safe work environment will motivate a competent and well-staffed resource to be retained by the organisation.
- iv. Helps organisations in accomplishing objectives of the business: Effective and efficient staffing helps in keeping the best resources in an organisation that will result in accomplishing the objectives of the business. Without proper staffed human resources, the organisation will not perform as effectively and business will witness downfall. Most Nigerian owned and/or managed organisations have high labour turn-over because of improper staffing (Izuogu S.A 2018). He also maintained that while engaging employees, the organisation might map out the category of workers that are appropriate for the task to enhance capacity acquisition. The organisation requires knowledgeable employees to accomplish its objectives.
- v. **Talent acquisition:** Organisations staffing main objective is to engage the best capacity for the role in the organisation. While engaging employees, the organisation is required to plan the sort of employees that are fit for the activities in order to boost capacity building. The organisation requires competent workforce to realize its goals. This aids to understand the organisation's purposes and expands the efficiency of the employees in the organisation.
- vi. **Recruitment and Selection:** Staffing method here remains to ensure permanency and progress of the organisation. This method also encourages the utilisation of human resources in an efficient method. The recruitment method remains either completed through internal or external bases of recruitment. The selection procedure comprised interview test and evaluating them to choose the appropriate candidate for the role.
- vii. **Competitive Advantage:** This purpose of staffing is possible when organisations recruit qualified and skilled candidates into the team, the team becomes more effective and efficient to have a competitive advantage in the market. Staffing concentrates on the recruitment, learning and development of human resources for the diverse positions in the organisation. Thus, adding to enhanced efficiency in the organisation.

- viii. Training and Development: The method is an essential part of the staffing method for the new employees to develop and grow their competency and enhance the organisation's productivity. Training is offered to the employees in order to advance and grow. New engaged employee is developed by giving actual time professions as an examination in order to analyse the performance and find the areas for improvement.
- ix. Job Satisfaction: Staffing the correct candidate for the appropriate role empowers job satisfaction for the employee and for the organisation enlightening success and efficiency (Armstrong 2014). Employee self-esteem remains essential for any type of organisation to uphold harmonious workplace culture (Rafael M.B 2014). Once an employee specialises in their job role that upsurges their productivity, enhances organisational growth and job gratification as evident (Renuka Vanarse (2019). Deprived of proper human resources for a specific role the organisation will definitely not perform effectively.
 - x. To develop a strategy for effective utilization of human resources.
 - xi. To introduce training, seminar, workshop, and other efficiency development programs of employees.
 - xii. To maintain coordination among staff members and integrate their performance.
 - xiii. To motivate employees by providing both monetary and non-financial incentives.
 - xiv. To maintain high morale and better human relation inside the organisation.
 - xv. To ensure equal opportunities to employees on the basis of their skill and experience.
 - xvi. To develop an environment of mutual cooperation then an intelligence of belonging among the staff.

1.2 Staffing process

An organisation staffing process is an essential function in human resource management that is done through engagement, developing, inspiring and keeping the best capacities for attaining the organisation's targets and objectives (Dyer, L and Holder, G W 2008). This is the method of engaging employees who are qualified for available positions in the organisation (Sánchez-Gardey, G 2005). Staffing helps to expand the organisation's efficiency with appropriate selection methods, rises the value of hires and trains employees in line with their performance in the organisation (Izuogu S.A 2019). This is the method of getting a qualified resource to perform many functions of the job.

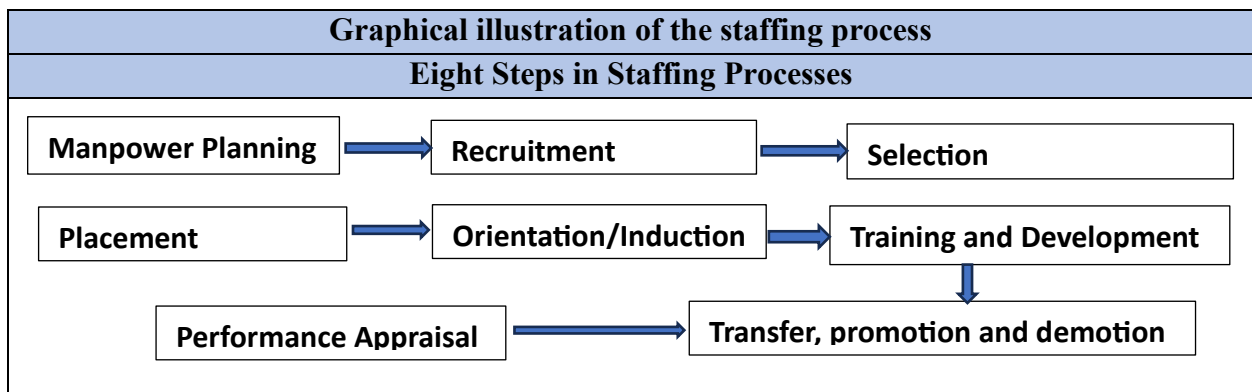
Staffing suitable applicants for the job results in dropping the cost of production and expands the income of the organisation. According to the Chartered Institute of Personnel and Development (CIPD, 2009, 2010) Code of Conduct which stipulates that "the recruitment process should have a correct and modernized job description that does not victimize against sex and avoid making job standards difficult in relations to employee requirement". The encryption similarly comprised areas such as interview method, engagement principles, learning and development and promotions". Armstrong (2009) observes that the assumption underpinning the practice of HRM is that people are the organisation's key resource and organisational performance largely depends on them.

The first phase in the staffing process is to plot the manpower list for them to tie with the job requirements. The organisation has to plan for staffing with respect to workforce ratios by defining the skills and qualifications obligatory for the job.

1.2.1 The following are staffing processes used by most organisations according to Dyer, L & Holder, G W (2008)

1. **Manpower Planning:** This remains the process of classifying the present human resources in the organisation and approximating their needs.
2. **Recruitment:** This according to him remains the method of probing for latent employees and assembling their applications as far as conceivable to make choice of suitable candidates.
3. **Selection:** In selection, the top candidate is selected from the tarn of applicants.
4. **Placement:** This is concerned with providing schedules and assigning explicit jobs to the selected candidates.
5. **Orientation/Induction:** In orientation, new employees are familiarized with the organisation and its procedures, rules, and regulations.
6. **Training and Development:** According to Dyer, L & Holder, G W (2008) training and development refer to the enhancement of precise competence, aptitudes and knowledge of employees.
7. **Performance Appraisal:** remains the evaluation method of employees’ performance in line with the standards of performance.
8. **Transfer, promotion and demotion:** It remains the last stage in the staffing method. Transfer deals with ever-changing an employee from one task to another job. Promotion focused on reward subsequently a good performance from the employee. Demotion focused on reduction of the job position of an employee (Dyer, L & Holder, G W 2008).

According to Izuogu S.A (2019) staffing is a methodical progression from forecasting workforce to hiring them into the organisation in harmony with the requirements. He also maintained that “staff are the valuable assets of the organisation and contributions to their ideas and knowledge lead to success”. That is why a staffing function is needed to recruit skilled and competent employees.



Source: Author’s Conceptual framework, 2023

1.2.2 Types of staffing.

a. Contractual Hiring

Aiming at the workforces who have the utmost experiences and skills for some prescribed period can be a win to win for mutuality between employer and the employee. Contractual staffing is the recruitment of employees with some terms and circumstances that ends after the completion of the job.

b. Placement Hiring

This type of staffing is straight appointment from many colleges or other work to engage them as old-style permanent employees for the organisation. This is the method of combination of nominated person and explicit employer in order to establish a service relationship.

1.3 Recruitment:

Recruitment is the method of discovery and fetching the people the organisation desires. Research survey on engaging employees and capacity planning found that the typical employment expenses of occupying a job for a director or senior manager was £8,000 while for other employees it was £3,000 (Armstrong 2014).

Izuogu S.A (2019) opined that recruitment in Nigeria is largely governed by legal contexts and requirements such as the Nigerian Labour Act of 1974. However, oil and gas organisations integrate their recruitment and selection strategies and procedure with that of the Nigerian labour act, Nigerian local content act of 2010 and the Factories Act of 2014. Furthermore, communities where these industries' function have stipulated Memorandum of Understanding with the industries on how their host community members will be employed. According to Ayoade (2000), "This indirectly impact on the demand and skill base recruitment requirement by the companies". In line with above assertion by Ayoade (2000), Human Resource Management policies and practices are approved within an economic, social, political and legal environment. Thus, there is a need for substantial ancient and social awareness into resident settings to comprehend the developments, philosophies and glitches of nationwide replicas of HRM (Hofstede 1993). The 1970s was the oil boom era. Since then, the Nigerian budget has remained subjugated by the elimination and extracting subdivision (mainly oil).

1.3.1 Recruitment Policy

The accomplishment and progress of any organisation is mainly hinge on its recruitment policy and procedures (Chesters, J 2011). For an organisation to continue well it must have a brief employment policy consequently to have the unsurpassed capacity from the range of applicants. Thus, having a vigorous recruitment policy is the first call of a well-organized engagement method. The organisation has to comply with the recruitment policy and procedure (Boxall, P F 2007). Recruitment policy remains a consistent context that creates a regulation for an organisation's employment practices and policies as a business. The drive of an effective recruitment policy is to guarantee reliability, standardization, and amenability particularly as it relates to Nigeria labour laws.

Characteristics of robust recruitment policy in human resource management:

- i. Accuracy on method to be used for the implementation of recruitment policy.
- ii. Recruitment policy must be an objective strategy.
- iii. Fixed controlling value to be trailed for recruitment, engagement and onboarding Procedure.
- iv. All investors to have clear tasks succeeding recruitment policy.
- v. Importance should be on employing the exact talent as stated in the recruitment and selection policy.
- vi. Complete recruitment, selection and onboarding shall be built virtuously on excellence.
- vii. Importance shall be on the choice of candidates whose worth complement with that of the organisation.
- viii. Robust approaches on agreement stream at the period of selection method.
- ix. Suitable appointment of employees at the time of selection process.
- x. Lucidity on recruitment of impermanent workforces, contractors, etc.
- xi. Robust job description.
- xii. Straightforwardness on terms and conditions of engagement as it re-counts on engagement policy and technique.

Factors militating against recruitment policy of organisations

- i. Organisation monetary plan and financial data.
- ii. Engagement policy of comparable organisations.
- iii. Job market circumstances.
- iv. Precise requirements of the organisation.
- v. Government guiding principle.
- vi. Engagement policy of the government.
- vii. Memorandum of understanding retained flanked by the organisation and host communities or stakeholders.

Benefits of organisations maintaining a recruitment Policy

- i. Lucidity on the need for organisation.
- ii. Simplicity in the hiring policy process.
- iii. Accurate fit with the organisation's culture.
- iv. Comprehensive hiring verdicts.
- v. Use the employment policy.
- vi. Improved efficiency by compliance with the principles of recruitment policy.
- vii. Healthier culture.
- viii. Exact financial controls.
- ix. Precision on the method to be taken by all shareholders.

CONTENT OF RECRUITMENT POLICY - Sample

INDEX

- i. Objective
- ii. Scope
- ii. Purpose
- v. Principles of Recruitment Policy
- v. Recruitment and Selection Policy and Procedure
- vi. Preparation stage
- ii. Steps to be followed under HR Recruitment Policy
- ii. Job description for the vacancy
- x. Job specification
- x. Advertising
- xi. Selection of candidate
- ii. Selection and interview
- ii. Referees
- v. Appointment of a new candidate
- v. Induction
- vi. Recruitment of temporary employees
- ii. Responsibilities

MD/CEO Signature

Date

Source: Author Conceptual framework (2023)

EXAMPLE OF A RECRUITMENT POLICY

Organisation Logo

**ABCDE Organisation Nigeria Limited
Recruitment Policy
Purpose, Scope and Responsibilities**

1.1 Policy Statement

The ABCDE Organisation Nigeria Limited policy in relation to recruitment and selection is to offer equal opportunity to employment for all and to safeguard the top person, in terms of knowledge, ability, experience and capacity is selected for each position that arises.

ABCDC Organisation Nigeria Limited is in trust with its equal openings policy.

1.2 Purpose

This policy sets out ABCDE Organisation Nigeria Limited recruitment and selection plans including information relating to:

- Job description
- Person requirement
- Publicizing job Opening
- Submission procedures
- Selecting Procedure

- Reference Checks
- Engagement of employment
- Management of Boards
- Unsuccessful Applicants

This policy shall be applied whenever a position becomes available within ABCDE Organisation Nigeria Limited

1.3 Scope

This document applies to all Chairmen, Directors, Sub-committee members, employees, contracted individuals providing services on behalf of ABCDE Organisation Nigeria Limited, contracted third parties, agents of ABCDE Organisation Nigeria Limited, and leaders who have access to the information of individuals seeking employment with ABCDE Organisation Nigeria limited who are involved in the recruitment process.

All employees and management shall understand and accept this policy and are accountable for safeguarding that this policy is observed. All employees and management have a role to play and a commitment to make to guarantee that the most appropriate candidate is chosen for each position that arises.

Signed
CEO/MD
Date:

Source: Author Conceptual framework (2023)

1.3.2 Recruitment procedure

Recruitment procedure is fragment of human resource management scheme that deals with the checking of candidates, interviewing nominated candidates, selection endorsement, analyse and endorsement of human resources management (Sparrow, Brewster & Harris, 2014). It specifies the methods, plans, requirements and tasks involved in recruitment.

Below is a format for recruitment procedure any organisation can use.

Organisa tion Logo	Recruitment Procedure	Revision Date	Rev No: 001
	Document Number: HR-REC-PRO-001		
Section	Procedure		Responsibility
1	Purpose To afford executives with a framework of the method to interest, pick and engage an applicant once a placement is formed or becomes vacant.		Info
2	Scope This method spread over finding internal and external applicants to fill available positions within the ABCDE Organisation Nigeria Limited		Info
3	Definition		

	<p>Preferred candidate: the employee carefully chosen from the pick out of candidates interviewed to be engaged to the position.</p> <p>Recruiting manager: the manager to which the vacant or new position reports to who is accountable for managing the recruitment process.</p> <p>Selection criteria: the competence, expertise, understanding and credentials compulsory for the performance the responsibilities of a position which are used for emerging interview questions, assessing candidates and selecting submissions.</p> <p>Shortlist: a method of exclusion to choose the applicants that most thoroughly meet the selection standards to be shortlisted for interview.</p>	Info			
4	<p>Procedure The recruitment procedure can be fragmented into three main phases as demonstrated in the following flowchart:</p> <table border="1" style="margin-left: 40px;"> <tr> <td style="padding: 5px;">Job formed and right to recruit</td> <td style="padding: 5px;">Selection Process</td> <td style="padding: 5px;">Offer of Employment</td> </tr> </table> <p>The Recruiting manager has complete duty to guarantee each phase of this method is trailed and the human resources team is to deliver aid, support and direction in its execution.</p>	Job formed and right to recruit	Selection Process	Offer of Employment	All Managers
Job formed and right to recruit	Selection Process	Offer of Employment			
5	<p>Recruitment checklist: Most organisations use specification and checkpoints. This is comparative to individual organisation.</p>	HR Team			
6	<p>Job evaluation: Consent shall be certain prior to a vacancy be occupied.</p>	HR Team			
7	<p style="text-align: center;">Writing a job description</p> <ol style="list-style-type: none"> a. Evaluate the post – has the job description been altered or long-drawn-out? b. Dialog with the employee who presently does the job, other colleagues and associates. c. If it is a new post, make an inclusive job description, using the typical Job description format. d. Ensure all Job descriptions are in the exact format and contain an applicable equality and diversity and health and safety statement. 	Specific Manager/HR Team			
8	<p>Writing a job specification Outlines the qualities a person needs to put the Job description into accomplishment. The person specification sets values and forms the selection measures for the job.</p>	HR			
9	<p>Writing selection criteria: This shall be made explicit for managers to understand.</p>	Specific Manager/HR			
10	<p>Advertising: Advert placement shall be made for candidates to apply</p>	HR			

11	<p>Panel for both shortlisting and interviews shortlisting</p> <p>Decide a grading scheme with the board: what will get full marks, half marks, very few marks for each of the selection principles. Shortlist independently, then deliberate and agree with the board.</p>	HR/Specific Managers
12	<p>Tests and presentations</p> <p>straightly relevant to one or more</p> <ol style="list-style-type: none"> Agree on a scoring system to be used to measure each person's success. Get rid of any unintentional bias – contact human resources for advice if necessary. 	HR
13	<p>Interviewing</p> <ol style="list-style-type: none"> Contemplate and formulate the interviewing environment, process, enquiring approach, role of chair/panel and note writing. Ensure standard letter inviting candidates to interview. Deliberate any requirements for reasonable alterations from disabled applicants and make essential variation to interview process. Environment – luxury, design, equipment, no disruptions and no noise. Process – overviews, prelude, timing, candidates' questions, concluding the interview etc. questions and perfect answers. Associate them to the JD and PS, identical to all, investigate as needed, guarantee reasonable questions. Include at least one appropriate one on impartialities and multiplicity. 	HR/Specific Manager
14	<p>Placement and on-boarding</p> <p>All successful applicants shall be given on-boarding induction/orientation. This will comprise Health Safety and Environment (HSE) and HR induction.</p>	HR

Source: Author Conceptual framework (2023)

1.4 Selection

Selection remains the method of choosing potential employees who have applicable experiences to occupy job vacancies in an organisation. It is an effort to make a contented equilibrium between the applicant competence and what the organisation needs (Neeraj Kumari 2012). Is the method of choosing the most competent individuals to occupy positions in the organisation. In other words, the organisation will not have much coincident of accomplishment if it flops to choose the individuals with the needed credentials since the foremost goal is to engage the best person and it is an ultimate principle in equal employment opportunities laws. (Aleksandra Stoilkovska 2015).

Bernard Oladosu Omisore (2016) opined that it is the method of picking from the cluster of applicants who will be chosen by the organisation based on explicit regulatory standards.

Furthermore, (Ayesha Yaseen 2015) elucidated that the culminating outcome of a productive recruitment is having appropriate experienced candidates from the puddle of people. Subsequent stage is choosing the most creative and appropriate person according to the requirements of the job vacancy it can be completed by evaluating the candidates through several apparatuses or procedures and making a balanced choice or verdict accompanied by an offer of employment.

According to Ahmad Mohammad (2020) the aims and objectives of the selection procedure lie in the following:

- i. Arrange considerable pertinent data to scrutinize the evidences.
- ii. Establish and assess the information to make the balanced choice.
- iii. Evaluate respective candidate in order to select the best for the job.
- iv. Forecast performance of a candidate on the job and its compatibility with the organisation.
- v. Offer information to applicants so that they can check if or not they are prepared to accept an offer of employment bearing in mind the adversities and prospects.

1.4.1 Shortlisting

A method which generates an abridged list of candidates that has remained narrowed down from a greater pool. The determination of short-listing is to recognize those applicants who match the selection measures for the position, that are probable to be proficient in executing the duties of the job and about whom they wish to find out more during a formal interview (KA, D. 2020). According to Mahbub, B. B. (2020) “Shortlisting remains the method of recognizing the candidates from the organisation applicant puddle the candidate that are superlative in meeting the mandatory and anticipated standards for the job position and who the organisation wants to move forward with”.

Below are specifics that ought to be disseminated to the potential employee accepted for a job:

- i. Acknowledge the potential employees for attending the interview.
- ii. Talk to the applicant about his/her competence, experience and potentials that qualified him/her.
- iii. Inform the candidate concerning the conclusion to engage the candidate.
- iv. Elucidate the next stages in the engagement process.

How a candidate ought to respond to a shortlisted interview

- i. Candidate ought to appreciate the organisation for shortlisting his/her name for the interview.
- ii. Candidate should thank the organisation for inviting him/her to an interview.
- iii. Appreciate them for the privilege to be interviewed for the position. Candidate should also mention the position he/she was interviewed.
- iv. Thank them for considering you for the position. Candidate should mention the position he/she was considered for employment.

1.4.2 Testing

In Nigeria today many organisations progressively use recruitment examinations as an impartial method of evaluating the appropriateness of possible applicants. Hiring errors can be expensive and harmful to any organisation, and employment examinations offer a dependable and well-organized alternative method of assessment (Izuogu S.A 2019). He also maintained that “although employment examinations offer valuable understanding, they are used as part of a wider engagement approach”. Many organisations can make a choice of the kinds of assessments that are most applicable for their department, narrowing the assessment stages to match what they want and to balance their prevailing staffing actions (Izuogu S.A 2019).

Employment/Selection Test

According to Izuogu S.A (2015) a test remains a model dimension of an individual’s job-related aptitudes and skills. It offers a foundation for linking the behaviour, performance and attitudes of two or more persons. Tests are constructed on the postulation that candidates vary in aptitude, acquaintance, competence and inspiration. There are many categories of tests used in organisations for personnel selection like: intelligence tests, aptitude tests and knowledge tests.

Tests are useful when the number of applicants is large, as at best it reveals that the candidates who scored above the predetermined cut-off points are likely to be more successful than those scoring below the cut-off point (Collin 2001).

According to Jossey-Bass (2009) tests can be broadly classified into four and they are: -

- i. **Aptitude Test:** These tests portion the hidden aptitude or potential of a candidate to absorb a new job or skills.
- ii. **Achievement Test:** These tests portion what a person can do. These control the skill or knowledge previously developed through training and on the job experience.
- iii. **Personality Test:** These are pen and paper tests used to check the emotional maquillage of a person (Jossey-Bass 2009). These demonstrate the intensely to realize hints to an individual’s value system, emotional responses and prime of life and his characteristic disposition.
- iv. **Interest Test:** These tests are accounts of the candidate’s likes and dislike in relation to work. These are commonly used for professional direction.

1.4.2.1 What are recruitment tests?

“Recruitment tests are methodical and impartial technique of measuring potential job candidates as part of the hiring method. The tests function to regulate a candidate's aptness for the job and scrutinize their competences and performance in the organisation, providing a well-versed choice for the employer” (Melissa Turner2021).

Why are recruitment tests essential?

Melissa Turner (2021) holds that “as recruitment tests offer measurable evidence, they are measured more dependable than a prejudice of sentiment or the impress gained by an employer”. It appears that numerous efficacious organisations agree as surveys have found that up to sixty one percent of organisations use psychometric testing in mature markets with this figure rising to as

high as seventy five percent within the times top one hundred organisations were sampled (Melissa Turner2021). She maintained that Pre-employment tests provide objective data about each candidate that can mitigate these risks. She also said, “If you are applying for a job, keep in mind to try out online rehearsal tests before the definite tests”.

Types of tests

According to Melissa Turner (2021) underneath are the categories of assessments used in selecting candidates for a job position.

1. Personality Test

Melissa Turner (2021) posited that character disposition tests remain the way to assess how a candidate's personality traits might appropriate within the team and setting of the organisation. According to him, “Those pre-employment assessment tests can aid the organisation control whether the candidate will be contented and satisfactory within the role that they will potentially play and by what means their physical appearance and personality traits might affect their performance and influence on their colleagues”.

2. Behavioral assessment

A behavioural evaluation analysed the candidate's behavioural capabilities with their personality characteristics, logical aptitude, social skills and management competence in an organisational situation. The assessment enquires the candidate to first-rate the best progression of action or response to actual and mutual workplace condition (Melissa Turner 2021). Furthermore, he holds that these tests can be altered and matched for different employment roles and allow the organisation to recognise any latent for leadership and competency in their job applicants.

3. Cognitive ability test

According to Melissa Turner (2021) cognitive ability tests function to quantify the rational, oral, and arithmetic intelligent and empathetic of potential employees. “They allow an organisation to have a more precise impression of the candidate's competences than might be achieved through an interview alone”. He further stated that testing the potential employee's cognitive skills helps organisations to forestall their candidate's performance in the workplace and on the job.

4. Numerical test

Numerical tests give different choice enquiries to check the potential employee's critical intelligent and management of numerical data in a problematic workplace condition (Melissa Turner 2021). According to him, “the method a candidate answers the questions can assistance the organisation identifies any potential dimness or strengths and regulate whether the potential candidate can adopt a logical and well-organized method to dealing with data”.

5. Coding tests

These kinds of assessments are considered to evaluate a possible employee's coding aptitudes and competences in using diverse coding languages and skills for instance, JavaScript or Python (Melissa Turner 2021). In line with his avowal, coding tests help an employer to know the

capability of candidates with the greatest mechanical skills and to recognize their know-how and ability within the field.

6. Role-based Tests

These tests aid the organisation in evaluating if candidates are well matched to the exact position to which they are applying. Thus, candidates are verified on pertinent performance characteristics and their expertise and ability within the specialization. The organisation receives an understanding of the candidate's potential skill and competency, plus any strengths or dimness, to evaluate how well they might appropriate into the organisation and role (Melissa Turner 2021).

7. Situational judgement tests

These tests remain pre-employment examinations intended to measure the possible employee's skill and method to choosing the utmost competent and suitable response to a theoretical condition they could meet. He posited that a characteristic question might show a workplace situation and request the candidate to make a choice response that feels most suitable. Situational decision tests efficiently permit the organisation to recognise any resources or potential subjects by providing a dependable indication into the candidate's response to possible situations (Melissa Turner 2021).

8. Verbal reasoning

These tests contemporary a portion of inscription to the candidate to assess their understanding, reasoning skills and understanding abilities (Melissa Turner 2021). According to him, “through this type of assessment, the organisation is given an understanding into their potential employee's capability to comprehend and make inferences from written text and an essential skill for candidates in most job protagonists”.

9. Remote Work Assessment

These assessments assist organisations comprehend the personalities and competences needed from candidates to contribute in isolated work environment. “The informal and occasionally thought-provoking situations of isolated work environment demand specific skills from an employee”. Organisations might utilize far-flung career assessments to guarantee that candidates can withstand the efficiency and productivity obligation of the organisation (Melissa Turner 2021).

10. Language Proficiency Test

A language expertise test remains used to appraise a candidate's communication competence, sentence structure, listening, intonation and eloquence. “Organisations profit from this test as communication within the organisation is significant to well-organized work predominantly across vast organisations with employees of wide-ranging races” (Melissa Turner 2021).

Therefore, in line with his assertions, the test offers the organisations with an understanding into their potential employees' acquaintance of an exact language and their aptitude to communicate professionally in real workplace conditions.

11. Background Check

This kind of scrutiny might be a suitable fragment of the screening method for an organisation principally as a technique of managing, protecting and safety from hazards and risks. They also offer treasured intuition and thoughtfulness of the employee's workplace performance antiquity, past conduct, skill or shortcomings from former employers. This knowledge divulges how an employee performs in a normal workplace and might not be found somewhere else in the employment process” (Melissa Turner 2021).

12. Logical reasoning Test

This test springs organisations’ comprehension of a candidate's managerial and problem-solving competence. Sample enquiries might show a series of forms or shapes and request the candidate to forecast the one that comes subsequently in the order (Melissa Turner 2021). Thus, he emphasized that “these psychometric examinations are used extensively for positions such as software development and financial scrutiny”.

According to Izuogu S.A (2019) some of the more well-known tests for job applicants that might be considered valuable include:

- a. Achievement tests.
- b. Aptitude tests.
- c. Physical ability/agility tests.
- d. Personality tests.
- e. Honesty tests.
- f. Lie detector tests.
- g. Drug tests.
- h. Medical exams.

1.4.3 Interviewing

Nikoletta Bika (2022) holds that interview method remains the essential component of the staffing process including interviews that take place to assess application for a role. According to him, “these may comprise screening interviews, video interviews, skill-based interviews, situational interviews, behaviour-based interviews, social fit interviews and many other formats”. Interviews are the props of engaging and they impact organisation’s hiring choices more than any other engagement stage.

Organizing an interview

Steps in interview process

According to Izuogu S.A (2019) the first schedules organisations use to plan interview method are as follows:

- a. Adopt the competence you want candidates to have.
- b. Hand-pick interview questions to evaluate must have competency base.

- c. Regulate how you will score candidates' answers for instance: poor to excellent.
- d. Make sure you dialog about job responsibilities, profits, organisation policy and mission.

According to Izuogu S.A (2019) when candidates come for an interview, organisations are to use these common steps to chaperon the interview methods:

1. Welcome applicants and make them feel comfortable.
2. Make known yourself and associated interviewers.
3. Start with elementary questions such as: “Why are you attracted to this position?” and go on with additional ones such as: “Tell me about the last time you faced a human resource professional in an interview”.
4. Discuss the role and answer candidates' questions.
5. Introduce your organisation by unfolding its standards, profits and the reason applicant should contemplate working for you.
6. Take candidates on a journey of your organisation or acquaint them with your team, if suitable.

According to Izuogu S.A (2019) human resource professional roles in arranging for interviews comprised:

Offer candidates satisfactory notice: they might need time to adjust their schedules, particularly if they are working.

Select pleasing accommodations with sufficient illumination: candidates should feel as relaxed as imaginable so that both the interviewer and the interviewee gain from such a fruitful interview.

Plan notices for hiring managers: hiring managers are occupied with their daily duties and may fail to recall for a prepared interview. Assist them with an approachable aide-memoire and interview preparation checklist.

According to Izuogu S.A (2019) stages of the Interview are:

Introduction: lasting for a few minutes as the candidates are seeing the evaluators for the first time and being accompanied to the conference room.

Question and Answer.

Your Questions.

Closing.

Types of Interviews.

Structure	Medium	Format	Interview Question Type
Unstructured Interview	Face-to-face Physical interview	One-on-one interview	Behavioural interview
Semi-structured interview	Phone interview	Panel interview	Situational interview
Structured Interview	Video Interview	Group interview	Cultural fit interview

Source: Author Conceptual framework (2023)

1.4.4 Pre-employment medicals

Izuogu S.A (2019) holds that applicants who have passed the interview phases are sent for a physical scrutiny either to the organisation's hospital or to a hospital accepted for the purpose. According to Izuogu S.A (2019) such check serves the following purposes:

1. It regulates whether the candidate is substantially fit to accomplish the job where those who are physically unfit are rejected.
2. It discloses prevailing incapacities and offers a record of the employee's health at the time of selection. This proof will help in subsiding organisation's obligation under the workman compensation Act for claim of any accident.
3. It averts the engagement of people suffering from transmittable diseases.
4. It finds candidates who are otherwise suitable but need specific jobs due to physical handicaps and allergies.

According to the Medbury Medicals research (2021) medical examinations before employment are completed subsequently a provisional job offer has been complete. Based on this research report; "While appropriate for work examination emphasises the candidates' practical dimensions in kin to the responsibilities and the hazard of the specific job, pre-employment medical examination concentrates on the nonappearance or occurrence of explicit therapeutic situations before accepting job role". The report also maintained that; "It essentially demonstrates if the candidate has any fundamental health situations that may picnic basket candidate assessment on the job or curb them from carrying effective performance in their workplace".

According to the Medbury Medicals research (2021), this in the end aids to guarantee that the employee, their colleagues, their health and safety are optimum and not at any risk. This also aids employers save money in the long run. Pre-employment medical exams can also recognize pre-existing injuries. Some of the examinations done during the pre-employment examination also oblige as a substance for continuing medical investigation and perhaps regulatory requirements for high-risk jobs.

Medical examinations before engaging new employees are vital for several motives, however, one of the foremost reasons organisations bring out medical checks before engaging new employees is that it helps bring out some medical situations that some potential staff are not conscious of previously. According to the Medbury Medicals research (2021), with this data they can take healthier care of themselves. "Pre-employment medicals also provide employers with a starting point contrary to which to equivalence forthcoming variations in the individual's health status, which could be because of occupational acquaintance to the job". It is significant that workers take cognizance of the medical information and outcome of candidates must be kept private and shall never be exposed to anybody else (Medbury Medicals research 2021).

According to the Medbury Medicals research (2021), the subsequent are requirements of Pre-Employment Medical Examination:

1. To know the starting point of health conditions of an employee
2. To recognize how you can assist a prospective employee do their work healthier.
3. To increase your organisation's efficiency status

According to the Medbury Medicals research (2021) some tests accepted during a pre-employment medical examination include:

1. Urinalysis
2. Respiratory system
3. Eye test
4. Abdominal examination
5. The central nervous system
6. Skin overview
7. Cardiovascular examination
8. Musculoskeletal examination

1.4.5 References

References are individuals who can explain better about a potential employee work involvement, work behaviour, attractiveness and competence. Candidates ought to select references prudently as part of their job hunt process. They might be asked to give the names of people whom a potential employer can communicate with in order to find out more about the candidate.

Providing a good reference

1. Work References

Countless organisations desire employment references from candidates prior to engagement. If the applicants career references are from different nation, they might take only one on their list in so far as they are happy to speak in clear and understandable language and are available by means of email or Skype and have some awareness of the position they are applying for (Izuogu S.A 2015). He maintained that “If likely the applicant ought to choose somebody who has managed him/her workwise or who worked thoroughly with him/her”. Furthermore, he posits that “a manager, supervisor or even a co-worker from an unplanned career might speak to the applicant work habits or convenient skills”. From Izuogu S.A (2015) point of view, the referee can say, for instance that the applicant is dependable, approachable, prearranged and a good convergent thinker. “Other references could include someone who is conscious of the applicant’s work behaviour or skills through their unpaid worker”.

2. Academic References

Academic references are suitable and might be better, contingent on the condition. If you have lately move up from any university in Nigeria, reflect on requesting your lecturer to be a reference for you, predominantly if you think they can express absolutely about your competence and charisma (Izuogu S.A 2015).

3. Character References

Character references might supernumerary with career references when no other replacements are seen. They can be colleagues, a property-owner, customers or somebody that will testify to your decent personal potentials such as your uprightness, reliability and decent nature since they have

direct information of your work skills that is even more useful. Close families are not generally acceptable references and neither are people who do not know you well (Izuogu S.A 2015).

Candidates might not need to include references from parts of their life they desire to keep secluded or that may conflict with their interviewer's values. For instance, personal counsellors, psychoanalysts, spiritual leaders or leaders of party-politics or armed forces parties in your home country may not always be suitable references (Izuogu S.A 2015).

Preparing your references

Candidates should seek a personality for a reference for them before they give their name to an organisation. If they decide, let them understand the type of job they are applying for, how they are suitable and give them a copy of their outline. For academic references, it can be valuable to prompt the lecturers about their projects or scores (Izuogu S.A 2015).

When should I provide a reference?

Majority of candidates write on their curriculum vitae “references available upon request” and do not contain names. If they were asked to present references to an interview, you have to take them on a distinct sheet of paper and specify if they are work, character or academic references. If references are needed subsequent the interview, let them understand that you will send them by email. Mailing permits the candidate time to select their references constructed on the data they have about the position (Izuogu S.A 2015).

1.4.6 Certificate Verification

This is one of the staffing methods adopted by organisation prior engaging a potential candidate. This has to do with the certificates cited in the candidate curriculum vitae. It encompassed academic and certification or training certificates. The reputation of certificate verification is to alleviate the risk of incorrect appointment. One of the necessities of a curriculum vitae is to notify the organisation of the candidate's educational and career qualifications. The data is essential because it aids the organisation know if the candidate has the right credentials for the job (Izuogu S.A 2015). It is not difficult for candidates to give fake certificates to organisations. If organisations use these certificates and do not conduct certificate verification, they are putting themselves at risk.

There are many explanations to why candidate might give false credentials and fail credential verification. Some of the explanations include:

1. Has exasperated but remained ineffective in passing exams.
2. Worried to be employed.
3. Has an illegal record but decided to fur real personality.
4. Is aggressively wearisome to cheat the organisation/ associated staff.

All of these explanations brand a candidate not as much as perfect for engagement (Izuogu S.A 2015). Credential verification will aid find the candidates that did not merit the organisation's morals. Furthermore, engaging an employee short of certificate verification could demonstrate catastrophic for organisation.

There are corporations like global verification network, world education services and other third-party agencies that offer degree verification services. According to Izuogu S.A (2015) “They can find out if candidates overstate or lie on their academic credentials”.

According to Izuogu S.A (2015) below are the ways to recognize fake credentials:

1. Communicate and contact certificate verification agencies.
2. Checking the design and mechanisms of the credentials.
3. Consideration to the philological used in the certificate.
4. Verify the university address.
5. Phoning the source.
6. Have Faith in the professionals.

Agencies that Verify Certificates

1. ETX-NG Electronic transcript exchange and certificate verification system for Nigeria. <https://etx.ng>.
2. WES: World education services, international credential evaluation, World education services WES evaluation. <https://www.wes.org>.
3. Trapezoid limited. <https://www.trapezoidlimited.com>.
4. mycredentials.ng. <https://arena.mycredentials.ng>.

1.4.7 Offer of Employment

This remains the proposal an organisation gives to a potential employee for being engaged with them. It is the paper which the organisation gives a job role to a specific person. It also indicates the job title, the period of occupation and the salary that the organisation is eager to offer. It specifies all the employment conditions and appropriate profits. It remains a permissible document or contract between an employee and the organisation that evidently details the terms and conditions of both the organisation and the employee.

Subsequently in receipt of an engagement offer letter the potential employee has to decide if he/she will agree to take or refuse the offer. The candidate has to sign and send back the employment offer letter as official reception of the position if he/she choose to accept (Izuogu S.A 2015).

Difference between offer of employment and letter of employment

Offer letters are on condition by the organisation to the chosen candidates in giving them the offer. It comprises facts concerning the job while an employment letter is that used as evidence affirming the job details of an employee.

1.4.8 Acceptance of offer of Employment

This has to do with the potential employee showing an obligation to the organisation that gave the offer and then maintaining that commitment. This commitment is typically completed by the candidate appending his/her signatures on the offer letter. As soon as the offer letter is appended and given back to the organisation, it confirms you have acknowledged to work with the organisation according to all the specified conditions, roles and policies.

1.5 On-boarding

This has to do with the methods of inducting the new employed staff into the organisation. It comprised events that permit new employees' ample opportunity of an initial new-hire alignment process as well as acquire the organisation and its organogram, values, vision and mission (Izuogu S.A 2015). Furthermost organisations comprise onboarding with health, safety and environment induction. This will aid the new hire appropriate in and comprehend the safety culture and standard of the organisation. Underneath are the mechanisms of onboarding in an organisation:

1.5.1 Welcome upon resumption

This is a vital on-boarding method that illustrates to the new hire the abstract context of the organisation he/she is about working with. It is essential that organisations take this method extremely because a bad welcome on resumption can make the new employee decline the offer.

CASE STUDY (Organisation Name withheld)

In 2007 an employee was to resume in an oil and gas construction organisation at Port Harcourt, Nigeria. At the entrance gate, she received ill treatment by the security personnel. She was delayed for a few hours. Many unnecessary questions even with her offer letter and evidence that she has passed through the HSE orientation. She managed to endure all the stress. Unfortunately, the same day as she resumed, militants entered the organisation's jetty and kidnaped an expatriate. Fear and uncertainties griped this lady. She then decided to decline the offer the same day. (Source: Author's eye witness as former employee of the organisation).

1.5.2 Documentation

This has to do with the method of keeping and recording all essential evidence or verifications for the employment of a new hire. Some of the records at this stage on employment are as follows:

1. Service offer Letter.
2. Service contract.
3. Emergency communication Information.
4. Employee manual or guidebook.
5. Organisational chart.
6. Employee payroll and benefits.

1.5.3 Induction

This has a dynamic role in on-boarding progressions of new hire joining the organisation. There are diverse kinds of inductions organized by various organisations. It is the process by which

employees fine-tune or get used to their new jobs and working environment (Izuogu Sunday Anthony 2019). Some of these induction methods organized by organisations include:

Health, safety and environment induction which comprised:

- a. Thoughtfulness and awareness of specific hazards, risk and control measures.
- b. Work at heights.
- c. Electrical safety.
- d. Fire safety.
- e. Emergency response procedures.
- f. Medical evacuation and first Aid kit locations.
- g. Evacuation to muster at the assembly point/locations

Human Resource Management Induction which comprised:

- h. organisational introduction.
- i. sectional induction.
- j. work induction.
- k. human relations orientation.

Quality management system orientation

- l. Training on organisational excellence assurance and quality control system
- m. Quality compliance structure and requirements

9. Security and emergency response induction

- a. Abduction and militant attack emergency response awareness
- b. Community restiveness and management awareness
- c. Sensitivity to environment and third-party vigilance

Throughout this progression new employee remains anticipated to validate their thoughtfulness of all information, isometrics and scenarios given. The organisation might give a tag or identification card displaying that the new employee has completed all the stated inductions. It is anticipated that this will be done in a comfortable room or hall where the new employee can feel comfortable and go through the induction or awareness processes. Some organisations run test and questions to demonstrate the new employee understand all the information as detailed during orientation.

1.5.4 Deployment

This is another name for placement which the organisation uses to put the new hire to his place of primary or direct job or department in order to meet organisational requirement for growth.

How to deploy staff effectively

1. Offer the correct amount of support at the right time.
2. Ensure the new employee is comfortable at the new place, office or department.
3. Afford logistics if the new employee is moving to a new location.
4. Assist new employee retain responsibility for their new roles and responsibilities.

1.5.5 Follow-up

This phase of the onboarding mechanism for new employees is where you should appraise the employee's performance and incorporation into the team or department. Most organisations do this at three months, some at six months and some after one year of the new hire working with the organisation. It is an essential fragment of the onboarding mechanism to trail for feedback after systematic interludes. Ensure you have a scheme in place to check up after one month, two months and three months (Izuogu S.A 2015). Even if the employee is doing very well, it is ideal to communicate and comprehend their difficulties and circumstances at workplace.

1.6 Exit Management

Exit Management or employee offboarding remains a process of dealing with the complete and ultimate clearance of employees when they leave an organisation. Once an employee quits, stop working or terminated from work, the compulsory administrative and bureaucracies related to employee exit need to go through a methodical process (Izuogu S.A 2015). It encompassed many processes intended to assist employees that have been terminated by the organisation or have resigned from the organisation. This can comprise assisting employees improved comprehension of the external labour market opportunities and simplifying the claim process for them.

Exit management typically contains a lot of actions like tendering of resignation letter and activating responsibilities over the whole exit process. It likewise encompasses delivering of standard letters like experience letter to the employees who resign the organisation (Izuogu S.A 2015). It is the process of departure of an employee from the service of an organisation. This can be on justification of intentional letter of resignation, termination, end of contract, retirement, death or absconding. As part of the exit the organisation makes a consent and processes the final clearance (Izuogu S.A 2015).

Professional exit plan.

Below are the ways an employee can exit an organisation professionally:

- i. **Give notice:** this will be in line with the employee employment contract. Most organisations request the employee to give one month notice if the employee has worked with the organisation for about one year and above, while others might request two- or three-months' notice.
- ii. **Offer provisional assistance:** help the organisation in making an appropriate hand over to the incoming employee taking over from you. Throughout your exit period be present at all your official assignment professionally.
- iii. **Complete your projects:** it is professional you complete your task or project before exit.
- iv. **Document your processes:** all evidence for your exit and handover shall be professionally documented.
- v. **Do not triumph or blowout talk:** your exit shall not once be used to dishearten other employees. On no occasion shall you talk bad of your organisation when you want to exit.
- vi. **Elucidate facts with human resources:** all required processes by the human resource department shall be professionally responded.
- vii. **Highlight the optimistic:** display the optimistic things you have added working in that organisation.

Write a goodbye email: significantly write and send a comprehensive goodbye memo that will inspire other employees and management.

1.7 Summary/Conclusion

The chapter focused on the explanation of the purpose of staffing, recruitment and recruitment process, analysed the various steps and actions in selection process. On-boarding processes were also highlighted. The Chapter also explained clearly exit management and the strategies for effective Exit in an organisation. The chapter ended with six theory questions and answers, and nine multiple questions with answers provided to enable students for ease understanding.

1.8 Illustrative and Practice Questions (Both MCQ & Theory)

Practice Theory Questions on Staffing

Q1. Explain the seven mechanisms of planned staffing and how compensation affects each constituent.

Answer: There are seven staffing events that if completed tactically generate a staffing system that supports corporate strategy and organisational performance. The range of salary an organisation is eager and ready to invest in employee wages can both regulate and be resolute by its aptitude to hire employees with the essential experiences.

1. Personnel development: deliberately estimating the organisations existing lines of business, new productions it will be getting into, businesses it will be leaving and the holes between the present competence requirement in the organisation and the competence it will need to perform its business strategy. Organisations need to evaluate the obtainability of their desirable proficiencies in the labour market and use recruitment and actual selection practices to ensure that new hires have the necessary competence, background and motivation so the organisation's reward system works as it is envisioned.

2. Finding capacity: aligning competent potential employees with labour markets from which to hire. When an organisation is prepared to recompence best salaries, its staffing energy can emphasis on identifying and captivating the furthestmost competent candidates. When the organisation would like to pay lesser wages but is unable to hire the candidates it would like at its chosen wage heights, then it might be compulsory to increase its wages to be competitive in the labour market or to make savings in learning and development.

3. Employing capacity: creation verdicts and attract in practices that affect either the quantity or categories of individuals eager to apply for and take job offers. Frequently, remunerative top Naira to hire the uppermost qualified candidates is not always the best approach if the organisation does not actually want best and normal talent to do the job. In other words, occasionally the better productivity of the most brilliant applicants is not sufficient to balance their higher wages.

4. Choosing capacity: evaluating job candidates and determining who to employ is a difficult task for most organisations in Nigeria today. After the labour supply is close tailored, the organisation may need to enhance its wages just to be able to employ candidates with least skill levels and credentials. If higher pay is not a choice, employing from untraditional bases may allow the organisation to overcome its recompence trials. If hiring from untraditional labour pools is

ineffective, cumulating the training the organisation delivers its employees, or dropping the mandatory qualifications of new hires may be the only substitute.

5. Getting capacity: adding collectively job offers that appeal to chosen candidates and encouraging job offer beneficiaries to accept those job offers. The employment contract or written offer to the candidate, validates the results of the negotiations. This stipulates the job's compensation such as wages, bonus and productivity allowance.

6. Posting capacity: transfer people to suitable jobs and roles in the organisation to best utilize their capacities. Ensuring that new employees have the capacity to succeed is one of the main objectives of staffing. Performance awards will be vain except workers are given jobs appropriate to their skills. Any organisation that desires to inspire its employees to be more productive by utilizing a pay for performance or worth pay structure will not be able to completely control its plans if the competence of the employees is missing. Performance awards are only operative in several organisations when the employees have the capability to perform well at the beginning.

7. Retaining capacity: keeping efficacious employees hired and dedicated to the organisation. It can be exasperating to discover and hire the exact talent only to see these employees leave after a short time. Labour turnover is expensive mostly when it is the most qualified employees who are leaving. Retaining competent employees means that the organisation devotes less time and less resources filling job positions. Performance awards are one instrument employers can use to retain talented employees.

(Source: www.academia.edu).

Q2. Explain clearly the ways staffing influence an organisation's performance management activities and the ways staffing is influenced by an organisation's performance management activities.

Answer: Staffing influences the effectiveness of a performance management system by providing the raw talent that the system will manage. Even the best performance management system cannot replace important capabilities that employees must have to do their jobs well. Additionally, performance management systems affect a staffing system's effectiveness. For instance, even if highly talented employees are hired, they will not perform at their best if they get no or inaccurate performance response. If employees perceive performance feedback to be unfair, talented employees may not be motivated to contribute as much as they could. Without performance goals, employees will not know what aspects of their jobs to focus on and will not know what level of performance is expected of them. **(Source: www.scribd.com)**

Q3. Discuss the staffing methods an organisation must use to guarantee that it has talented leadership in offering professional expansion to its employees.

Answer: Staffing methods can stimulate and be stimulated by an organisation's professional growth events and the career enhancement opportunities that exist in the organisation. Any organisation incapable of offering employees' opportunities for stimulating work and career enhancement is likely to have a little job offer acceptance rate. In addition, high qualified potential new employees that do categorically go to work for the organisation are probably to quit shortly as a result of their high competency and under challenged. This might swift staffing personnel to hire less competent candidates who are less likely to quit but who might also be lower performers.

Perceptibly, this is a bigger challenge if the candidates being employed for existing positions are planned to be the employees upon whom the organisation concentrates its succession efforts. So, if the organisation's recent staffing energies flop to yield employees with the credentials for elevation, the organisation's future leadership competences are likely to be compromised. Thus, organisations that bank on inside recruiting and promoting a fragment of their succession plans need to reflect the long-term credentials of candidates they employ from external organisations as well as their aptitude to make the jobs they are presently applying for. (Source: www.studocu.com)

Q4. Enumerate the variance between recruitment and selection.

Answer: The difference between recruitment and selection remains significant to understand. Recruitment denotes the method where potential employees are hunted for and then stimulated to apply for a real or expected job position. Selection is the methods of engaging employees among the accepted candidates and giving them the employment in the organisation.

The accomplishment of any organisation pivot on its employees. Once a candidate is well matched for the job, the whole organisation can appreciate the profits of their competitive success. Recruitment and selection aid organisations in making preference of the best candidates for the right job. Consequently, considerably the variance amongst recruitment and selection is important to lessen any loss for the organisation. However, to carefully comprehend the variance between recruitment and selection there are some facts to have in mind:

- a. Recruitment remains the progression of discovering of candidates for the available job position and inspiring them to put up their application for it. Selection however, means picking the outstanding candidate from the puddle of applicants and giving them the job.
- b. Recruitment remains an optimistic process meant at appealing more job seekers to apply. Selection stands as an undesirable process focused vehemently in declining incompetent candidates from the pool.
- c. Among the two however, recruitment is comparatively easier than selection. Recruitment takes the organisation fewer devotion to examining individual candidates, while selection comprised an extra detailed scrutiny of candidates where recruiters target to acquire each time point about each candidate, so they can select the flawless match for the job position.
- d. Recruitment is less time-wasting and less financial challenging, as it only includes recognizing the needs of the job and inspiring candidates to apply for them. Selection involves an extensive range of actions which can be both long and expensive.
- e. During recruitment, announcement of vacancy is done through many media such as the internet, newspaper, magazines, intranet and sends forms effortlessly so candidates can apply. During the selection process, assessment is done so through various evaluation stages, such as form submission, written exams and interviews.

(Source: https://www.academia.edu/38823657/philip2_tif_ch)

Q5. Outline and explain vividly the types of recruitment and selection.

Answer: The kind of employment and choice methods or bases are explained earlier the organisation begins to recruit employees and must contemplate the basis and kind of employee

they want to engage. There are typically two kinds of bases that any organisation can seek potential candidates, this comprised internal and external. However, in addition to these, it is likely to achieve diverse staffing.

Inside recruitment

This process comprises initial position changes, distributing announcements within the organisation, searching the organisational database for the relationship of skills required to perform the job and to match the competencies held by current employees. This recruitment and selection method discovers internal springs, satisfying positions and inspiring promotions. The internal recruitment can get job fulfillment and employee drive as they realize a new career prospect accessible. Filling responsible positions with existing employees ensures that they are rooted in the culture of the organisation. However, problems can arise if the internal promotion system is not seen as fair. The finest method to circumvent undesirable impression when hiring or promoting an employee is to devise unprejudiced system and methods. Through giving the instructions and stages of a planned promotion method, the organisation evades embarrassment by making employees comprehend and admit the result from the process.

External Recruitment

Outside recruitment methods comprise the system of disclosure. The option of recruitment system, internal or external, imitated by executives, hinge unswervingly on the policy of the organisation which typically has the plan of encouraging internal elevations and transfers.

Diverse Recruitment

This has to do with the mixture of external and internal measures. This makes such that it merges the interest in occupying the vacant position and the obligation of the organisation's talents. It can be done in three ways:

Pervasiveness of internal system

Tried internal recruitment only in the expression of disappointment is the hunt for competent workers from external organisation.

Pervasiveness of external system

Preliminary effort to discover the employee in the puddle of applicants and only on disappointment the vacant position remains open to employees of the organisation.

Concomitant system

External and internal outsourcing happening concurrently. From this it remains prospective to fashion an identical competition amongst candidates.

Online Recruitment

Using online recruitment and selection, it is likely to adopt the internet in favour of human resource. Thus, making external or internal staffing more effective. However, in order to make it so, it is essential to have a specialized system in order to grasp a wider scope of candidates and mechanize the procedures.

(Source: <https://www.scribd.com/document/433102949/test-bank-for-strategic-staffing-ch1-edition-by-philips>)

Q.6 Discuss the human resource functions of staffing.

Answer: Human resource management roles of staffing stands for the organisation responsibility dedicated to gaining, training, evaluating and rewarding employees. Consequently, all executives are human resource managers while human resource experts may execute most of these responsibilities in the organisations.

MCQ/ OBJECTIVE QUESTIONS

1. One of these is not an instance of staffing in human resource management
 - a. Attracting and screening possible employees
 - b. Credential confirmation
 - c. Employees growth
 - d. Giving of transportation allowance after interview to candidates
 - e. Induction/orientation

Answer: (d)

2. All of these except one is not an element of staffing
 - a. recruitment
 - b. selection
 - c. training and development
 - d. performance appraisal.
 - e. reward System

Answer: (e)

3. Who among these take the responsibility for staffing
 - a. All manager
 - b. Human resource specialist
 - c. Human resource administrator or manager
 - d. B & C
 - e. Only top management

Answer: (a)

4. One among the following is not a factor militating against staffing in organisations
 - a. Creating a staffing design
 - b. Hiring technique
 - c. Projected growth
 - d. Reviewing workplace culture
 - e. Reviewing cost of organisation

Answer: (e)

5. All except one is tests carried out during a pre-employment medical examination:
 - a. Urinalysis
 - b. Respiratory system
 - c. Eye test
 - d. HIV/AIDS test
 - e. Abdominal examination

Answer: (d)

6. One among these tests is used to measure the applicant's level of knowledge and skill in a particular job
- Personality test
 - Achievement test
 - Interest test
 - Aptitude test

Answer: (b)

7. What concept is defined as the process of choosing the most suitable candidate for a job from among the available candidates
- Selection
 - Recruitment
 - Placement
 - Evaluation

Answer: (a)

8. One among the following selection tests is conducted by organisation to measure the ability to learn a given job when given adequate training.
- Situational test
 - Achievement test
 - Aptitude test
 - Intelligent test

Answer: (c)

9. Which one of the following is not an advantage of external recruitment?
- Good performance is rewarded
 - Scope for resentment, jealousies and heartburn are avoided
 - Compliance with reservation policy becomes easy
 - Benefits of new skill, new talents and new experiences to organisation are available.

Answer: (a)

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Recommendations for further reading

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CHAPTER TWO

REWARD, COMPENSATION AND BENEFITS

Course Objectives

By the end of this chapter, students/delegates/learners/readers are expected to:

- i. Appraise compensation and benefits;
- ii. Discuss determination of compensation and benefits;
- iii. Explain payroll management;
- iv. Analyse pension scheme and PAYE management;
- v. Analyse the operations of Employee Compensation Scheme;
- vi. Differentiate between financial and non-financial incentives;
- vii. Explain the components of compensation;
- viii. Justify executive compensation package;
- ix. Analyse expatriate compensation.

2.0 Introduction

Reward, compensation and benefits are essential fragment of human resource management practices of any structured organisation. The merits of reward and compensation system of any organisation aid in retaining workforce thus dropping labour turnover (Izuogu S.A 2019). In any organisation where there is a scheme aimed at compensation, reward and benefits; productivity is certain since most incentives may be associated with performance. In this chapter, we shall be discussing compensation and benefits, compensation policy, determination of compensation and benefits, pay roll management and all the elements of compensation management. Thereafter, we take our quiz.

Course Outlines/Syllabus

2.1 Overview of Compensation and Benefits

Compensation denotes rewards remunerated to employee because of the work done for an organisation. Armstrong (2014) stated that when employees work for an organisation, they are compensated back in relations to money, bonuses such as permitted food, limitless paid time off, prodigious healthcare, bonuses, etc. meant for their period and capacity. According to him, “Compensation is an instrument used by organisations for diversity of reasons in order to further the existence of the organisation”. Compensation can be used to accommodate the business needs, goals, and accessible resources (K. Mamatha 2020).

Nigeria’s Employees’ Compensation Act 2010 stated that it is a law of the Federal Republic of Nigeria to makes comprehensive requirements for the reimbursement of compensation to workforce that had occupational illnesses or sustain damages from incident at work site. The objective of the Act is to, amongst others, make complete requirements for rewards to Nigeria workers who suffer from occupational illness or had injuries arising from incident that occurred at the work site or in the path of employment. Gbenga Biobaku (2018) opined that it is envisioned to

fetch the scheme of compensation for employees through international best practices and inclinations. According to him, “The wellbeing of employees is of supreme deliberation under the Act”.

The Act creates a contributing compensation fund denoted as the Employee’s Compensation Fund (‘the Fund’) managed in the interest of both employers and employees. The Fund is managed by the Nigeria Social Insurance Trust Fund Management Board (‘the Board’) established under the Nigeria Social Insurance Trust Fund Act No. 73 of 1993 (Gbenga Biobaku 2018). He additionally stated that “Contributions to the Fund springs from many sources including— a take-off funding by the federal government, obligatory contributions, fees and charges evaluated to employers, aids or other grants from local or international organisations, and income from lucrative reserves of the excess fund by the Board”.

Compensation can be used for the following, according to Gbenga Biobaku (2018):

1. Employ and retain competent employees.
2. Enhance or preserve confidence/satisfaction.
3. Payment and inspire top performance.
4. Attain internal and external fairness.
5. Lessen labour turnover and inspire organisational faithfulness.
6. Adjust (by consultations) practices of unions.

Compensation might also remain cast-off as a recompense for extraordinary job performance. Examples of such plans include: bonuses, commissions, stock, and profit sharing, gain sharing.

2.1.1 Kinds of Compensation

Compensation is classified into financial or non-financial. Financial compensation is a direct compensation comprised pay an employee receives as wages, salaries, bonus or commission. Indirect financial compensation or advantage comprised all financial rewards which are not included in direct financial compensations (Gbenga Biobaku 2018). The financial benefits include pay for time not worked for (example sick leave, holiday, and motherhood leave), insurance benefits (example job –related incident and illness benefits), retirement benefits (example pensions, profit distribution strategies) and compensation or payment for services rendered (Dessler, 2018). The non-financial benefits might comprise employee package benefits (example psychotherapy, funded childcare, transportation, food etc.) and acknowledgement for good performance. Employee compensation (benefits) might be compulsory and non-compulsory. Compulsory assistances remain those obligatory by law for example pensions and workers’ compensation. Non-compulsory benefits include tuition refund, various discounts (Dessler, 2018).

a. Financial compensation

Salary/Base Pay/Basic Salary

There are numerous aspects of pay (Millvler and new man, 2015) research maintained that it might be in the system of individual or multiple performance pay system, bonus for long service incentives/award. The pay plan is most common by employee performance evaluation and a

number of recent surveys eighty to ninety percent organisations make use of merit pay. Bounces pay is financial reward to a worker in calculation to his/her agreed compensation (Millovian & new man 2015). Performance linked to pay unswervingly have an influence on the workforce productivity making the productivity via salary and workers have additional to give salary structure according to the performance (sheer, 2014). The role of employee performance connecting to spring up improve the productivity (Bandied re et al, 2017).

Incentives /Bonus

Not one employee works for free, nor must they do. While following cash based on undesirable reasons might result in a subordinate psychological happiness, this is not equated to following money to afford safety and well-being for oneself and family. Clearly, employees want to make reasonable wages and salaries, and employers want their workers impression to be what they are receiving. Based on this, it is reasonable that employees and employers identically see money as the essential encouragement for acceptable job performance. The use of financial incentives in the typical work performance model is based mainly on strengthening idea (Hoerr, 2010).

Held, (2011) admits that money is never the solitary item that matters to employees. He noted that more than just a certain opinion greater than salaries, will make employees happier, but it might never “buy” better performance. In alternative research, Diener (2012) cautioned that employers that make minor merit raises, less than seven percent of base pay, might be doing more damage than good. According to her, small increases can really be disadvantageous in the areas of motivation since employees develop exasperated that their hard work produced little. As a consequence, she recommends that employers who shall give small raises in pay to be cautious about involving them with performance and to be dependable about being reasonable.

b. Non-Financial compensation

Rewards and productivity

Employees that are the furthestmost resourceful are likely to be stimulated to accomplish well (Ednah S.2012). Reward and efficiency bonus might be cash, and/or acknowledgement certificate for achievement of targets which help as the key reason to upsurge the employee performance Suesi (2012).

Recognition and Productivity

Recognition means admitting employee(s) in the presence of their colleagues for explicit accomplishments, activities engaged or attitudes shown through their behaviour. Recognition and gratitude might be joint together as a system to reward method in the form of an overt declaration of cheers in front of all the employees and team mentioning precise instances of what they did that has absolutely impacted the organisation positively. Jeffries, (2017) stated that organisations must ensure their best employees are retained through identifying their contributions to the organisational growth.

Other types of compensation include:

1. Commissions
2. Overtime salary

3. Revenue distribution
4. Worth pay
5. Efficiency bonus
6. Bush allowance
7. Climbing allowance
8. Swamp allowance
9. Travel allowance
10. Meal allowance
11. Housing allowance
12. Benefits including: dental, insurance, medical, vacation, leaves, retirement and pension Plans.

2.1.2 Compensation Objectives

These are set to fascinate, absorb and keep topmost capacity by modest reward system which make parallel with the organisation financial plan, equivalent work market, and government principles. Compensation management schemes must be planned to appeal and employ capacity, competency and plan to accomplish some objectives in the organisation Habtamu Abebe (2018).

The basic objectives include:

1. Productivity
2. Justice
3. Compliance with rules and regulations

The efficiency objectives are: -

1. Enhanced performance,
2. Growing superiority,
3. Delighting customers
4. Regulatory labour costs.

2.2 Compensation Policy

Compensation policy remains seen as a principle of accomplishment planned by organisations regarding employees' wages, reimbursements and bonuses. There are several systems of compensation and individually is specific to different nations, rules and regulations, together with the organisation's values and protection plans. Three main types of compensation policy are: direct, indirect and imperceptible compensation (Singh B. D 2018).

Compensation policy remains an official document that summaries the organisation's actions, philosophies, and procedures connected to employee compensation (Wayne Cascio 2012). It affords precise specifics on the numerous compensation mechanisms, such as basic salary, bonuses and benefits, and calls by what means each element is calculated, who is qualified for it, and the endorsement method for each component (Wayne Cascio 2012). He also maintained that "the compensation policy is a serious means for certifying that employees obtain reasonable compensation and that the organisation can interest, keep, and motivate the superlative employee".

It likewise supports to strengthen the organisation's standards and culture by guaranteeing that the compensation systems correspond with its wider aims and objectives (Memoria and Gankar, 2010).

The aims and objectives of compensation policy stands not to firmly order what and how employees must be paid. However, it must outline precise policies and make vivid the method and procedure behind compensation structure, total rewards, and legal requirements (Khanka S.S. 2015) Furthermore, compensation policy might comprise compensation assessment regularly.

2.3 Determination of Compensation and Benefits

According to Gomez (2012), employee's compensation is the sole furthestmost significant price in some organisations, in most engineering companies it records about sixty percent the overall cost. More so, this might even be higher in most facility companies and this shows that the efficiency with which compensation is assigned can make a noteworthy difference in the acquisition of competitive advantage. The same is resounded by Dessler (2018) who says that evolving a good employee compensation plan is essential for organisation and its workforce.

Dessler (2018) continued to say that inappropriately established compensation plan may ensue to a pay proportion that is moreover high resulting in superfluous expenditures; whereas paying a smaller amount might assure lower employee worth and high labour turnover. By the side of the same time within unfair wage rates lessen employee self-esteem and cause limitless protests from the employees. The utmost imperative facet of any compensation plan is the affiliation that occurs between performance and reward (Nelson and Spitzer, 2013).

In line with that, management of compensation in organisations includes scheming a money-making pay system that can fascinate, motivate and retain competitive employees (Decenzo et al, 2017). Armstrong (2008) also notes that one of the aims of reward management is to motivate people and get their obligation and rendezvous. According to Dessler (2018) there are several aspects that affect the plan of compensation plan, these include, legal deliberations, union effects, organisation policies and viable planned objective together with internal and external evenhandedness. To completely comprehend how organisations regulate its employee compensation plan researchers and readers need to find out how employee compensation plans are characterized, the aspects used to govern the compensation plans and the process of evolving the compensation plans.

2.3.1 Categorization of employee's compensation

According to Dessler (2018) there are two comprehensive methods of categorizing compensation, namely; Job-based method and Skill-based method. The Job-based method is the common old-style and generally used type of compensation plan. According to Gomez (2012); the plan adopts that occupations are actually well-defined and titled, example Project Engineer, Accountant, Civil Engineer etc.

Milkovich et al. (2013) defined job-based method as giving back an employee the entitlements of the work they are allocated to do regardless of skills they have. The skill-based method undertakes that employees must not be paid for the jobs they grasp but for how accomplished they are at performing the duty or numerous tasks (Gomez, 2012).

2.4 Payroll Management

Payroll management is one of the important functioning facets of organisation. Organisation that has supplementary employee must develop a payroll system. Paying employees reliably and without postponements might not only influences their self-esteem but it also affects the organisations monetary solidity. Furthermore, it is an obligation to acquiescence with federal and state laws (Mutyala, Sai Sindhura. 2020).

The payroll management system denotes to the management of employees' monetary records that comprised salaries, wages, bonuses, deductions, and net income. These records shall be kept and retained by the employer as a fragment of the statutory requirement by federal laws and legal compliance of organisations (Ajay Kumar 2021).

2.4.1. Functions of payroll system

A payroll provides the following functions:

1. It comprised an organisational remuneration system that might consist of bonuses, leaves, and deductions.
2. Thorough pay slip which can be used for numerous reasons.
3. Breakdown of salary or wage.
4. Payment of salaries or wages.
5. To organize payroll associated involvements.
6. To regulate real payment.

2.4.2 Importance of Payroll Management

Sustaining a payroll by numerous organisations is tremendously essential for everyday operations of the organisations also for observance of legal requirements. However, some organisations sustain a payroll database by a payroll application of computer software that is usually half-way automated and simple to use. The good aspect of payroll retaining, and managing payroll, is emphasized below as follows:

According to Ajay Kumar (2021) the payroll management system remains a monotonous exercise and infuriating process that can effortlessly result in errors. He stated that “optimization of the system through the practice of computers software application reduces the potentials of such errors”. He further opined that “computers given databases, which can straightforwardly be kept

on storage systems and other isolated online cloud storage systems, that can be retrieved by login identifications”. This affords an indispensable backup of payroll information in case there is system failure or hardware damage.

1. Payroll management is decisive as it does not only make simple the organisation and management of payroll but protects essential time, that might be used for other important organisational events. Also, deprived of effective management of the payroll database, responding to pertinent issues that comprise overtime, vacations, and bonuses, can become rather complicated (Ajay Kumar 2021).
2. It also allows employees access to the breakdown of their remunerations (Ajay Kumar 2021).

2.4.3 Methods of Payroll Management

There are three basic payroll methods which are Excel-based, outsourced, and payroll management software (McDonald, D and Smith, A 2021).

Excel method

This is the most inexpensive choice for payroll management. Setups and small organisations mostly adopt this method. This method includes emerging a payroll management master sheet, that permits for calculations and the adoption of scientific formula on excel spreadsheets (McDonald, D and Smith, A 2021). The negative implication of this method is that it is thought-provoking to accomplish and predisposed to mistakes.

Outsourced

This is an obligation for organisations that have the resources enough to manage. An organisation hires a third-party payroll management facility provider for all sequence of payment, the facility provider compiles and submits efficient payment plan to the payroll consultant for dispensing. “The payroll consultant is accountable for reviewing and updating all payments and deductions outstanding to each employee”. Even though this choice makes simpler the work of the organisation however, the necessity for privacy might thwart it from subcontracting its payroll management (McDonald, D and Smith, A 2021).

Payroll management software

This offers an abridged choice for any organisation to make a choice from many dependable software for payroll management. The software applications typically afford a model for the input of the employee particulars and relevant aspects. The scope and structure of the organisation regulate the unsurpassed type of payroll software that is appropriate for day-to-day processes (McDonald, D and Smith, A 2021).

Other payroll methods

There are different types of payroll methods available to business such as direct deposits, checks, cash or payroll cards (Bassy 2010). While businesses can choose from these types of payroll methods employees get paid on three specific pay rates:

1. Hourly salaries
2. Basic salaries
3. Commission pays.

2.5 Elements of Compensation and Benefits

Compensation might be apparent by employees as reasonable if built on methodical mechanisms. Numerous compensation systems have remained established to regulate the value of positions (Bassy 2010). These arrangements exploit many comparable mechanisms with job descriptions, salary ranges/structures, and written procedures (McDonald, D and Smith, A 2021).

The elements of compensation and benefit system include:

1. **Job descriptions:** This is a serious component of both compensation and benefit systems. Job descriptions describe in writing the tasks, requirements, roles, duties, location, environment, situations, and supplementary characteristics of jobs. Job descriptions might be established for employees or for entire job department.
2. **Job analysis and breakdown:** this is the process of scrutinizing jobs from where job descriptions are established. Job analysis practices include the use of interviews, questionnaires and observation.
3. **Job Evaluation:** is a system of associating jobs for the purpose of shaping suitable compensation planes for specific jobs or job basics. There are four main techniques in evaluating any specific job, this comprised: Ranking, Classification, Factor Comparison, and Point Method (McDonald, D and Smith, A 2021).
4. **Pay Structures:** this is essential in regulating compensation and benefit practices. Majority of the pay systems include numerous ratings with each evaluation covering a minutest salary/wage and either step increments or rating range. Step raise are mutual with union positions where the pay for each job is determined by collective negotiation (McDonald, D and Smith, A 2021).
5. **Salary Surveys:** is the collections of salary and market data by benchmarking both. This might comprise typical salaries, inflation measuring index, cost of living analysis, salary economical averages (McDonald, D and Smith, A 2021). Organisations may acquire outcomes of investigations conducted by survey merchants or may conduct their own salary surveys. When purchasing the results of salary surveys carried out by other researchers, organisation need to take note that studies may be conducted within a definite organisation or across organisations within a particular geographical location or transversely different geographical locations (McDonald, D and Smith, A 2021). Know which organisation or geographic location the salary results relate to prior to linking the results to the Organisation.

2.6 Pension Scheme

A pension remains a deposit into which an amount of money is added during an employee's employment years and from which payments are strained to sustain the employee retirement from work in the form of intermittent payments (Brett P. H, Raimond M, & Olivia S. M, 2023). They posited that “a pension scheme is a kind of long-standing investment plan”. And it is a tax-efficient way to save during your working life. According to then, “You save some of your income regularly during your working life”. This gives you an income in later life, when you want to work less or retire. (Olivia S. M & Annamaria L 2020).

According to the Nigeria pension reform act of 2014; contributory pension scheme is a pre-arrangement where both the employer and the employee donate a facet of the employee's monthly remuneration towards the payment of the employee's pension at retirement. “The main objective of the contributory pension scheme stands to ensure that all employee that worked in either the public or private sectors in Nigeria, including the self-employed persons, receives his/her retirement benefits as and when due”. Under the contributory pension scheme both the organisation and employee donate certain percentages of the employee's monthly emoluments to shape a retirement account from which reimbursements are paid at retirement while under the defined benefits scheme and total pension obligation is borne by the organisation.

2.6.1 The basic features of the contributory pension scheme are:

1. It remains contributory.
2. It is completely subsidized.
3. Built on personalized retirement savings account.
4. It is privately managed by pension fund administrators under the custody of pension fund custodians.
5. Provision of group life insurance.

2.6.2 Rates of contributions under the contributory pension scheme

The smallest amount of contribution is eighteen percent from the employee's monthly remunerations whereas ten percent is paid by the employer and eight percent is contributed by the employee. The employer can choose to accept the complete charge of the contribution on condition that it is not below eighteen percent of the monthly income of the staff. Though, an employee might choose to make supplementary contributions beyond the least eight percent in so far as the employee's entire contribution and additional reductions do not go beyond one-third of his/her total monthly remunerations.

The organisation removes and sends both the employee and employer percentages of the pension contributions to the pension fund custodian. The pension fund custodian notifies the pension fund administrator directly when they receive the contributions. According to the employees' compensation act 2011, pension fund administrator remains an organisation's licensed by the national pension commission for the single aim of dealing with and managing pension and

supplementary retirement profit schemes' resources. Some of the pension fund administrators are approved to run retirement profit structures for staff of organisations which have been running pension schemes before inauguration of the contributory pension scheme in 2004. These organisations are called closed pension fund administrators.

2.6.3 Opening a retirement savings account

All employees are required to meet a pension fund administrator of his/her choice, fill the retirement savings account registration form and give all the following backup credentials:

1. Letter of employment or attestation letter.
2. Legal means of identification such as staff identity card, national driver's license, permanent voter's card, national identity card or international passport as the case might be.
3. Employment slip given by the national identity management commission showing the national identity number.

The pension fund administrator is required to check the application for retirement savings account registration and give an exclusive personal identification number.

2.6.4 Time required for eligibility for pension under the contributory pension scheme.

Eligibility period for pension is not mentioned under the contributory pension scheme. However, when an employee is a staff of an organisation, his pension payment will be paid by the organisation into the staff RSA for the number of years he/she work in the organisation. However, admittance to the contributions shall be in accordance with the requirements of the PRA 2014 and the regulation on the administration of retirement and terminal benefits issued by PenCom.

An RSA owner will have admittance to his/her RSA when retired according to his/her condition of service or when reached the age of fifty years or is pathologically unhealthy. According to the employees' compensation act 2011, "Wherever an employee willingly retires, resigns or is placed on redundancy by the organisation while below fifty years of age, he/she can have access to twenty five percent of the RSA in so far as the employee has not secured another employment after four months of the retirement or redundancy".

2.7 PAYE Management

Pay as you earn remains a system of tax imbursement by which tax is remitted from employees' salary to the government. Organisations are obligatory to remove monthly PAYE tax from employees' salary and send such to the applicable Nigerian establishments on or before the 10th day of the month subsequent of the payment of wage. Employees must keep the dividend before 31st March respective year. The recent PAYE proportion in Nigeria differs. Contingent on workers salary level and the tax bracket the worker is within, the worker might be obligatory to the following tax rates: seven percent, eleven percent, fifteen percent, nineteen percent, twenty one percent and twenty four percent respectively.

Features of pay as you earn tax:

1. First off, the Pay as you earn tax remains a system of tax policy that is used to develop individual income tax.
2. Second, it is deducted on chargeable salary that is calculated after removing deductions based on the appropriate income-specific tax brace.
3. It is a tax paid by any employee in Nigeria that is in paid employment throughout the year of fiscal policy.

2.7.1 How to calculate and pay PAYE Tax in Nigeria

According to the employees' compensation act 2011 "Every Nigerian citizen working in Nigeria are mandated to the pay as you earn tax as part of their employment". It is though significant for all Nigerian Employee to understand in what way to calculate and to pay PAYE tax in Nigeria. Personal Income Tax payments on PAYE basis might be complicated and confusing (Bassy 2010). The stages in calculating employee PAYE are as follows:

1. Have a salary break-up

The initial step you ought to take to compute your PAYE tax rate is to have a comprehensive break-up of your income. This will automatically assist you in comprehending what is your ratio of payment:

1. Gross income received within the particular year = Entire income prior the deduction of the tax.
2. Acceptable deductions you got within the year = Expenditures that are exempted from the payment of individual income tax within Nigeria. Through proper monetary planning; you can ensure to have the highest deductions possible.
3. Chargeable income for the year is equal to gross income minus allowable deductions.

Calculate your total taxable income

Add all of your allowable deductions and compute the total deductions you are eligible for. Thereafter, minus the total deductibles from your gross income (Bassy 2010). The amount left is the chargeable income that you ought to pay the PAYE tax rate in Nigeria.

Check the Tax rates that are applicable to your Taxable Income

The Nigerian Government uses a progressive tax rate to make sure employees that are at diverse levels of salary are taxed consequently.

2.7.1.1 Personal income tax in Nigeria

Nigerians' employees employed in Nigeria are authorized to pay personal income tax each year. personal income tax is appropriate to anyone employed and working within the country. It includes employees who are:

1. Municipal or private servants.

2. Advisors in a partnership organization.
3. Employee working as a main joint partnership with an organization.
4. Serving as a head in an independent trust.
5. Manage household or a municipal enterprise.

The technique adopted by the Nigerian government to analyze and remove the tax is called PAYE.

2.7.2 PAYE Tax Rate in Nigeria

PAYE means “Pay as You Earn”. This is a system used to remit personal income tax immediately employees receive their salary. According to the Employees' Compensation Act 2011, “the personal income tax an employee remits is formerly called PAYE tax”. The PAYE tax, when deducted by the organisation, is characteristically sent to the State Internal Revenue Service. The only exemption is once the employee resides within the Federal Capital Territory, such situation, the tax is sent to the Federal Capital Territory - Internal Revenue Service (FCT-IRS).

Organisations in Nigeria will tax their staff based on the position of their job. Nigerians who meet the following pre-conditions will be subjected to the PAYE tax:

1. Employees that work in Nigeria.
2. Employees that have a fixed or lasting stay in Nigeria.
3. Employees who work either full or part-time in Nigeria.

2.7.3 Penalties for Non-Payment/Default

Employees and organisations that are unsuccessful in meeting the stipulated date for PAYE tax remittances shall be liable to the following consequences:

1. A penalty of ten percent on the amount due, plus an interest consequence of between fifteen percent and twenty one percent.
2. After conviction by law, the guilty employee or organisation are mandated by law to pay the following penalties:
3. Employees shall pay fifty thousand Naira.
4. Organisations shall pay five hundred thousand Naira.

2.8. Employee Compensation Scheme Remittance and Claim Process

The Employee compensation scheme makes provision satisfactory and appropriate compensation for employees who are victims of occupational accident or diseases in the course of their employment. According to the Employees' Compensation Act 2011; the objective of the Act is to, amid others, make complete provisions for compensation to employees who are victims of occupational illness or had damages as a result of accidents that happened within the workplace or while performing their assigned duty of employment.

2.8.1 Processes of Remittance and Claims

1. Employees of organisations that are yielding to their input responsibilities under the Employer Compensation Act (ECA) are entitled to be compensated by the Nigerian Social Insurance Trust Fund (NSITF) in the event of: injury, accidents, mental stress, terminal illnesses or death (altogether “Compensable Event”).
2. The Remunerative event must have happened in or risen from the Employee’s work for the Organisation.
3. An Employee shall within seven days of a remunerative event (that is not fatality) compile a comprehensive statement to the Organisation using the ECS.MR01 (Medical Report for Accident/Occupational Disease) form (Medical Report Form). The Medical Report Form shall be signed by the Medical Practitioner who examined the Employee.

2.8.2 Procedures for remittance and Making Claims

According to the Employees' Compensation Act 2011; “In every circumstance of an incident or occupational illness to an employee in the organisation inside the scope of this Act, the employee, or in case of death, the dependant, shall within fourteen days of the occurrence or receiving the information of the incident, notify the organisation by giving comprehensive data of the illness or injury to the manager, supervisor, medical department, or any other suitable representative of the organisation, thus the information shall include”:

- (a) name of the Injured employee;
- (b) Date, time and place of incident occurrence; and
- (c) The nature and cause of the incident or injury.

Based on the Employees' Compensation Act 2011, “In the case of a disabling occupational illness, the organisation shall be informed of the death or disability to the employer who last employed the employee in the employment to the nature of which the disease was due”.

The Employees' Compensation Act 2011 maintained that; “The employee shall, if he or she is fit to do so and on request of the employer, provide the employer details of the injury or occupational illness on a form given by the board, and supplied to the employee or the dependant by the employer”.

When the data is not given as obligatory under sub-section (1) of this section is a block to an entitlement for compensation under this Act, except the Board is pleased that the:

- (a) information, even though deficient in some respects, is enough to define the disease or injury sustained.
- (b) Organisation or the worker's representative had information of it; or
- (c) Organisation was not biased, and the board deliberates that the benefits of justice needs that the claim be acceptable.

2.8.3 Claim of Compensation for Death, Injury or Disease

(1) Employee, either or not at the workplace, who suffers any incapacitating illness as a result of his course of employment shall be eligible to compensation in harmony with Part IV of this Act.

(2) According to the Employees' Compensation Act 2011. "Employee is eligible to imbursement of compensation with respect to occupational accident encountered when on his way to the place of work to and from his home of residence, the location employee usually takes food; or the place where he typically receives payment, on condition that the organisation has prior knowledge and authorization of such place".

(3) "Where an injury incapacitates an employee from earning full salary from the organisation, compensation shall be paid in pursuant to this Act from the first working day following the day of the accident, apart from that, only a health care assistance shall be paid in respect of the day of the incident".

(4) "Wherever the incident is caused by occurrence and the occurrence arose out of the employment, except the different is revealed, it shall be assumed that the incident occurred in the course of employment".

(5) Where an incident is place over on an already existing disability or illness, compensation must be permissible only for the quantity of the incapacity following the employee illness or disease that might practically be ascribed to the individual illness or disease, the degree of the illness attributable to the personal illness or disease must, except the divergent is made known, be the sum of the variance between the employee's illness before and illness after the incidence of the personal illness.

2.9 Financial Incentives

Financial Incentive is a regulatory profit that is paid by an organisation to inspire employees or to reassure a precise accomplishment or behaviour. According to Hammond P. B, & Stephen U, (2017) "Employers use financial incentive plans to boost larger productivity and faithfulness among employees". They also sustained that "organisations offer financial incentives or monetary aids to their employees as an incentive and as a reward". It is an important role in sustaining social and physiological requirements. If employees accomplish well, at that moment the organisation gives them reward as a gratitude for their hard work. Also, once the employee needs an additional reason to put their greatest energy, the organisation promises additional reimbursements in case they accomplish a specific task. A few of the common financial incentives are in form of bonuses, increments, profit allocation and intermittent increase in the salaries of the employees (Hammond P. B, & Stephen U, 2017).

2.9.1 Categories of financial incentives

Below are outlined categories of financial incentives:

- I. **Salary** – This is the rudimentary financial incentive that motivates employee to work diligently in the organisation. It includes mechanisms like basic salary, house allowance, Children education allowance and other benefits.
- II. **Bonus** –Is a combined sum of benefits an employee receives from the organisation for outstanding performance. This can serve as an influential stimulus for the employee. The bonus will also be for precise times like Christmas seasons or other important events for the organisation. This kind of Bonus can be called Christmas Bonus.
- III. **Performance-based incentives** – Employees might receive salary raise due to their outstanding performance different from the yearly increment on basic salary. This also serves as a motivation to the employee in order to ensure they keep improving their efficiency.
- IV. **Stock options** – Organisations can give normal stocks to employees at the rate below the market price. These stocks will serve as a motivator for employees by making them part owners of the organisation.

2.10 Non-financial incentives

Employees also have non-monetary needs be it psychological, emotional or social. They need to fulfil these desires within the organisation or else they might leave for better opportunities somewhere. It is essential that any organisation pay attention to these also provide financial incentives to the employees. The Non-financial incentives solve these needs to inspire employees to improve in their duties and responsibilities (Armstrong 2014).

Types of Non-Financial Incentives

The different types of non-financial incentives are as follows:

- I. **Appreciation** – Giving outstanding acknowledgement for an employee's work inspires them to be more hardworking and devoted to their job. It enhances a boost to their self-esteem and persuades them. Organisations must have employee recognition programs where they can announce the outstanding performers occasionally (Armstrong 2014).
- II. **Promotion** – Employee's current job position shows their role in the organogram. It limits their level of responsibility, specialty and authority, wages, bonus and other profits. To ensure employees are motivated, organisations can promote them to advance their position in the organisation and inspire them to continue their best performance at work (Armstrong 2014).
- III. **Career opportunities** – Organisations provide career enhancement programs for their employees to give them an opportunity to learn new techniques. These techniques can help them apply for senior positions in the organisation (Armstrong 2014).
- IV. **Job enrichment** – Organisations design jobs to involve higher competency and expertise, greater responsibility and independence to spur employees. It might give them the opportunity to show case themselves while providing additional career growth and development opportunities. The organisation might also established groups comprising

employees from different departments and seek their input in elevating job roles (Armstrong 2014).

- V. **Job security** – Organisations shall afford jobs that are comparatively secular likened to their competitors. This will give enough self-assurance to the staff in an organisation that express their originality. Job security serve as the furthestmost importance of non-financial incentives that can enhance better performance from employees within the organisation (Armstrong 2014).

2.11 Guaranteed pay

This is the approved pay which an organisation must give to her employees for the periods they are present to work even when there is little or no work for them to perform (Robert L. C. and Olivia S. M 2010). It avails employees to earn the smallest pay that working periods have been abridged to maintain their former salary. The guaranteed pay is calculated from the value of hourly minimum payment which the organisation stipulated for each day work.

2.12 Variable pay

This is based on the employee's fixed salary; however, it changes with some reasons. Also called as performance-based salary, it is regularly differing per the employee's and organisation's performance. According to Robert L. C. and Olivia S. M 2010 “variable pay is usually made by bonuses, commissions and incentives”. They also maintained that “guaranteed pay is allocated to employees irrespective of meeting the set targets or not”. Invariably, variable pay is only made when employees achieve the set objectives and targets.

1. The variable pay amount depends on the target-meeting capability of the employee, the size of work completed or the organisation's monetary performance.
2. Performance-linked incentives result in highly inspired employees with better-earning projections.
3. Variable pay administrations have a better employee retention possibility as workers can earn more by enlightening their performance.
4. A variable pay structure might strain unhealthy rival among workers.

2.13 Overtime Pay

Overtime pay is the times employees work beyond their normal eight hours for each day work. It is regularly paid at a normal rate of time and a half or 1.5 times the normal working hour rate. The Nigerian Labour Act is not exact on pay per hour for employees. Although, employees and their employers are anticipated to have an agreed rate for overtime pay and it has to be a prescribed contract agreement. By way of this, an employer cannot compel any given rate below the that of an employee.

Some employees that receive overtime pay use them as a tool to earn more income but working overtime will reduce employee productivity “instantly on initiating over time and continues to

lower productivity until at approximately eight hours weekly, the total work done will be the same as what would have been done in eight hours weekly without over time (Robert A. H. 2022)”. For both the organisation and employee, this will result in poor productivity and accident proneness in the long-term. It will also have a negative impact on employee ability to reach set targets but unlike the organisation, in the case of an employee, poor performance can lead to being placed on redundancy.

2.14 Executive compensation

Employees who are on the executive level receive executive compensation, which refers to parcels encompassing many profits. Executive compensation comprised financial compensation and non-financial advantages got by the executive of the organisation in return of investment for their production (Oemig, D.R. 2019). Executive compensation benefits might comprise basic salary, stock choices, individual benefits, privileges, bonuses, and other benefits connecting to compensation. Panels of executives are eventually accountable for making executive compensation conclusions. The board depend mainly on contribution from its compensation committee to make this decision, in so much as reimbursement advisors that are regularly hired by the compensation committee.

2.14.1 The benefits of executive compensation are usually split into four categories:

- i. Pay package plan that comprised details of all monetary compensation.
- ii. Equity compensation that comprised stock options.
- iii. Performance-contingent pay, that comprised certain predetermined accomplishments to be achieved before some pay is given.
- iv. Conferring timetables that requires more submission from the executive for the pay they received. Executive compensation compendium is characteristically determined by a organisation’s board of directives.

2.14.2 Elements of executive compensation:

A typical executive compensation package consists of five components:

1. Basic Salary
2. Health and retirement benefits
3. Fringe benefits
4. Short-term incentives
5. Long-term incentives.

2.15 Expatriate Compensation

Expatriate compensation constantly has been a foundation of misery for most organisations. Notwithstanding the hard work to advance efficient expatriate compensation plans, most organisations merely do not obtain the “return on investment” which they anticipate from their plans. Most organisations might have double and sometimes conflicting objectives with respect to expatriate compensation systems (Robert H. Sims 2022).

An essential value for expatriate compensation entails that expatriate must never advance or decrease from disparities with livelihood or variations in exchange rates. To achieve the balance, expatriate compensation take home shall be usually divided into two parts (Robert H. Sims 2022).

There are several reasons employers have to deliberate seriously concerning expatriate compensation such as salary, benefits, relocation expenses or housing allowances, dependant education assistance and leave allowance. These aspects are also reliant on the number duration the expatriate will be engaged and the location of the work activities. Organisations will naturally devote some of the employee's salary in a year to assist the foreign engagement. Because there are hitches with tax and exchange rates, employers use different methods to compensating expatriates. Some organisations use the home-based method, which corresponds wages compared to the expatriate's nationality. Others adopt host-based method which compensates expatriate according to the country's tariffs and laws where he works. There is also a worldwide market method which pays employees based on a mutual measure regardless of their location (Mike Schraeder 2022).

Types of expatriate compensation

1. Taxes
2. Commodities and services
3. Housing and discretionary income

2.16 Summary/Conclusion

The chapter discussed reward, compensation and benefits as essential fragment of human resource management practices of any structured organisation. It explained the determination of compensation and benefits, explained payroll management, analysed pension scheme and PAYE management system. In this chapter, we also analysed the operations of Employee Compensation Scheme. It also differentiates between financial and non-financial incentives, The benefits of executive compensation, Elements of executive compensation, expatriate compensation and Types of expatriate compensation. The chapter ended with five theory questions and answers, and twelve multiple questions with answers provided to ensure students understand the study pack with ease.

2.17 QUESTION (Theory) Reward, Compensation and Benefits

1. What are the components of an executive compensation plan?

Answer:

The components of an executive compensation plan differ extensively across organisations. The ways incentive systems are planned and executed differ more generally. Below are the some of the mutual components of an executive compensation plan:

Basic Salary: The normal wage paid to an executive that characteristically is the main part of a yearly compensation package.

Bonuses: Disseminations for yearly achievement goals that are naturally cash-based. Long-term incentives system used to share long-term value formation with employees. These are frequently

linked to equity value. Benefits non-cash compensation given to employee on a yearly basis. These classically include fundamentals like health and life insurance, definite benefit or contribution plans and paid vacations.

2. Develop an outline of the various components of the typical benefits program.

Answer:

The various components are-

- a. Retirement plans
- b. Severance pay.
- c. Life insurance
- d. Workers' compensation
- e. Holidays
- f. Maternity leave
- g. Travel expenses
- h. Child care

3. Analyze benefits from the point of view of (a) employee security and health (b) time not worked (c) employer-provided services.

Answer:

(a) Life insurance: this component provides financial assistance to the family upon the death of the insured.

(b) time not worked such as holidays and vacations

(c). Employee expectations concerning prospective benefits.

4. Describe what you believe to be some of the important employee benefits offered by an employer

Answer:

Employee benefits such as-

- a. Postponed income
- b. Loss of job income continuation
- c. Disability income continuation
- d. Well-being and accident protection

5. Describe vividly the strategies organisations might use to pay off regular, momentary and full time as against part time employees differently.

Answer:

Essential deliberation for a small organisation owner is on how to engage employees that are full time, part time or a combination of the two. All of them carry certain benefits and problems involving things like charge and employee commitment. The type of organisation one manages is an aspect when defining if full-time or part-time employees are appropriate.

Full-time employees are naturally individuals that are concerned with following an occupation or need to have a regular salary and merits to backing them and their family. Perfect applicants for part-time employment are usually pensioners who are seeking to complement retirement benefits, students, parents who request to have more income while staying at home with family or

employees eager to begin part time in the expectations of ultimately making a full-time job. Engaging part-time employees might be a more beautiful a choice for organisation who need to retain costs to the lowest.

A likely weakness to engaging part-time employees is that they might not be as dedicated to the work activities or to the organisation as a full-timer employee. Consequently, absenteeism might be on the increase than with a full-time employee. Part-time workers may also have less competency and might have limited knowledge in the types of activities they are to perform.

Furthermore, readiness and aptitude to engage labour costs, the type of small organisation the organisation might operate can regulate if they engage full-time or part-time employees. Organisations that give unqualified workers roles, such as retail, depend solely on a part-time employee. Organisation that needs particular competence and knowledge need to hire more full-time employees.

Objective Questions

1. Mention one that is not exempted from the contributory pension scheme
 - a. Jurisdictional officers
 - b. Members of the Nigerian military
 - c. Intelligence and secret services of the federation
 - d. Oil and gas employees

Answer: (d)

2. Is it required for expatriates employed in Nigeria to participate in the contributory pension scheme
 - a. Yes
 - b. No

Answer: (b)

3. Is it a requirement for Nigerians working abroad to participate in the contributory pension scheme
 - a. Yes
 - b. No

Answer: (a)

4. One among these is not class of incentives
 - a. compensation incentives
 - b. recognition incentives
 - c. reward incentives
 - d. car Incentive

Answer: (d)

5. _____ denotes the discrete inventiveness that are intended to achieve radically redesigned and improves work method in a circumscribed time setting.
- Implications for managers
 - Planning
 - Re-engineering
 - Empowerment of employees

Answer: (c)

6. Mention the term used for re-counting the payment of special compensation frequently secured to performance.
- Tax
 - Overtime wages
 - Incentive bonus
 - Benefits

Answer: (c)

7. One of these is an incentive method employees used to receive a share of the organisation's profit which is customarily calculated as a percentage of local profit?
- Tax sharing
 - Annual bonus
 - Profit sharing
 - Non-monetary incentive

Answer: (c)

8. The merits of incentive payments are
- Ease in the introduction of new machines
 - Better utilization of equipment
 - Reduced absenteeism and turnover
 - Increased scrap
- Pick the furthestmost suitable answer from the choices given below:
- A, B only
 - B, C only
 - BCD only
 - A, B, C only

Answer: (ii- B, C only)

9. Indirect compensation comprised health care assistances and commissions.
- True
 - False

Answer: F

10. Strategic compensation remains the compensation of employees in ways that enhance motivation and growth while concurrently aligning their efforts with the goals of the organisation.
- a. True
 - b. False**

Answer: T

11. If rates of salary are high thereby creating a large applicant puddle, organisations might choose to raise their selection standards.
- a. True
 - b. False**

Answer: T

12. One of the foremost criticisms of career-based compensation systems is that they frequently fail to recompence employees for their expertise or the knowledge they possess.
- a. True
 - b. B. False**

Answer: T

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CHAPTER THREE

TALENT PLANNING, ACQUISITION AND MANAGEMENT

Course objectives

By the end of this chapter, students/delegates/learners/readers are expected to:

- i. Explain talent planning, acquisition and management;
- ii. Discuss talent management policy;
- iii. Explain how to attract, retain and develop talent;
- iv. Explain career pathing;
- v. Discuss succession planning.

Introduction

3.0 Talent Planning, Acquisition and Management

The challenge encompassing numerous organisations recently remains that the organisations place incredible energy to employing employees to their organisation but devote slight time in retaining and enhancing capacity. A talent management system shall be embedded into the organisation strategy and executed on everyday progressions all over the organisation. This shall not be exclusively left to the human resource section of the organisation to engage and retain employees but slightly be done at all sections of the organisation.

Advance human resource management as a course of study has countless procedure in talent management as the strategy of forestalling fresh responsibilities and employment demand and development on how to align with developing existing employees. This will be of immense assistance to the human resource specialists to avoid the hypothetically timely, expensive, and fundamentally ambiguous process of achieving needs by engaging candidates from the external sources. Talent acquisition is achieved subsequently the planning stages that deals with the methods, devices and processes for recognizing, employing and retaining the human resources an organisation wants. This comprised developing, executing and assessing the system for finding, recruiting, engaging and positioning capacity.

Course Outline:

a. Overview of talent management

Ancient beginning of talent management was developed by McKinsey and organisation following a 1997 study. It then became a title of a book by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod. However, the link amid human resource development and organisational efficiency was developed in 1970s (Rothwell, W. J., Kazanas, H. C 2013). The occupation that makes provisions for talent management became progressively solemnized in early 2000s. Although many authors opined the specialization as adding approximately the whole thing related with human resources. Talent management is opined as how organisations engage and train employees who is as industrious as conceivable and expected to remain with the organisation in a long-term basis. Once this is executed tactically, the system can enhance the general performance of the organisation and

warrant its competitiveness. The talent management approach might be reinforced by expertise such as human resource information systems or human resource management systems.

b. Talent management policy

Talent management policy serves as the plan on how the organisation shall implement its talent program and strategy. This classically comprised recruitment, hiring, engagement, learning and development, performance management, recognition and award and succession planning (Armstrong 2008).

3.2.1 Content of Talent Management Policy

Organisation's Overview

Recruitment Process

- i. The topmost competent applicants are employed in ABCDE Company Nigeria Limited both internally and externally.
- ii. New employees, internal promotions and transfers are evaluated against the Greif competencies.
- iii. The hiring process is cost effective.
- iv. In compliance with ABCDE Company Nigeria Limited Equal Employment Opportunity laws and local laws and regulations.
- v. All positions require an approved Employment Requisition form. Recruiting cannot begin without the approved and completed requisition form.
- vi. All internal transfers require an approved Employment Requisition form.
- vii. All relocations follow the established relocation policy.

Internal recruitment:

- i. Organisational restructuring;
- ii. Critical operational needs;
- iii. In ABCDE Company Nigeria Limited, Candidates within the same department or division who are qualified and/or already trained for the position.

Equal Opportunities: ABCDE Company Nigeria Limited applies equal employment opportunity organisation. Job vacancies are filled by applicants whose credentials, background and experience best meet the credentials of the position.

Performance Management: Performance management at ABCDE Company Nigeria Limited is a system of communicating employee performance prospects, upholding ongoing performance negotiation and arranging yearly performance evaluations.

Setting goals and objectives: This deals with how to move the organisational strategy to individual goals, rise the skills and self-confidence of the employee and have the employee participated in the process so that they can feels answerable and accountable for on the completion.

Yearly appraisal: During the yearly dialogue; manager offers comment to the employee on the accomplishments and success then scores the employee according to the organisation's rating scale.

Career and Development Plan: ABCDE Company Nigeria Limited promotes an environment where career goals are listened and built into the development plans of the employees.

Training and Development: ABCDE Company Nigeria Limited strongly builds and supports a culture where employees can enroll and participate in training and learning opportunities

Career mobility: In ABCDE Company Nigeria Limited Career mobility opportunities are discussed regularly on the annual talent reviews.

General Administration: Each management member is responsible for ensuring that this policy is communicated to his/her employees and administered consistently and fairly.

Policy Change: This Policy sets forth the preferred approach to talent management in the workplace. The Organisation reserves the right to alter, amend, or terminate this Policy at any time and at its sole discretion.

Signatures: Top Management to sign the policy.

3.2.2 Objective of talent management policy

The main objective of talent management rest with building an inspired employee that can remain with the organisation in the long run. It is a methodically planned and arranged strategically a process of acquiring the best capacity to join and assist in the growth in order to achieve optimal organisational goals.

3.2.3 Columns of talent management

An efficient and active talent management enlightenment shall encompass these supports to assist an indestructible talent management system:

- i. Role management.
- ii. Competence.
- iii. Target trailing and alignment.
- iv. Employee engagement.
- v. Learning and development.
- vi. Performance management.

c. Talent pool selection

Talent puddles selection remains essential because it epitomize supplementary elastic and bigger collections of talent (Jooss et al., 2019). Apart from this it aids to accomplish occupational development of employees in the direction of management roles in the talent channel and development employment requirements (Lewis & Heckman, 2016). Fascinating and retaining talented employees is recognized as one of the problems organisations experiences (Boštjančič & Slana, 2018). Organisations want to progress a hard comprehension of their existing talent profile so as to achieve their present and forthcoming requirements. Many talent researches have been carried out in many department and faculties with thoughts like the rudiments which lead to the execution of the talent puddle collection, the impact of the talent puddle in associated disciplines, and the development of the talent pool selection.

Talent puddle is classified as a catalogue of job applicants with the possibility of meeting organisation's direct and long-term requirement. For effective development of talent pool, HR specialist shall fully comprehend organisational objectives and mission statement as they relate to anticipated engagement of employees over many years ahead. A talent pipeline consists of applicants who are already qualified for a specific job position, while a talent pool is a wider cluster of applicants that are yet to be fully scrutinized to enter a talent pipeline.

Employing capable workers is key for organisation efficiency and development. Nevertheless, fascinating the best employees might often be challenging for organisations. Whenever there are resistances in the labour market, the puddle of accessible capacity is narrowed due to potential employees do not possess the information, time and capability to apply for appropriate positions. Giving a big salary might therefore not an assurance that the best applicant will submit application for the job position. Except organisations look for different ways to appeal and choose the best candidate, talent will be misdirected. Thus, produce big expenditure for the organisation thereby affecting the entire economy (Hsieh et al., 2015; Hoffman et al., 2015; Algan et al., 2017).

Girum Abebe, Stefano Caria, Esteban Ortiz-Ospina (2017) stated that financial difficulties to actual job hunt have been known in numerous other circumstances. For example, there is proof that poor job application in big salary situations is determined by monetary limitations. There are a few proofs from either advanced nations or third-world countries, on what organisations can do to employee the most talented applicants (Card et al., 2007, 2010; Phillips, 2014). The application motivation enhances the superiority of the candidate chance (Dal Bó et al. 2013).

d. Talent attraction

Olumide Jaiyeoba, Tendai Douglas Sivotwa, Mornay Roberts-Lombard and Rebaone Sesupo (2021) in their research stated that talent attraction refers to the phases and policies HR and capacity acquisition experts use to brand their organisation on safe place of work. Bohlander and Snell (2013) contend that the main aim of capacity management is to employee the correct employee to the correct job position. Therefore, organisations are required to work diligently to employee right staff with the necessary skills, knowledge and competence.

Condrey (2021) posits that traditionally, HR has absorbed on staffing, compensation, performance management and other vital organisational activities. However, variations in staff bio-data and the organisational budget have activated the phrase "war for talent". Thus, it is important that organisations make use of policies to accomplish the prevailing talent and to work towards retaining that capacity.

Weerasinghe (2017) proposes that organisations should actuate talent management within their plans and keep the employees. The reason is that times are dynamic, and the organisations' activities should presently be focused on the competence of capacity management. Thus, the system of effective capacity management should be considered the dynamics of Human resources and capacity system of measurement, as contended by Baharin and Hanafi (2018). Talent attraction" and "talent acquisition" are often used interchangeably nevertheless they really refer to different phases in the process. Whereas the previous comprised bringing candidates into the employing channel, the latter deals with employee induction and resumption process after qualified candidates have been chosen.

e. Talent retention

Talent retention deals with the capability of an organisation to keep its employees. This is once employees decided to stay with their present organisation rather than look for employment somewhere else. In many years it has become progressively familiar that competence, skills and capabilities of employees donated to the organisational performance. The human strength is carefully the main foundation of value, growth and sustainable comparative advantage in any organisation (Kashive & Khanna, 2017; Chapman et al., 2015). Thus, it is imperative for organisations within the globe to generate skill concerning the practices in the talent management that can assist organisations fascinate talented personalities to become their potential forthcoming employees and then stay and develop within the organisation (Holland et al., 2017). Due to the varying, undefined and competitive global setting, so many organisations within the globe experience difficulties in recruiting and retaining talent (Schuler, 2021). Numerous occupations experience this type of difficulties but skill intensive organisations in specific (Alvesson, 2020). The importance of talent retention remains not only ensuring employees stay in the organisation but also increase productivity and encourage higher range of appointment which eventually increases return on investment. The foremost aim of retention strategy is to lower employee turnover as possible.

3.5.1 key to retaining talent

- a. Endorse flexibility.
- b. Offer good perks.
- c. Shape good organisation culture.
- d. Finance in career growth.
- e. Provide positive onboarding experience.
- f. Regular team bonding activities.
- g. Performance review.
- h. Leverage in good technology

3.5.2 Strategies for employee retention

- a. Shape employee engagement.
- b. Get recognition and rewards right.
- c. Employee the right candidate.
- d. Create an exceptional onboarding experience.
- e. Provide avenues for professional development.
- f. Build a culture that employees want to be a part of.
- g. Offer winning incentives.
- h. Manage to retain.

3.6 Talent development

According to Garrow and Hirsh (2018), talent development enables employees who experience professional growth to make even improvement for the organisation. This can be expected to mean growth in all directions where organisations can attain their objectives, targets and efficiency, and employees shall actualise their career development objectives and goals. Talent development therefore is the organisational system of aligning employees for career progression in a way that aligns with the organisation's vision and mission. This comprised recognizing employees' aptitude and goals and assisting them enhance the knowledge and skills they needed to attain these goals and actualise the needs of the organisation.

Presenting talent development and the accomplishment of goals within the professional background can be achieved by the consideration and monitoring of employees (McCracken, M., Currie, D., & Harrison, J. 2015).

3.6.1 Key Elements of Talent development

- a. Evidently defined responsibility.
- b. Attention on talent not skill.
- c. Time and priority.
- d. Actual training.
- e. Culture of talent development.

3.6.2 How to develop Talent

- a. Recognizing the potential of each employee.
- b. Building on employee strengths.
- c. Moving workers to positions where they are better suited.
- d. Creating plans to help teams grow and thrive over time.
- e. Focusing on talent development initiatives that encourage growth.

3.7 Talent career management

Talent career management according to Sullivan (2014) deals with the combined system of guaranteeing that the organisation has an incessant source of extremely creative employee in the right career at the right time. According to him talent career management has an unceasing system that strategies talent opportunities, shapes a duplicate to attract the actual best career and ensures that new employees are directly creative, helps to retain the very best candidate and enables the incessant acceleration of talent to where it will have the greatest impact within the organisation. Cammon J.A & McGee. R (2017) explain talent career management as the stages through which an organisation recognizes, accomplishes and grows its employees presently and for the forthcoming.

The straightforward impression behind talent career management is the postulation of the talent in each employee, and a few methods should be required to get it unbridled. Atkins. R, McCutcheon. M & Penna. G (2014) described that talent career management comprised three main clusters. These include: Firstly; acquiring new talent: appealing, sourcing and choosing the exact talent,

secondly, leveraging current capacity: Exploiting the price of high capacities, performance management, and readjust competence and thirdly retaining talent: employment value scheme surveys to recognize what individuals value and secure their retention by providing methodical and targeted growth opportunities.

3.8 Talent career pathing

White, D.G. (2016) holds that talent career pathing has been the pattern of works through which employee might be elevated in any organisation as the employee moves in his/her career. According to her, career pathing does not solitary aid the demand to attract and retain talent. It can be the machine that keeps the organisation's channel to safeguard of source of upcoming leaders. Career pathing comprised the method of joining prospects for employee career growth with organisational capacity significances.

Included in this is the mapping of employees' career course based on perpendicular, adjacent and cross functional responsibilities. Career pathing has also been driven through the employee's knowledge, enthusiasm and career aims. Career pathing also might enhance their appointment and job satisfaction phase by revealing to them their present professional rank and what they can do to enhance it. Organisational leaders are responsible for integrating the organisation's explanation of achievement into employee response, assessments and development plans. Assisting managers to enhance talent career paths of their staff is additional area where Human resource specialist might need to take the forefront.

Jing Cao (2013) states that although often advertised as a separate system, employee career pathing must be maximum efficient only when it is integrated into the organisation's general talent management system. By bringing into line talent management system and showing alignment between career responsibilities, desired competencies, and essential skills and experiences, career paths direct employees towards the organisation's upcoming competitiveness. Organisations might make use of the existing competency level or work groups to explain vertical and horizontal ranks, also they can do so by accumulating organisational competency to create an over-all context. Some organisations decide to offer extra information such as mutual changes when replacing careers, quantity of employees in a particular work role and the development transversely those populations and different work groupings in particular operational departments.

3.8.1 An example of talent career pathing:

1. **Education:** From teacher to curriculum coordinator to assistant principal then to principal.
2. **Retail:** From sales associate to cashier to assistant manager to store manager and then to regional manager.
3. **Restaurant:** From dishwasher to prep cook to line cook to sous cook to executive cook.
4. **Editorial:** From intern to editorial assistant to assistant editor to editor to senior editor to executive editor and to editor in chief.

5. **Human resources:** From human resource assistant to human resource specialist to assistant director of human resources and then to director of human resources.
6. **Marketing:** From being a public relations assistant to public relations representative to assistant director of public relations and then to director of communications.

3.8.2 How to create career paths

- a. Bring up-to-date your organisational chart. First if you do not have an organisational chart, create one.
- b. Describe job positions.
- c. Trail a roadmap for each skills track.
- d. Recognize training needs.
- e. Develop learning and development programs.
- f. Document your career path program.
- g. Map each employee's career path.

3.9 Succession Planning

Succession planning has to do with the stages of recognizing the essential positions in the organisation and emerging strategic plans for employees to occupy the positions. This includes taking comprehensive evaluation of current and forthcoming goals, this type of preparation ensures that the organisation have the correct and competent staff in the right position today and in the future years (Will Kenton 2022).

In the long term, succession planning reinforces the general competence of the organisation by:

- a. Recognizing essential positions and stressing potential job positions.
- b. Choosing key competencies and expertise required for organisation continuity.
- c. Concentrating on development of employees to meet future organisation needs.

A succession plan categorizes forthcoming recruitment requirement and the candidates with the competency and potential to do well in these upcoming responsibilities (Ershad Estedadi & Reza shahhoseini, 2015). The strategy is used to ensure that organisations operate effortlessly after employees retire and resigns from the organisation. It comprises cross-training of employees to assist them advance competency, knowledge and a vital comprehension of the organisation.

Albert J. Rivero (2022) opined that succession planning remains a contingency strategy. It is not a one-off activity. Rather, it must be reexamined and reorganized every year or as the system changes within the organisation. In view of this, it appraises each manager's competence, recognizing potential substitutes within and outside the organisation and in the event of internal substitutes, training these employees so they are ready to take charge of the new role.

In big organisations the panel of executives classically superintends succession planning in addition to the chief executive officer or the organisation, employees, and stockholders. A larger organisation might train low-level employees to prepare in taking over higher-level positions and responsibilities. For small organisations and family-owned organisations, succession planning often means training the next family member to take over the organisation (Rama Priya; 2022).

3.9.1 Benefits of Succession Planning

There are numerous merits for both organisation and employees to having a formal succession plan in place:

- a. Employees become aware that there is a possibility for career development and perhaps ownership which might result in better authorization and better job gratification.
- b. Knowing there is a plan for forthcoming opportunities strengthens employees' career development.
- c. Management's obligation to succession planning shows that supervisors will guide employees to transfer knowledge and expertise.
- d. Management retains improved records of the skill of employees so job positions can be filled internally when opportunities come.
- e. Leadership and employees are better able to share organisation values and vision.
- f. A new generation of Manager is needed when there is a high level of labour turnover or retirement.
- g. Effective succession planning benefits shareholders of public companies, especially when the next candidate for chief executive officer is involved in business operations and is well respected years before the current chief executive officer retires. Also, if investors observe a well-communicated succession plan, they won't sell the organisation's stock when the chief executive officer retires (Sungjoo & Rainey,2020).

3.10 Rewarding talent

Reward systems posits an essential method to the human resource management function. The main reason is to attract talented and qualified candidates, inspire them and retain those that have a well suitable skill with the organisation. Reward systems have a through influence on the financial stand of the organisation's monetary account.

They are tactical because they effect employee's disposition, behaviour and performance (Gomez-Mejia, L., Berrone, P. and Franco-Santos, M; 2020). Rewarding talent has a specific monetary gain, the things an employee receives in place of his/her labour for being outstanding in the disposition of his duties in the organisation (Schultz, 2016). Any organisations that do not emphasis on rewarding talent might be linked to poor performance in competitiveness (Hallock, K.F. and Olson, C.A. 2019).

Active system of rewarding talent confirms that employees are intelligent to make use of their talent to attain the organisation stipulated goals and targets for success. Meanwhile public and

private segment organisations see rewarding talent as an innovative to the organisation, some organisations are experimental to have been prioritized as they plan to ensure that they engage and retain the competent staff. Rewarding talent lately has been associated with attracting, retaining and enhancing employees (Al Ariss, Cascio, & Paauwe, 2014).

The preliminary fact of rewarding talent is drawn from the start of the year 2000. One of the proceedings that made it protuberant was when an administrative consulting organisation, reported a 'war for talents' according to McKinsey which became an impasse to organisation at that time. This war was categorized by problems in recruitment of employees due to the constricted competition for looking, retaining and rewarding capable employees with knowledge management infrastructure and organisation performance (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018).

Rewarding talents also serve as mechanisms which is involved in talent management (Williams, M. (2000). It is of great importance because it gives organisations the chance to attract and retain the needed capacity effectively. Rewarding talent based on their performance is the ultimate exercise of organisation operation. Thus, this has solely been in the previous years that rewards have been established into a system to inspire employee motivation to reach organisational goals. The diversities of rewarding talents that are given to employees are major propellers of performance.

3.10.1 Key types of rewarding talents

- a. Inherent rewards: rewards that are non-perceptible but results in higher levels of job satisfaction.
- b. Extrinsic rewards: tangible rewards that staff receive upon doing a good job.
- c. Monetary rewards: positively adding to the overall employees' financial status.

3.10.2 Aspects of rewarding talents

- a. Compensation
- b. Benefits
- c. Recognition
- d. Appreciation.

Summary/Conclusion

The chapter started with an explicit overview of talent management with the ancient beginning. Talent management policy, content of talent management policy, objective of talent management policy was also highlighted and discussed. The chapter went further in discussing talent pool selection, talent attraction, talent development, talent retention and keys to retaining talent. Talent career management, talent career pathing, succession planning, benefits of succession planning and rewarding talent were also explained in this chapter. The chapter ended with four theory questions and answers, and fifteen multiple questions with answers provided to ensure students understand the study pack with ease.

Practice Questions and Answers

Theory Questions

1. Elucidate clearly the reason for assessment stage of career development. Explain the ways self-assessment can assist employees enhance their own professions. Outline the self-assessment tools that can be used.

Answer: The assessment stage of career development comprised activities vacillating from self-assessment to organizationally given assessment. The goal of assessment, whether done by employees or by the organisation is to recognize employees' strengths and weaknesses. This explanation helps employees:

- (a) to select a career that is credibly obtainable and a good fit.
- (b) to regulate the weaknesses, they need to take advantage of achieving their career goals. Self-assessment is progressively essential for organisations that want to encourage their employees to take charge of their careers. The main paraphernalia adopted for self-assessment are notebooks and workshops. Return on investment records show how much an employee's likes/dislikes align with what the job carries. Values amplification assist the employee to view how his/her input fit the values required to be fulfilled.

2. Describe the things involved in the direction phase of career development. Explain the ways competence inventories and career paths can aid in the process.

Answer: Here the employee regulates the type of career he/she wants and understands the steps that shall be adopted to achieve their aims. Competency records are maintained evidence of the organisation with data such as employees' capabilities, skills, knowledge and educational qualifications. The organisation might adopt this complete, centralized human resource information data base to have a comprehensive overview of its employees training and development needs, also to find prevailing capacity in each department that might be more productively employed in another. competency records might be advantageous for employees also. Response concerning how they arrange other employees can spur them to advance their skills or seek other job positions that well match their present experience levels. Career paths gives important information concerning the probability of guidelines and career openings available in the organisation. A career path show case the stages in a probable career and a reasonable time scale for achieving them. With many different paths which can lead to the same job, it might then start from the same job and lead to very diverse results.

- 3 Outline the self-development steps suggested to prepare employees for upcoming organisational challenges. What are the cautioning cyphers that an employee's career development activities have become unnecessary?

Answer: –

- a. Develop a personal mission statement.
- b. Take personal responsibility for your profession.
- c. Ensure learning is your priority.

d. Find a mentor.

Unnecessary career concern is specified by employees take advantage of advancement opportunities rather than upholding satisfactory job performance. Employees might also emphasis more on managing impressions and making contacts than on performing the job.

4 Outline steps that employees can take to enhance their chances for career development. What organisational events recommend that an organisation has a culture that encourages career development and advancement?

Answer:

- a. Develop interpersonal skills in addition to performance skills.
- b. Understanding organisation trends.
- c. Enlighten communication skills.
- d. Be a team player and help in resolving conflicts.

Organisations that give mentoring, training, job rotation, job-posting method, career paths and fees assistance are most likely to fosters career development and advancement.

MCQ/ Objective Questions

1. One among these is not how to build a talent Pool Selection.
- a. Make use of Human Resources software (Consider investing in sourcing tool).
 - b. Use recruitment marketing (Showcase your employer brand).
 - c. Build a community (Keep communication open).
 - d. Re-engage with unsuccessful candidates.
 - e. Use indirect referrals information.

Answer (e

2. Unlike training, career development.....

- a) has a short-term focus.
- b) is initiated by employees.
- c) has a broad scope.
- d) benefits the organisation

Answer: (C

3. Which of the following best explains why the career development area has acknowledged substantial change in recent years?

- A) More university graduates pursue careers with non-profit organisations.
- B) Self-employment is a preferred career path for professionals.
- C) Career paths are less structured and predictable.
- D) Job security is an important career element.

Answer: (C.

4. Who is responsible for an employee's career development in most modern companies?
- A) Supervisors
 - B) Human resource department
 - C) Employees
 - D) Organisation

Answer: (C Employees

- 5 Career development in traditional bureaucratic organisations differs from that in more modern organisations in that:
- A) bureaucratic organisations left career development solely to the employees, while modern organisations implement career development for employees.
 - B) bureaucratic organisations supported employee empowerment, while most modern organisations shy away from employee empowerment.
 - C) bureaucratic organisations saw career development as something that was done "for" employees, while modern organisations view it as something in which the employee must play a role.
 - D) bureaucratic organisations saw career development as something that would improve the individual employee, while modern organisations see career development as something that will improve the organisation as a whole

Answer: (c.

- 6 Which of the following most likely suggests that career development is emphasized too much in an organisation?
- A) Employees take total responsibility for their career development.
 - B) Employees spend time with supervisors seeking career advice.
 - C) Employees make numerous lateral moves within a department.
 - D) Employee job performance is neglected for networking opportunities

Answer: (D.

- 7 Which of the following would most likely provide employees with information about career options within an organisation?
- A) Interest inventories
 - B) Performance appraisals
 - C) Career planning workshops
 - D) Assessment centers

Answer: (c.

- 8 All of the following are common self-assessment activities Except:
- A) completing an interest inventory.
 - B) participating in succession planning.
 - C) doing skills assessment exercises.
 - D) clarifying values

Answer: (b.

- 9 You want to use an organisational assessment tool to evaluate an employee's ability to handle certain situations specific to the job and to test for key skills. Your best choice of an assessment tool would be:
- A) a psychological profile.
 - B) a performance appraisal review.
 - C) an interests inventory.
 - D) an assessment centers.

Answer: (d.

- 10 The use of performance appraisals in career development gives employees and the organisation important insights into employees':
- A) underlying skills.
 - B) interests and attitudes.
 - C) strengths and weaknesses.
 - D) future advancement potential.

Answer: (c.

- 11 Succession planning:
- A) requires psychological testing.
 - B) uses assessment centers to identify key employees.
 - C) is critical for small companies.
 - D) identifies future lower-level management needs.

Answer: (c.

- 12 The determination of the type of career you want and what steps you need to take to make that career a reality best describe the _____ phase of career development.
- A) assessment
 - B) direction
 - C) development
 - D) planning

Answer: (b. direction

- 13 _____ is(are) an easy way to provide employees information about job opportunities.
- A) Skill inventories
 - B) A job-posting system
 - C) An HRIS system
 - D) Career paths

Answer: (b. Job-posting system

- 14 Your text suggests that if an organisation does not offer career development programs, employees should initiate their own career development by:
- A) creating their own personal mission statements.
 - B) placing a priority on enhancement over advancement.
 - C) applying for positions with competing firms.
 - D) finding a subordinate to mentor and coach

Answer: (a.

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Recommendation for further reading

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CHAPTER FOUR

INTERNATIONAL HR MANAGEMENT AND DIVERSITY MANAGEMENT

Course objectives

By the end of this chapter, students/delegates/learners/readers are expected to:

- i. Differentiate between international and comparative HRM;
- ii. Analyse the relationship between globalization and multinational corporations;
- iii. Explain the structures of multinational corporations;
- iv. Analyse cultural practices and international HRM;
- v. Discuss talent management;
- vi. Appraise global talent management;
- vii. Explain expatriate management; and
- viii. Analyse the global HR techniques of managing workforce diversity.

INTRODUCTION

4.0 International HR Management and Diversity Management

International Human Resource Management (IHRM) and diversity management take multifaceted sections that have typically been moved toward by many researchers from three different viewpoints (Adler, 2017; Brewster & Hegewisch, 2014) namely: Cross-Cultural Management, Comparative human resource management, and International human resource management. International human resource management (IHRM) for several years been well-known as an essential section in management research and that which is vital for any organisations.

Diversity management deals with the strategic system of managing various employees including the competition against stereotypes, preconception and all forms of discernment because of employees' discernments and expectations in the way to make the most of the benefit and abate barriers of diverse views, behaviour and character of individuals within the organisation (Aruna Deshpande 2018). At present, organisations partake in stages of globalization and internationalization that accommodates them to be competitive in the business. In the Human Resource department, Human resource specialist ask themselves interrogations such as:

- i. When organisation moves international, what kind of employees can we hire? Expatriate employees from the home-based nations or resident employees? How can we decide if we can recruit expatriates or recruit local employees?
- ii. In what way can we understand the Human resource practices conducted in other nations? Is the recruitment and selection process the same in the country or countries the organisation wants to operate?
- iii. In what way can we be able to manage knowledge across physical and cultural distances? etc.

This chapter will cover key issues in IHRM and diversity management, and after reading this chapter, the reader should know about differences between international and comparative HRM, relationship between globalization and multinational corporations, explain the structures of multinational corporations, analyse cultural practices and international HRM. The treatment of

“international” in the management of employees in an organisation gives it a certain degree of complexity which makes studying it very relevant.

Course Outline

4.1 Comparative and International Human Resource Management

International and comparative human resource management (HRM) are associated but different areas of study. Comparative human resource management mainly focused on why and to what degree there are variances in human resource practices across nations. International human resource management focused intensely on problems connected with the management of employees across international boundaries in multinational corporations (MNCs) (Nick Wailes 2010).

The complexity of international human resource might be accredited to several reasons, such as supplementary HR activities like international fiscal policy; international transfer and induction; managerial roles for expatriates; In-country government relations, and language translation services with more involvement in employees’ personal lives such as housing provisions, cost of living allowances, etc., or broader external effects such as type of government, the state of the economy, etc (Al Ariss, A., & Sidani, Y. 2016).

4.1.1 Comparative Human Resource Management

Comparative Human Resource Management determines the extent to which HRM differs among nations. It explicitly emanated from the research on comparison between industrial relations in various nations. It has nothing to do with cultural variances however, focused on differences in the areas of organisational size, arrangement, ages, training, academic systems or different employment laws and trade unions of different organisations. This viewpoint of IHRM withstands that industrial relations are different amongst nations and therefore, employees must also be treated otherwise (Ashamalla, M. H. 2018).

Meaningfully, comparative human resource management has been a bottleneck to the universalist theory of human resource management, commonly shown in the view of top practice. Specified the comparative views, comparative HRM claims that the topic is seen within its background setting, which comprised both the internal setting, such as leadership style, level of organisation and the external environment like the general culture or general formal features (Adams, R. J., Smart, P., & Huff, A. S. 2017). It enhances the management of employees differently in various nations.

Comparative HRM is essential because in every nation, organisations manage their employees differently. The pattern whereby employees are managed in Nigeria is quite different from the pattern employees are managed in Ghana or other countries, that is dissimilar with the way employees are managed in the South Africa and many other nations. In addition, however there are mutual inclinations and there is definitely shared grandiloquence that there is no signal that these differences are going to change.

The finest method to manage employees in one nation is perhaps selfsame comparable to the method other employees are managed, and except one is in a very different country from his or her

own nation, the adaption of practices and policies are likely to be not only problematic but, probably ineffective. It is necessary to comprehend the method things are done in once country and to work such a method. One need to understand the culture of the nation, the institutional bases such as the wealth, the consistency, the legislation and how firmly is implemented, the academic system, the labour market, etc. of the nation country. Once one comprehends these and the distinctive HRM practices of the nation, it will be in a far better position to choose how to expand HRM within the context comparative human resource management.

4.1.2 International Human Resource Management (IHRM)

Viewpoint of this concept studies the technique by which Multinational Companies (MNCs) manage and transact with their employees in various international frameworks. It comprised the study of how organisations make and strategies their own human resource systems globally. International organisations should manage their workforce in various established, permissible and cultural settings. Consequently, organisations should develop efficient management system from a tactical and a cost-effective view point. IHRM operations comprised management of employees in many establishments and specifically, those that work internationally (Bastida, M. 2017).

The density of international human resource management can be ascribed to various reasons like additional Human resource operations which comprised international fiscal policy; international relocation and positioning, managerial service area for expatriates, Parent country government relations, and language transformation services, more participation of employees' personal lives such as housing arrangements, cost of living grants, etc., or wider external influences such as type of government, the state of the economy, etc. (Collings, D., & Scullion, H. 2012).

Captivatingly, the justification of differences amongst local and international HRM, a manager from a national organisation must reflect the higher difficulty of Human resource practices when the organisation goes international (Armstrong, M., & Taylor, S. 2014).

Research conducted by Brewster, C., Harris, H., & Sparrow, P. R. (2012) posited that the quandary for people responsible for MNCs' human resource is repeatedly positioned on attaining an equilibrium between international reliability and local independence. From this point of view, authors such as Festing & Eidems (2021) propose that organisations have a tendency not to standardize the whole Human resource system but focus specifically on activities in an individualized way and adopt them with every framework.

Who takes part in the IHRM activities? The nation groupings that are involved in international human resource management activities are:

- (1) the parent nation where a subsidiary might be situated.
- (2) the parent nation where the organisation headquarters is located.
- (3) other nations which might be foundations of employment, investment and other inputs. But who are these employees that are involved in IHRM? There are basically three groups of employees of an international organisation such as: (1) host country citizens, (2) parent-country citizens and third-country citizens (Friedman, T. (2015).

4.1.3 International Staffing

Once organisations functions globally, managers must ensure that decisions about the internationalization of all the purposeful areas such as finances, marketing or human resource management, among others of the organisation are taken seriously and objectively. The executives must make verdicts on the location and ways to convey their explicit activities. If these operations are to be done in the home nation. For instance, shall employment and engagement processes be done in the home country or in the host country? Shall the organisation give voice to their Human resource activities? or must international relocation be done by employees from the home nation? Must resident candidates be engaged? One of the activities of International human resource management circles the ways to occupy international job vacancies or how to staff globally. IHRM conventionally positioned on the research of “expatriation” international posting of candidates who live outside their country for a specific time (Harris & Brewster, 1999). Within the range of managers, it is progressively mutual to have the mind of being relocated while on international employment and there are many organisations with many of their staff placed on semi-permanently relocation to international posting. These categories of employees are part of the maximum costly human resources of any organisations that function globally. These kinds of employees have challenges and obstacles that are more than their counter-parts who work locally. Consequently, the research specialization on the practices of expatriation is keenly pertinent for the professional market (Harzing, A. W. (2021).

4.2 Globalization and Multinational Corporations

Globalization remains the concept of upsurge in global connection or interdependence however, its uniqueness from interdependence comes mainly from the enhanced role of multinational organisations (MNOs) among modern world market (Jeffrey. A. Hart 2015). Globalization results in a homogenization of international values (Hopper 2017). Some researcher opined that globalization improves equally conjunction and discrepancy of values and norms. Levy, David L., and Aseem Prakash (2013) emphasized that some of the policies of globalization centered not on philosophy but on its monetary features and the role of multinational Corporations in globalization. Multinational corporation is conceived as “an enterprise that uses external direct investment and which possesses or controls value-added operations in many countries” (Dunning 2014). The Multinational corporation during the post-world war 2, are distinct from that of previous era because they are embedded in manufacturing and service area than on mining of raw materials and commodities (Dicken P, 2015) and are likely to be supported by a blend of external investment and local investment than international range of investments (Gilpin, R 2015). Modern Multinational corporations are the principal owners of branded technology. Multinational corporations’ records at least fifty percent of resource and development spending globally (Keller 2019; Zeile 2014).

4.2.1 The relationship between globalization and multinational corporations

Globalization in its relationship with multinational corporations focused on growing incorporation of results, influence, and ultimate product economy joined with the cumulative quietness of MNCs in the global economy and the establishment of cross-national culture channel of networks (Hart

and Prakash 2019). Multinational corporations on the other hands are recipients and mediators of globalization. Multinational corporation's globalization methods can never be possible short of some levels of globalization. Globalization advances as multinational corporations put forth their choices to follow these methods. The development of globalization is not comprehensive and perhaps will never be so much of the grant on globalization deals with whether there is more or less of it in a given period and what the constraints are on increases in globalization.

A multinational corporation focused on commercial resourcefulness that manages production or pursues facilities in many nations. Globalization deals with cumulative interrelationship of nations across the globe via a quick upsurge in cross-border transaction of goods, services, technology and capital. Multinational corporations play vital role in this method. The relationships between globalization and multinational corporations are examined thus:

- a. Multinational corporations influence home-based and countrywide strategies by making governments to participate with one another to be striking to multinational corporation asset in their nation.
- b. Multinational corporations frequently grasp influence over resident and nationwide governments by a control on scientific and knowledge base possessions. Due to their size, multinationals might also have vital impact on administrative policy through the risk of market removal.
- c. The nations that see financial globalization absolutely refer to evidence of per capita income and growth in gross domestic product, decrease in scarcity, and a thinning gap between the rich and poor countries.
- d. The nations that see financial globalization destructively often refer to evidence of mistreatment of the local labour force, funneling of essential resources away from the nation itself to overseas exportations and complete reliance of developing countries on advance nations.

4.2.2 The consequences of multinational corporations led globalization

The issue of who benefit and who does not benefit when globalization upsurges, especially through the global spread of multinational corporations' activities has been a recurrent question by many researchers recently. There are vividly many advantages from globalization (Bhagwati, 2017). Customers have contact with many products and services at cheaper prices than they would get elsewhere. Manufacturers and customers might have healthier access to capital, technology, marketing experience, and managerial know-how. The executives and employees of internationally competitive multinational corporations profit as do their stockholders and other depositors. The diffusion of economic activity globally creates employment opportunities for many citizens of those host nations that have received introductions of foreign direct investment and are effective in manufacturing products that can be traded globally. Preferably, the existence of multinational corporations shall increase the level of competition in resident markets if not that multinational corporations have used fusions or purchase purely to lessen competition.

The opponents of multinational corporations have the opinion that they frequently engage in anti-competitive practices such as:

- a. They do not engage or handover the newest technologies.
- b. They do not sufficiently train resident employees and executives.
- c. They have a habit of bringing in vital mechanisms instead of finding them in-country thereby increasing trade deficits.
- d. They fail to identify the civil rights of employees and eliminate union associates from their organisation.
- e. They involve in ecologically unsustainable practices, etc. (Rodrik 2011).

The greatest mutual criticism of multinational corporations is based on the loss of regulation. Nonetheless, organisations of multinational corporations are subject to resident laws and regulations, the critics holds that local establishments are unable to counter multinational corporations pushing for distinct dealing and that multinational corporations dissimilar from the resident organisations can realistically portend to move to a new location if they do not get what they want. When multinational corporations sponsor their overseas operations completely on resident investment markets and fail to use any foreign direct investment funds to finance in a new operation, critics argue that they are not supporting to the general level of asset but are simply shifting home-grown organisations and thronging them out of resident investment markets. It has to do with empirical research as to check if the defenders or the critics of multinational corporations are right or wrong.

4.3 Structures of multinational corporations (MNC)

Multinational corporations structural stand has headquarters, workshops, and other facilities in various nations of the world as well as a centralized headquarters which coordinates global management. Capital structure of multinational corporations denote the quantity of obligation versus leverage their external operations to enhance revenues stakeholders. Characteristics are considered by multinational corporations once they begin their investment structure. Income and resources obtained by supplying stock and debt (Davies, Ronald B. 2018).

Two main components of multinational corporations' activity are developed over the past two score years:

- a. Horizontal Foreign Direct Investment.
- b. Vertical Foreign Direct Investment.

The ultimate variance between the two is differentiation against duplication. For most employees, their preliminary predisposition when conceptualizing what multinational corporations are up to is to meditate on a vertical multinational corporation that accomplishes various activities across its separate associates, disintegrating its production process. A horizontal multinational corporation more or less duplicates major fragments of its production process across other nations. For example, an automobile multinational corporation such as Toyota might manufacture its vehicle in Japan and at that time use this plan to produce vehicles in both Nigeria, Japan, United State of America and United Kingdom. Although the proposals are only done in one place and thus there is silent component of a supply chain in the organisation's structure as the major part of its activities

is the manufacturing of the vehicles, which is duplicated in other nations (Ekholm, Karolina., Rikard Forslid and James R. Markusen 2017).

On the other hand, the vertical multinational corporation makes two postulations for where horizontal foreign direct investment is likely to survive. For vertical foreign direct investment, when various production processes are up-to-the-minute in different nations that it functions best, that is, once nations vary from one another. Horizontal foreign direct investment however, repeats processes across the globe. This is sensible when charges are not self-same diffused across the globe. Thus, horizontal foreign direct investment shall be seen when the home-based and host are impartially alike with one another. This is one of the main perceptions of Markusen (2014) who displays that horizontal foreign direct investment might occur when the two nations are similar to each another.

4.4 Culture and International Human Resource Management

Culture as the societal norms and value helps grasping the organisations together. It helps organisations in intelligent making and control mechanism that directs and profiles the attitudes and behaviour of employees. It enhances the organisational commitment and increases the consistency of employee behaviour (Hofstede, G. 2013).

Culture takes a critical influence on the international human resource management strategies and practices and if the management make straight its strategies with the cultural variables, then it will result in enlarged employee commitment and might also result in cost effectiveness (Hofstede, G. (2017). Biljana Đorđević (2016) stated that national culture exercises a commanding influence on the system of norms, values, attitudes and behaviour of employees in a particular nation and among other things on the favorites for plans and procedures in the area of human resources management. Subsequently national culture as a structure of profoundly instituted norms, values, attitudes and behaviour of the employees as member of the social order (Leung et al., 2015) to a greater extent regulates the features of other structures of the country such as legal, political, economic and others. This shows that the culture of experiential nations or society is one of the most essential aspects that obligation should be taken into justification in the situation toward the inside of international organisational division. Subsequently, the national culture becomes a very significant factor as soon as it comes to scheming the content of international human resource management (IHRM). The circumstance that national culture is very essential for the content of international human resource management is evidently positioned by the fact that within this thought of a distinct part of comparative human resource management that surveys the differences in the content of human resource management among nations mainly caused by the features of the national culture has emerged.

National culture remains the class that is seriously researched by scholars among other things because of the fact that it is a suitable instrument for elucidation various phenomena in management such as leadership style, organisational structure, motivation, etc. (House et al., 2014; Hofstede, 2011). Nevertheless, this impression has also remained established to be an appropriate instrument for illustrative difference in chosen content of international human resource management between employees of different countries. It is important for the design of policies and procedures within international human resource management to know the dimensions of the

national culture of a certain country, it is important to have it in mind that the features of the culture of a certain country are not stationary but dynamic class which can change with time. These changes can have two directions:

- (a) Dipping the cultural differences amongst various countries which is known as cultural convergence.
- (b) The development of differences which is known as cultural divergence (Thomas, 2018).

To examine the effect of culture on a specific country's HRM system in organisations of that country and to check its consequences for the content of international human resource management, it is essential to have in mind that apart from the extents of national culture of the country concerned, HRM system in organisations is also affected by the organisational or corporate culture. The influence of state culture can be seen once it comes to the normal methods of selection. For instance, culture that are categorized by high-risk evasion, organisations use an extensive range of approaches to arrange adequate information that will be built on effective verdict. Also, cultures that are extremely performance-oriented, the approaches that are consistent and carefully connected to the job requirements will be used to a larger extent (Reiche, S. B., Lee, Y. T. & Quintanilla, J. 2012).

The effect of national culture is also noticed when it comes to training and development of the employees. For instance, in high power distance cultures where instructors have prodigious authority, the communication between instructors and trainees is actually formalised. Moreover, the impact of culture can be seen when it originates from the strategy of the training programmes (Trompenaars, F. & Hampden-Turner, C. 2011).

Culture also influences employee's performance evaluation system. This effect might be acknowledged at respectively phases of this method. Stone and his colleges (2017) designate that the values recommended by the members of particular national culture, first of all affect the standards which generally are used for assessing the performance of the employees as well as the approaches that are used to offer employees with feedback (Stone et al., 2017).

Culture as a system of norms, values and rules of behaviour might affect the reimbursement system of any organisation too. That influence verves so distant that the word compensation that is used to show the rewards that employees receive in return for their productivity, has a dissimilar explanation in various cultures. For example, in most European countries this term is well-thought-out as a reimbursement for illness, injury or damages, so in these countries the term remuneration is more preferred (Vance & Paik, 2016).

Understanding the effect of some magnitudes of national culture on the chosen content of HRM in a particular country is very essential for Multinational corporations when scheming their system of international human resource management. If Multinational corporations' gears management system that is not in the line with commonly acknowledged norms, values and rules of behaviour in a specific country, employees in that organisation of Multinational corporations gets dissatisfaction with such organisation and will be articulated through little or no commitment and enthusiasm as well as through unacceptable performances. Consequently, it is essential that Multinational corporations makes such system of international human resource management that

will be bring equilibrium amongst the plans and procedures supported by headquarters and those that are chosen in organisations outside the country (Taylor, S., Beechler, Sch. & Napier, N. (2016).

4.5 Global Talent Management

Global talent management has to do with organisation's approach for discovering, utilizing the skills and retaining capacity around the globe. It is an essential phase for any organisation — multinational corporation or otherwise that wants to enhance how it recruit international capacity (Cappelli, P. (2018). The philosophies of actual global talent management are by means of the organisational strategy to select and recruit employees, having inner reliability, joining the organisational culture, involving top management in expansion, complementary local and global needs, and labelling the organisation to be looked-for by potential applicants (Boudreau, J. W., & Ramstad, P. M. 2015).

4.5.1 Principles of Global Talent Management

Configuration with Policy

The first principle of global talent management is to make sure that the talent management section of the organisation knows and is focused on the corporate policy. For instance, if the talent management department is just unseeingly recruiting and training employees, there is no alignment with the overall organisational strategy. If an organisation is focused on customer service then the talent management department needs to be absorbed on that characteristic when recruiting, hiring, and training employees. The talent management section managers shall make sure they recruit and place the right employee with client service at heart. The Manager shall also ensure they train with the organisation's strategy as the concentration in order to assist the organisation achieve its general goals (Collings, D. G. 2014).

Internal Consistency

The organisation needs to be internally consistent when it comes to talent management. The talent management department cannot function on its own without captivating into account the other areas of the organisation. For instance, there must be the basis for competitive and fair compensation in the organisation. The talent department cannot just employ candidates for the same position at all different rates of salary. It also has to concentrate on retaining employees. If there is no consistency, then it will be problematic to retain high-performing employees (Collings, D. G. 2014).

Integrating Culture

This is principle of integrating organisational culture into the talent management process. It is significant to retain the culture in mind when engaging and retaining employees. Every organisation has a culture that is embedded into its employees. For example, Google has an exclusive organisational culture; it has remained known to look for 'Goodliness' during the recruitment process. This ensures that the new potential employee will be a good fit into the organisation culture (Collings, D. G. 2014).

Management Involvement

Management involvement is the next in talent management. Employing and engaging talent are not the solitary main characteristics of talent management. As soon as employees have been engaged, then the organisation must strive to retain and develop their talent. Organisations that have remained successful in talent management have seen that there is need for management involvement. It cannot be solely on the human resources or talent management departments to retain and develop capacity. From the Chief executive officer of the organisation to the managers need to be involved in the expansion of talent. In order to have employees ready to be promoted, managers need to be involved in employee's progression. For instance, most organisations require managers to go for leadership training or employee development training to ensure that management involvement is fashionable (Collings, D. G. 2014).

Balancing Local and Global Needs

Balancing local and global needs is the next principle of global talent management. Organisations that function all over the globe and have offices in other countries have to discover means to integrate the local requirements and rules. For instance, an organisation operating a technology enterprise internationally needs to understand the differences in the culture and the area so it does not affect the resident customs and traditions. If the organisation is employing residents, it is significant to recognize the resident customs and traditions so that talent management and human resources can brand unquestionable integration into the organisation (Collings, D. G. 2014).

Employer Branding

This is another principle of global talent management focused on branding organisation and ensuring that the organisation become attractive to potential applicants. How do some organisations get so many people to apply for their job vacancy in the organisation? *For instance, Google is recognized to employ over one million staff each year. The organisation needs to make their brands attractive and desirable to potential applicants in order to appeal the best capacity. Organisations can do this by offering competitive salary, benefits, internal promotion, and opportunities for long-term careers. Google is acknowledged to have unbelievable bonuses which attract applicants. This is why it is significant for organisations to brand themselves so they are attractive to employees (Collings, D. G. 2014).*

4.6 Expatriate management

Expatriate management is one of the activities of international human resource management that spins everywhere on how to occupy international job vacancies or how to recruit internationally. international human resource management has conventionally positioned on the study of "expatriation" – international assignments of employees who live out of the country for a significant period of time (Harris & Brewster, 2019). At the level of managers, it is progressively mutual to be predictable to transfer during an international career enhancement, and there are many organisations these days that have fragment of their employees posted in or semi lastingly transferred to other nations in the world. *These employees are classified as the most expensive human resources of the organisations that operate internationally.*

There are meticulous situations in which the practice of expatriates is more common. Following Doh, J., Smith, R. R., Stumpf, S., & Tymon, W. (2014) the following situations are noted:

- i. When political condition is irregular. In these cases, organisations have a leaning to allocate expatriates to the organisations since they can partake of enhanced shield of the organisation's benefits for instance, in the case of terrorist attacks or universal strikes.
- ii. The social differences between the parent nation and the host-country are same obvious. As soon as two countries have clear cultural differences, the organisation might send expatriates to guarantee communication of the expertise and organisational culture of the home nation.
- iii. There is a deficiency in competent employees in the host country.
- iv. The organisation's activities approach comprised the development of a universal image.
- v. The international companies and the national activities are highly independent.

4.7 Organisational Diversity Climate

Recent work environment comprised workers of different gender, age, religion, cultural background, race and ethnicity. There is also difference in relation to lifestyle, making career choices, viewpoints, character, value, opinions system, behaviour, prospects, opportunities, skills and competence. All the above do not focus on prejudiced systems but help to adjust the way and requirements to be found on direction and management and take into eminence the perception of diversity (Dries, N., & Pepermans, R. 2012). Saumya Goyal (2013) opined that each unsurpassed system for diversity management and diversity inventiveness and plans are fundamentally executed in order to advance the general organisational diversity climate.

An optimistic organisational diversity climate must be narrow-minded of organisational pestering and discernment however, a bad diversity climate will inform employees that pestering and discrimination are not welcomed by the organisation. Garcia and Hoelscher (2010) explain the diversity climate as comprised emotional climate such as perceptions, attitudes and beliefs about diversity and behavioural climate like how various racial and ethnic groups interrelate in a specific situation.

4.7.1 Characteristics of Organisational Diversity Climate

Garcia and Hoelscher (2010) holds that organisational diversity climate are characterised thus:

- a. Discernment of the degree between collective struggle and reception of others.
- b. Level of established obligation to diversity for instance elevation of employee and expressive safety, increased demographic depiction of employee from marginal group.
- c. Equality such as acculturation methods and lack of established bias.
- d. A comprehensive atmosphere of reverence such as individual attitudes and decrease of preconceptions.

4.7.2 Measuring organisational diversity Climate

The measurement of Organisational Diversity Climate as a scale was developed by Kossek and Zonia (2013) and it comprised twenty points scale for four features. It scales value exertions to encourage diversity, attitudes in the direction of experiences of racio-ethnic subgroups, attitudes

concerning women experience, sectional assistance for female gender and sectional assistance for racio-ethnic subgroups. Hegarty and Dalton (2015) established organisational diversity inventory that comprised twenty-point scale for five aspects which are:

- (a) Presence of discernment;
- (b) Discernment against definite clusters;
- (c) Management of diversity;
- (d) Actions concerning Subgroups;
- (e) Defiance toward religion.

4.8 Global HR Management Techniques in Managing diversified workforce

It has been established that there are two foremost methods used in the management of diversity challenges in organisations. One of them is equal chance whereas the other is diversity administration. Managing diversity is traced to have been originated in the 1960s civil rights movements of the United State of America that was based on profuse partisan viewpoint (Webb 2017). It glimmered the request for equity in career placement opportunities. The impression was to stop all forms of discrimination that stopped the emergence of different employees into the organisations through lawful enactments like equity in career placement opportunities and confirmatory action that will eventually result in the accomplishment of bias-free recruitment (Cox and Blake 2021).

According to Kandola and Fullerton (2014) and Gordon (2015) equity in career opportunity placement started outwardly and is mainly motivated by the implementation of legislation that mandates organisations to adhere with the law in encouraging diversity and stopping discrimination. This method of equal career opportunity placement that is mainly based on uncompromising ethics has become a general custom. In essence, organisations globally and structures of various countries have a short declaration on equity in career placement opportunities. However, opponents of equal opportunity opined that even though it might show to be useful in the short run, it will bring additional challenges for the organisations in the future. Furthermore, it was also disparaged for its constrained focus. This is because its meager dependence on external legislation to solving the diversity challenges. In addition, Shen et al. (2019), Ng and Wyrick (2011) and Hunt, Layton and Prince (2015) contend that notwithstanding the equity in career placement opportunities, incorporation of female gender and ethnic factions have not been efficiently done within the organisations. Therefore, it hints at the management of diversity, such a method is required that will be comprehensive in nature. Diversity management as a category of Human resource management remedy was named by Thompson (2017) as an alternative style to traditional equity in career placement opportunities plans and practices. Contrastingly from equal opportunity, diversity management sees diverse employees from a optimistic viewpoint (Maxwell et al. 2011).

4.8.1 Benefits and Limitations of Diversity in Organisations

Multiplicity and varieties in organisations can result in both positive and negative consequences. From this viewpoint, it can be professed as a double-edged sword (Milliken and Martins 2016).

Recent research by McKinsey concluded that ethnically miscellaneous and gender diverse organisations are probably to outpace their contestants by thirty five percent and fifteen percent correspondingly. The research also opined that an employee that is varied in relation to culture and gender provide organisations with more paraphernalia for problem-solving, wider discerning and improved solutions (Hunt V, Layton D, Prince S (2015).

As momentarily as organisations have a various workforce, they have a pivot of employees who are not individual dissimilar emanating from numerous upbringings nonetheless also have a different way of seeing the challenges. In place of the fact, as soon as these heterogeneous thoughts flourish to have an explanation for organisational problems their contrasting viewpoints simplify to come up with considerably imaginative and innovative solutions than homogenous thoughts.

Subsequently, it offers organisations by means of a continual viable benefit and higher returns on investment. Yet again, once organisations have multi-racial diverse employees, it assists to enhance the organisational image. This supplementarily helps in the enlargement of the businesses in unexploited markets (Kandola 2015).

Diversity might also result in numerous unwanted consequences in the organisations like information breakdown, low consistency, employee displeasure due to discrimination, predisposition and bias that additionally result in high labour turnover (Milliken and Martins 2016; Williams and O'Reilly 2018). This occurs typically when organisations try to deal with diversity only through equity in career placement opportunities. The organisation might employ ethnologically diverse candidates for the greater good of compliance with the legal requirements. However, if the organisation lacks a friendly atmosphere that encourages a culture of inclusion, then the organisation will face many difficulties in circumstance of availing training prospects, getting a promotion and fair salary for employees.

4.8.2 Role of HRM in Managing Diversity

Storey (2019) and Truss C, Hope-Hailey V, and McGovern P, (2017) maintained that most of the diversity related problems can be solved by effective human resource management diversity system. Shen et al. (2009) correctly stipulated that undeniably human resource management diversity system might solve diversity problems, however when there is an absence of such obligation from the top management of the organisations then there will be comprehensive gap amid expectations and certainty. Furthermore, at the premeditated level a pro diversity attitude is a requirement for top rank management. The management need to recognize that diversity will be contributory aspect for organisational success.

Organisational vision, mission and commercial strategy must give an image of those obligations. If there is a shortage of such obligation within the prevailing organisational culture then there is a succeeding prerequisite of taking cultural modification that would substitute an environment of communal respect (Shen et al. 2009). To emerge what has remained arranged in the organisational vision and mission, the organisations shall articulate and validate a series of human resource management diversity policies (Reskin and McBrier 2010) at the strategic level.

Summary/Conclusion

The chapter discussed explicitly the concept of International HR Management and Diversity Management by explaining comparative and International Human Resource Management, differentiate between international and comparative HRM, explained globalization and Multinational Corporations, the relationship between globalization and multinational corporations, the consequences of multinational corporations led globalization. The chapter went further to expatiate the structures of multinational corporations, analysed cultural practices and international HRM, discussed talent management, Evaluates global talent management, principles of global talent management. In addition, it explained clearly expatriate management, organisational diversity climate, characteristics of organisational diversity climate. It also gave vivid ways of measuring organisational diversity climate, analysed the global HR techniques of managing workforce diversity, benefits and limitations of diversity in organisations, role of HRM in managing diversity. Finally, it ended with ten theory questions and answers, and ten multiple questions with answers provided to ensure students understand the study pack with ease.

Theory Question

Question 1:

Explain your understanding of international human resource management.

Answer: International human resource management remains defined as set of events aimed at managing organisational human resources at international level to achieve organisational aims and have competitive advantage over counterparts at national and international level. International human resource management comprised typical human resource management functions such as recruitment, selection, training and development, performance appraisal and dismissal done at international level and additional activities such as global skills management, expatriate management and so on.

Question 2

Describe the main similarities and differences between domestic and international human resource management.

Answer: In comprehensive relations, international human resource management encompasses the same activities as national human resource management. The core similarity of domestic human resource management and International human resource management stands that both solve employment problems. In cooperation, domestic human resource management and International human resource management have identical events such as recruitment and selection, learning and development, career development, performance management and employee relations. However, domestic human resource management focused more on employees within only employee's national borderline while International human resource management encompasses:

- a. Extra human resource activities.
- b. The necessity for a wider perspective.
- c. Additional participation in employees' private lives.
- d. Fluctuations in importance as the employee's combination of expatriates and nationals varies.
- e. Risk exposure.

f. Wider external influences.

For instance, in national sceneries, the human resource management department focused on employees that come from nearly the identical culture and have the same cultural values and norms. In international human resource management this is not the same practice. The human resource management department has wider challenge as they are obligatory to manage employees from different cultural background and different viewpoints when it comes to employment, performance and management. The domestic human resource management focused on homogeneous candidates in terms of culture while international human resource management takes into consideration the different cultural experiences of the employees.

Question 3

Elucidate the reasons greater degree of involvement in employees' personal lives is inevitable in many International human resource management activities?

Answer: Greater degree of involvement in employees' personal lives is inevitable in most international human resource management activities because within the domestic setting, the human resource department contribution in the employees' private lives is very narrowed. In the international setting, the human resource department has bigger contribution in order to offer the level of assistance needed. The Human resource department requires to comprehend more concerning the employees' personal lives including their marital status and number of children. The degree of involvement in many International human resource management activities is greater because the human resource management department is obligatory to ensure that the international assignee full good knowledge of the different aspect of his transfer and must ensure that he is working in a safe working environment as well as his family is adequately taken care of.

For instance, in the domestic setting, the human resource management department has little participation in the family affairs of the employee. When the employee is sent to overseas country like, the HR department needs to make sure that the children are sent to quality schools and that the living conditions of the expatriate and his family is high.

Question 4

Clarify the difference between a global manager and a global mindset.

Answer: The global manager is a senior employee who manages and have thriven in functioning in other cultural work environments like overseas. The global manager must have a global mindset. Global mindset is a setting of mind that appreciates cultural multiplicity and allows a global manger to familiarize with diverse intercontinental settings. Managers mature a global mindset by integrating complexity in their thought. A global mindset helps managers advance a wider viewpoint on proceedings. It assists them shape these proceedings into wider contexts. It also aids them in making decisions that integrate additional data and supplementary incongruities in decision making. A global manager with global mindset manages diversity effectively. Incidentally, for a global manager to succeed he needs to have a global mindset. A global mindset syndicates honesty and consciousness of diversity across cultures and international background with prosperity and aptitude to synthesize across diversity. Global managers have outstandingly open thoughts. They esteem how diverse nations do things. They also have the mind to appreciate

the reason they do them orderly. The difference in global manager that he/she is an individual with a global mindset showing a mind open to diversity and understands cultures.

Question 5

Enlighten some of the challenges faced in training expatriate managers.

Answer: There are many challenges in training expatriate managers. One single challenge is seen in the struggle of establishing training for the expatriate managers. For the reason of the changes in the global showground and because trainers from the home-based nations are not well-educated on the changes that are up-to-the-minute in the host-country, training for expatriate managers therefore are often insufficient. Another challenge is in the area of commitment of the multinational organisations to train expatriates Managers. Many multinational organisations do not see expatriate training as efficient for the organisation. The next challenge is in the area of obligation and commitment of the expatriate manager. Numerous expatriates do not have interest in learning the dialects, philosophy, values, norms and culture of the host-nation's organisation. Furthermore, the inadequate time allocation for training and resources are also another big challenge. Many organisations refuse to offer training for expatriates because they have the view that training demands time and resources which they cannot have the funds to pay.

Question 6

Describe the reasons some multinationals appear reluctant to provide basic pre-departure training.

Answer: The motive behind most multinationals reluctance for providing basic pre-departure training is that they do not have faith in the necessity and effectiveness of that kind of training. Several organisations are reluctant to provide training to expatriates for the reason that they do not see the value in comprehending the overall cultural consciousness and meeting organisational goals and objectives. Furthermore, several multinational organisations do not see expatriate pre-departure training as being cheap for the organisation. Most of them have the pre-monition in the global manager thinking. Believing that effective expatriates have the same physical appearance so there is no need for pre-departure training as long as expatriates have the practical knowledge and skills. Additional reason is embedded in lack of time and resources. So many organisations see pre-departure training as time overwhelming and necessitates huge amounts of capital expenses and resources.

Question 7

What should be the main objectives for a multinational organisation with regard to its compensation policies?

Answer: Multinational organisation shall pursue to gratify the following objectives. First, the plan and policy of the multinational organisation have to be in conformity with the general approach, structure and organisational needs of the multinational. In addition, the plan and policy shall work to fascinate and retain employees in the parts wherever the multinational organisation has the utmost requirements and opportunities. The plan and policy shall be competitive and identify aspects such as motivation for overseas engagement, tax balancing and reimbursement for judicious expenses. Furthermore, the plan and policy shall simplify the allocation of international

employees in the most profitable way for the organisation. More also, the plan and policy shall give outstanding reflection to equity and comfort of management. For instance, in the case of multinationals organisation like Toyota, the reimbursement compendium of the expatriates is affiliated with the general strategy of the organisation. The compensation package is very gorgeous and competitive so as to safeguard the expatriate's satisfaction and will not leave their place of assignment. The compensation package is also vivid and easy to comprehend in order to avoid misperception.

Question 8

Discuss two aspects of cultural differences and their impact on HRM practices.

Answer: Faction Communism: This characteristic of cultural difference influence recruitment, selection and placement of employees in any organisation. In the social order through small circle of collectivism, individual accomplishments epitomize significant selection standards whereas in nations with high circle of communism, the prominence is in the recruitment process as supplementary to team linked experience than on individual competencies. For instance, in Nigeria where individuality is extremely valued, employees that can work independently, with little supervision and can choose on their own concerning their jobs are frequently wanted. In China, where congruence in cluster and teamwork is valued, employees that respect their superiors and work melodiously with their colleagues are habitually preferred.

Ambiguity Avoidance: This characteristic of cultural difference influence compensation to great extent. In nations with high ambiguity avoidance, employees tend to avoid risks and desire static compensation packages or preeminence-based salary whereas in countries with low uncertainty avoidance, employees tend to welcome risks and admit high salary variability through performance-built salary. In China, where the uncertainty avoidance is on the increase, organisations and employees have faith in the patriarchal nature of employment relations. Majority of the organisations and employees prefer yearly salary increment to performance-based increment. However, in Nigeria where the uncertainty avoidance is low, employees prefer performance-based rewards and salary increment to any other form pf increment.

Question 9

Why should multinationals corporations be concerned about expatriate failure?

Answer: There are many reasons multinational corporations should be concerned about expatriate failure. The major reason is that of direct and indirect costs. Direct costs comprised air-ticket payment, relocation expenditures and allowance, training, compensation package. Indirect costs comprised loss of profit sharing, modification effect on home-based employees, drop of morale, decrease in productivity and impact on expatriates. Failure correspondingly has a lasting impact on the expatriate that might lose self-worth, self-assurance and respect among colleagues. Forthcoming performance is also impacted because unsuccessful expatriates frequently show decline in motivation and lack of profile-raising opportunities. Lastly, the expatriate's family relationships may be susceptible to such failure.

Question 10

What are the determinants of the balance of standardization and localization in human resource management in MNC's?

Answer: The determinants of the balance of standardization and localization in HRM according to the multinational's global requirements are:

- a. Approach and structure
- b. Organisational culture
- c. Organisational dimensions and maturity.

The determinants of the balance of standardization and localization in HRM according to the host country context are:

- a. Cultural atmosphere
- b. Official environment
- c. Organisational dimensions and maturity
- d. Method of operation
- e. Subordinate role

MCQ/Objective Questions

International HR Management and Diversity Management

1. To what does multiplicity in the organisation described?

- a) The quantity of candidate employed from diverse ethnic groups.
- b) Cumulating the number of female genders engaged in the organisation.
- c) The amount of diverse religious association adopted by workers of the organisation.
- d) Diversity of employees' physical appearance in the organisation.

Answer: (d)

2. Which one of these below is not associated with human resource policy?

- a) Reward structures
- b) Employee evaluations
- c) Employee development
- d) Suppliers' choice

Answer: (d)

3. One among the below mentioned is not encompassed in a job strategy

- a) Recognizing the particular activity that need to be carried out
- b) When and how job activities are to be done
- c) The number of activities to be done
- d) The compensation rates for the tasks carried out

Answer: (d)

4. Where will official employee training and education take place?

- a) Universities
- b) Workplace
- c) Training venue.
- d) All of the above

Answer: (d. All the above)

5. What is the aim of employee relations?
- a) Stick to to the regulation pertaining to employees' human rights
 - b) Uphold a safe working environment
 - c) Accept conflict resolution
 - d) All of the above

Answer: (d. All of the above)

6. Effective strategic choice creation might take place at different stages of the organisation, mention the three furthestmost mutual?
- a. Operational, board, and industrially
 - b. Governmental, locally, and individually
 - c. Corporate, Business, and Functional
 - d. Panel of Executives, Principal Policymakers, and Junior Management

Answer: (c)

7. One among the following is the furthestmost mutual therapy for partial dismissal?
- a. Reinstatement
 - b. Re-engagement
 - c. Compensation

Answer: (c)

8. One among the following is promotional approaches most probable to be adopted when anticipating to inspire shareholders to invest in a business?
- a. Personal Selling
 - b. Advertising
 - c. Email
 - c. Public Relations

Answer: (d.)

9. Human resource management role can be executed at two levels namely:
- a. Responsive and Planned
 - b. Proactive and Planned
 - c. Operational and Planned
 - d. Technical and Operational

Answer: (c)

10. Apart from the human resource manager, who else can be involved in Health and Safety?
- a. Employees
 - b. Line management
 - c. Top-level management
 - d. All of the above

Answer: (d)

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Recommendation for further reading

1. Lotte Holck, Sara Louise Muhr (2016) Diversity and Its Management in Organisations in Global Encyclopedia of Public Administration.
2. Katharine Leigh (2016) Home Global Encyclopedia of Public Administration, Public Policy, and Governance Living reference work entry Diversity in Organisations

CHAPTER FIVE

HUMAN RESOURCE DEVELOPMENT (LEARNING AND DEVELOPMENT)

Course Objectives

By the end of this Chapter, students/delegates/learners/readers are expected to:

- i. Define concepts in learning and development (L&D);
- ii. Discuss L&D process;
- iii. Explain types, methods and evaluation of L&D;
- iv. Discuss career planning and development; and
- v. Analyse the stages of career development.

5.0 Introduction

Human resource development comprised the mixture of some human resource management functions. Relatively it is a contemporary concept used as one of the unsurpassed systems to organize employees and organisational activities such as structural growth, professional expansion, and learning and development. It is a fragment of human resource management and an essential strategy of any organisation owing to its part in enlightening employees' attitude, and overall performance to employees and organisation. Fashionably, human recourse development events are unified events meaningfully. We will be studying its concept, learning and development, process, types, methods and responsibilities of the learning and development management. At the end, we will take our quiz.

Course Outline

5.1 Definition of Concepts – training, development, education, learning

5.1.1 Concept of Training

Training conventionally focused on aiding employees to advance performance of their present occupations (Noe and others, 2011). Yahaya and other (2019) posited that training deals with the progression of learning that is planned and executed by an organisation to acquaint employees with the information, competence and character needed to execute their works and to advance their contemporary job performance. Training is essential for tackling existing challenges, whereas development is used to improve employees state of affairs in order to avoid future difficulties due to career imminent changes. Short of hesitation, there are diverse content in human resource training and development. The core objective of training is the transference of essential expertise to the present trainees and its attention is on the existing task allocated to the employee.

5.1.2 Concept of Development

Noe and others (2011) stated that development points toward learning that is not essentially connected to the employee's recent job. Development might be regarded as the learning process to equip the employee comprehensively and not necessarily associated with his existing job

(Yahaya & other, 2019). Development focused vehemently on the future while training focused vehemently on the present jobs. The core aim of development is on the overall skills for trainees and its intent is on the employees' readiness to admit the requirements of the new job role and responsibility.

5.1.3 Concept of Education

Education deals with the continuous dissemination of knowledge, skills, ideas and organisational culture to employee. It is a methodical progression by which employees of an organisation acquires knowledge, experience, skill and comprehensive behavioural character to deliver his assigned role professionally. It helps an employee to be elegant, advanced, and cultured within the organisation and the world at large. For a planned and well-structured organisation, education is one of the strategic means employees grow within the organisation. Its goal and objective are to ensure that an employee become competent and perfect in executing his/her job. Education as a procedure within the organisation cannot be isolated from the role of human resources subsequently human resource are part of the furthest significant organs within an organisation (Duong Thi Thu Huyen 2021).

5.1.4 Concept of Learning

Learning is conceptualized as the direction in which any kind of knowledge is accomplished (Eraut, 2010). Fenwick (2018) stipulates that workplace learning is an ongoing system that passes through the relations and changing aspects between employees and the organisation. Learning recently has advanced progressively substantial in the development of employee skills to be sustained in the competitive and swiftly changing business environment.

Learning since this century has appropriately gone to be equal with the pace of change if not faster (Arthur Fernandes 2016). A key approach for attaining efficiency and competitiveness is the elevation of employee learning in the context of all-time process, to guarantee that employees' competence is continuously transformed and improved, and to prepare them for a widespread diversity of possible jobs (Muhamad, M. & Idris, K. (2015). Organisational learning is also culturally bound, connoting that the skills that an employee acquires epitomize the requirements of his or her responsibilities within the organisation (Collin, K. 2011). Organisational learning conventionally is perceived as an avenue for advancing the skills of employees and enhancing their knowledge level (Karen Cacciattolo, 2015). The essential part of organisational learning is that it is a foundation for competitive advantage in a dynamic commercial environment (Illeris, 2013). From the above assertions, it is understandable that organisational learning is one of the essential and pervasive methods to acquire and develop skills and knowledge in order to be competent so the employee can keep pace with the foremost career challenges. In recent commercial environment occupational learning is a vital tool for hiring and engaging employees, attracting and retaining top capacity, and developing long-term leadership for the organisation (Avis, J. 2010).

5.2 Responsibilities of the Learning and Development Management

Learning and development management perform serious roles in everyday organisational activities of the human resource management team. According to Burke, W.W. (2021), the responsibilities comprised:

- a. Learning and development help to improve basic management systems for instance: financial, employees and human relations, informational, managerial, organisational, and procedural management systems.
- b. Improve plan and program management skills for instance: the procedures for design, application and assessment of employees' service, regulatory requirement, innovation and profile-raising activities funded by management.
- c. Learning and development strengthen skills in strategic analysis both common and as they apply to the applicable subdivisions of the organisation in which directors are anticipated to accomplish a particular competence.
- d. Understanding of methods for dealing with inter-bureaucratic impacts, societal agents, and political interventions that might interrupt the projects and programs.
- e. Gratitude to the discrepancy benefits and costs of procedure and program on the public they affect.
- f. Systematic understandings such as relationship management.
- g. Functional skills such as ecological plotting mandatory for policy and program implementation that include two or more government agencies and multi established service networks (Burke, W.W. 2021).

Approximately other responsibilities are:

- a. Support to advance the organisational performance and development.
- b. Improve managerial skills.
- c. Starting and consolidating training establishments and programs within the organisation.
- d. Expand management capacities. This is essential because of the visions, attitudes and skills that prepare managers for their numerous responsibilities that might come from many sources outside formal education or training.

5.3 Learning and Development Process

Learning and development process within an organisation intend to improve the performance of employees via a learning process that comprised acquisition of knowledge, enhancement of skills, concepts, rules and changing of employees' attitudes and behaviour in an organisational setting (Ahmad & Din, 2019). Further, (Werner & Desimone 2012) stated that the process of learning and development focused vehemently on fluctuating or refining knowledge, skills and attitudes of employees. Also, Pynes (2019) said learning and development remains a deliberate effort by an organisation to facilitate the erudition of job-related behaviour on the part of its employees acquiring and have better skills (Pynes, 2019).

The process of learning and development are complementary to each other and place interest on character via making the present human resources and equipping them with skills, abilities and emerging enthusiasm for the upcoming of those resources and in order to overcome the challenges

and adapt to changes. The Learning process is the foundation in the light of development. So, (Ongori & Nzozzo 2011) indicated that learning and development of employees enhance effective communication in an organisation, transfer of new skills and knowledge, advance job performance, inspires team work, boosts the morale of employees and leads to employees' job satisfaction.

Learning and Development Process are outlined and discussed below:

1. **Anticipation Process:** This deal with the psychological state of the learner which leads to the instructional process. This comprised factors such as willingness for training such as motivation to learn and having rudimentary skills as well as thoughtfulness of the purpose of the teaching and the probable profits that may result from learning and using the learned capabilities to enhance job performance.
2. **Observation Process:** This comprised the capacity to establish the communication from the setting so that it can be administered and acted upon. Both occupied storage and semantic programming relate to short-term memory in observation process.
3. **Working Storage Process:** This deals with preparation and duplication of information, allowing quantifiable to be coded for memory. Working storage is inadequate by the amount of quantifiable that can be processed at any given time. Research proposes that not more than five messages can be prepared for storage at any given time.
4. **Semantic Programming Process:** Deals with the actual cyphering process of incoming messages. Different learning approaches impact how training content is oblique. Learning strategies include trial, establishing, and explanation.
5. **Preparation Process:** This is the simplest learning strategy that focused on learning through repetition and memorization.
6. **Establishing Process:** It necessitates the learner to discovery resemblances and themes in the training material.
7. **Explanation Process:** This entails that the trainee has to recount the training material to other conversant information, skills, or behaviour. Trainees use a mixture of these strategies to learn. The superlative strategy hinge on the learning outcome. For information products, rehearsal and organisation are most suitable. For skill request, explanation is necessary. After communications have been received, rehearsed and coded, they are ready for storage in long-standing memory. To use erudite material such as perceptive skills and verbal information it must be retrieved.
8. **Retrieval Process:** Deals with categorizing learned substantial in long-standing memory and using it to effect employee performance.
9. **Simplifying process:** This is a vital part of the learning process that is not only able to replicate exactly what was learned but also being able to familiarize the learning for use in comparable but not equal situations.
10. **Satisfying Process:** Focused on the feedback that the learner obtains as an outcome of using learning content. Response is essential to permit the learner to acclimatize responses so they are more suitable. Feedback also delivers evidence about the encouragements or reinforcers that might result from performance.

5.4 Types of learning and development

The following are the list of the furthestmost common types of learning and development programs:

Orientation Training.

Induction training or orientation training is usually commenced as soon as a new employee joins the organisation. It is a method by which the new employee is familiarized with his job and his colleagues. During the orientation training the employee is made to know about the rules, regulations, health and safety requirements, safe work practices, working conditions, privileges and activities of the organisation. The induction/orientation training not only aids the new employee to regulate with his job and colleagues but also encourages good self-confidence in the organisation.

Technical or technological skills development.

Technical training remains a kind of skills development meant to impart to the new employee the technological features of the job. In a merchandising situation, technical training may comprise teaching an employee how to use the computer system to call customers. In a sales position, it might comprise presentation to the employee on how to use the client relationship management system to find new customers. In a consulting organisation, technical training might be used to ensure the consultant understand how to use the system to add the total number of hours that must be charged to a client. In a restaurant, the attendant required to be trained on what method to use to process orders. We can imagine that your organisation has decided to adjust to the latest variety of Microsoft Office. Thus, this might need approximately technical training of the entire organisation to ensure everyone use the technology efficiently. Technical training is frequently performed internally but it can also be administered externally (Donnelly, J, 2011).

Skills Training.

This focused on abilities required to essentially complete the job. For instance, a managerial assistant might be trained in the method to respond to phone calls, while a salesclerk at Shoprite supermarket might be trained in the calculation of customer needs and how to offer the customer information to make a purchasing choice. Skills training on the other hand is seen as the things you really need to know in order to perform your job efficiently. A cashier is required to understand not only the technology to ring someone up but what to do if something is valued wrongly. Sometimes, skills training is done in-house and can comprise the use of a guide. Example of a type of skills training is from Apple (Whitney, 2011), who in seasonal period asked their managers to fast-track marketing employee training on the iPhone 5 which was released to market shortly.

Soft skills development

Soft skills development focused on disposition qualities, social elegances, communication and employee conducts that are used to portray associations with other employees. Soft skills can comprise how to respond to phone calls or how to be approachable and welcoming to clients. It possibly might include sexual nuisance training and morals training. In some career, essential soft skills could comprise how to inspire others, uphold minor conversation and create relationship.

In a marketing or restaurant setting, soft skills are used in each collaboration with clients and are important constituent of the customer involvement. In fact, according to a mainframe world magazine survey, directors approximately say that there is a cumulative need for employees who have not solitary the skills and technical know-how to do a job but also the essential soft skills, such as robust listening and communication abilities (Hoffman, 2007). Numerous glitches in organisations are due to a lack of soft skills or interpersonal skills, not by difficulties with the business itself. By means of the result, human resource and managers must work collectively to reinforce these employee skills. Soft skills training can be administered either internally or externally.

Professional Training and Legal Training

Professional training must be completed in an ongoing basis in some profession. Professional training is needed to remain up to date in employees own professional field. For instance, tax regulations change frequently and as a result, an employee must receive yearly professional training on new tax codes (Silkey, 2010). Lawyers require professional training as laws get amended. A personal fitness facilitator shall undertake annual certifications to be current in new fitness and nutrition information.

Some organisations bear high cost for not properly training their employees on the regulations relating to their organisation (Donnelly, 2011). The penalties possibly will have been averted if the organisation had given the appropriate training to the employees. Other kinds of legal training might comprise sexual harassment legal training and discrimination legal training.

Quality training.

This denotes the familiarization of employees with the methods of avoiding, noticing, and eradicating non-quality substances that are used in an organisation that produces the product. In a global setting where excellence can set organisational business beyond competitors. This kind of training avails employees the acquaintance to identify the goods not of quality standards then shows them next action to follow. Many establishments such as the international organisation for standardization, excess the quality that is built on systems of measurement. The organisation offers the hallmark of quality for organisations producing physical products. International Organisation for Standardization has established quality standards for virtually all fields conceivable, not solitary bearing in mind the product quality but also certifying organisations in environmental management system. ISO 9001 is the established standard for quality management system while ISO 14001 is the established of standard for environmental management system (Ruiz, G. 2006).

Occupational Safety and Environment training.

Occupational safety and environment training is a class of training that ensures employees are aware and are safeguarded from work place incident and injuries that are caused by work-related accidents. Occupational safety and environment training is particularly essential for organisations that use hazardous chemicals or other kinds of hazardous materials in their workplace. occupational safety and environment training can also include emergency response plans for evacuation during incident, fire drills, and workplace hazard procedures. occupational safety and environment training can classify as follows:

- a. Eye safety training.
- b. First aid training.
- c. Food safety training.
- d. Hearing protection safety training.
- e. Control of asbestos training.
- f. Construction hazard safety training.

In Nigeria, Institute of Safety Professional of Nigeria is one of the bodies involved in training likely employees on occupational health and safety courses. The occupational safety and health administration is the foremost federal training organisation responsible for the enforcement and implementation of safety and health regulations in the United States. Occupational safety and health administration deliver external training to organisations on occupational safety and health administration standards. From time-to-time internal training can also complement safety and health training.

Team training.

The aim and objectives of team training are to advance cohesion amongst team thereby permitting them to understand each other and simplify relationship bonding. Team training is conceptualized as a method of empowering teams to enhance choice making, problem solving, and team development expertise to attain organisational results. Regularly this kind of training can happen subsequently the organisation has been reorganized and new employees are working collectively or possibly after a fusion or acquisition. Some of the reasons for team training are as follows:

- a. Refining message.
- b. Making the organisation a safe place of work and pleasant.
- c. Inspiring a team.
- d. Employees knowing each other.
- e. Ensuring everyone is on the same page including top management.
- f. Training the team on self-regulation approaches.
- g. Assisting trainees to acquire more knowledge about their strengths and weaknesses.
- h. Recognizing and exploiting the strengths of the team.
- i. Enhancing team efficiency.
- j. Practicing actual partnership with team.

Managerial Training

It is quite vivid that after an employee has expended some years working with an organisation, he/she might be considered a candidate for elevation. Once this happens, managerial training would be required. Training subjects might comprise soft skills training such as the method to inspire and assign duties, while others training areas might be methodological in nature. For instance, if the management uses a specific computer system for development of their job activities the manager will be theoretically trained in that direction. Other managerial training can be completed in-house whereas some other aspect of exercise such as leadership skills that will be done externally.

5.5 Methods

TÜZÜN (2005) explains Learning and Development methods as follows:

1- **Off-the-Job learning methods;**

This is the kind of learning that takes place in outside the workplace environment other than within the actual organisation facilities. Off-the-job leaning is typically planned to meet the collective learning needs of the organisation rather than a particular employee's needs. Speeches, computer-based training, competitions, exercise and simulations are the common forms of off-the-job leaning methods. Lecture is best used to generate overall comprehension of the topic or to impact positive behaviour through tutoring about the topic. Computer based learning can be classified as any training that happens by the use of computer. Games and simulation are considered to duplicate or simulate processes, proceedings and circumstances that happen in the trainee's career.

2- **On-The-Job Learning and Development Methods;**

The main reason for on-the-job leaning is to offer employee the job-specific knowledge and expertise in career specialized area. The information and skills offered to employees during on-the-job learning are in a straight line related to the job requirements. Job training technique, job rotation, tutoring and internship training are the mutual forms of on-the job leaning methods. **Job Instruction leaning** is an organized method to leaning which needs the trainees to proceed through a sequence of stages in successive pattern. **Job Rotation learning** is a systematic shift of workers from one job to another or from one project to another project within the same organisation as a way of achieving various human resources management objectives. **Coaching** is the method of one-on-one training and teaching to enhance knowledge, skills and work performance. **Apprenticeship** is considered as the primogenital forms of training that is planned to offer planned, practical instruction over a substantial time period.

5.6 Evaluation

Numerous methods are applied to appraise the human resource development area of Learning and development programs but the frequently used is the reduction of incident in the work place and decline in substantial wastage (Ongori & Nzozzo, 2011). (Vinesh, 2014) Learning and development is essential because:

- a. It assists in solving employee feebleness.
- b. Development in employee performance.
- c. Reliability in duty performance.
- d. Safeguarding employee job satisfaction.
- e. Enhance efficiency.
- f. Enhanced quality of service and products.
- g. Reduced cost.
- h. limited supervision.

According to Allameh & others (2012), opined that learning and development evaluation can aid several numbers of purposes within the organisation. Evaluation helps doing the following:

- a. Regulate whether human resource development program is achieving its specific objectives.
- b. Recognize its strengths and weaknesses.

- c. Regulate the situation cost-benefit ratio.
- d. Choose who ought to join in the forthcoming human resource development programs.
- e. Recognize which applicants profited the most or let out from the program.
- f. Strengthen main opinions to be made to the participants.
- g. Arrange data to help in marketing upcoming plans.
- h. Regulate if the program was suitable.
- i. Establish a folder for backing up management information in decisions making.

5.7 Career Planning and Development

Career planning in human resource management is aimed at to identifying the needs, ambitions and prospects for employees' career and the execution of evolving human resources management programs to support the career. According to Manolescu, A. (2013) career planning involves an incessant progression of finding the areas an employee is slow in developing his work-related concept by way of skills or aptitudes, needs, inspirations and aspirations of the employee value system. Career planning has been a very systematic, methodical and all-inclusive process of targeting career development and implementation of approaches, self-evaluation and scrutiny of opportunities and appraise the results.

Career arrangement and growth deals with the process of emerging human resources relatively than an occasion. As stated by Mathis, R.L. (2017) employee job planning and development is an upward movement in employees career path. It encompasses ascendant movement in the organisational hierarchy or superior assignments, development activities which require skills to handle periodic glitches and human relations challenges. The career scheduling process is when an employee figures out what he/she wants in his/her career path to look like and what he/she have to do in order to actualise it. The employee set short, medium and long-term career targets then use enthusiasm to take to accomplish those targets (Gerhart, B. 2018).

Career development is seen as a process to advance both human resource and organisational performance. It adopts career planning on employees' level to know their current job in chronological steps as the employee begins his/she first career ladder until retirement age through self-appraisal on skills, knowledge and ability, and there are methods to do that such as workshops and teaching. Career administration in organisational level considers what is the existing needs of the employees and what the forthcoming needs of the organisation, and taking the needed steps to attain that career plan through performance evaluations, management succession, career rotation, training and learning, and consultation. Career planning and development enhance both employee and organisational performance through promotion, re-assignment, relegation or redundancy (Hutcheson, P.G. 2012).

The career planning process includes both the organisation and the employee responsibility. Thus, the employee must find their ambitions and skills, and through evaluation and analysis to understand their needs of training and development; the organisation wants to find its needs and

opportunities in order to plan its employees and to certify its workers with the required information and suitable training for career development.

Consequently, career planning according to Popescu Neveanu (2013) must be linked with employee needs and ambitions with organisational needs and opportunities, appraising, advising and informing its employees on career planning, employee development efforts with training and development programs.

5.8 Stages in career development

1. Self-evaluation stage:

Self-assessment stage supports employees in setting objectives, standards, skills and behavioural inclinations. Emotional assessments are used as Catalogue goals. George, M.J. and Jones, R.G. (2017) hold that it aids employees to recognize occupational and professional goals. Correspondingly, it recognizes the employee's preferences for diverse working environments such as sales, consulting etc. that contributes to find the level of importance on work and vacation. Career psychotherapists are frequently used to help employees in self-evaluation process and in understanding test results.

2. Authenticity check stage:

At reality stage the employees are knowledgeable on how the organisation evaluate their skills and knowledge and what area they stand on organisation plans such as opportunities for promotion and crosswise moves. Typically, this information is given by the direct bosses in the performance evaluation process and the dialogue on career development might take place distinctly.

3. Goal setting stage:

In goal setting stage, employees create short and long-term career goals and objectives that are linked to their preferred professional positions, the needed area of competence, setting steps onward, learning additional skills. These employees goal setting is deliberated with the manager and recorded in the employee development plan.

4. Activity Planning stage:

During planning activities stage, the employees control how to achieve short and long-term career goals. These plans might comprise joining lectures and seminars, submitting employment applications to fill job vacancies within the organisation and/or participating in interviews.

Summary/Conclusion

The chapter explained with clearer depictions the concept of human resource development. It defined the concepts in learning and development. Explained the responsibilities of the Learning and development management. Discussed and emphasized learning and development process. The chapter also explained the types, methods and evaluation of Learning and development, discussed career planning and development and analysed the stages of career development. It ended with seven theory questions and answers, and seven multiple choice questions with answers provided to ensure students understand the study pack with ease.

Practice Questions and Answer

Theory Question

Question 1: Outline and discuss the main challenges that organisations typically face when implementing career development programs? How can organisations address the additional problems of dual-career pairs?

Answer: The main key challenges are:

- a. Who determines responsible: Responsibility calls for an equilibrium between employer and employee as each has a conferred interest in the employee's career.
- b. How considerably to highlight: Highlight requires sufficiency to show it is significant so managers can make the effort but not so greatly that impractical expectations are formed.
- c. How determined a miscellaneous workforce's needs be met: Diversity has to focus not only on the challenges to women and minorities but problems of two-career pairs and the aging workforce. Dual-career pairs are supplementary challenges to organisations in regards to career development because a career chance for one employee that demands a geographic relocation can yield a catastrophe for both the employee and their organisation. Some of the organisational methods adopted to deal with the needs of dual-career pairs include flexible work timetables, homeworking, and child-care services.

Question 2: Outline and discuss some of the steps which workers usually apply to enhance their opportunity for career progression. Mention the organisational activities that show an organisation adopt a culture that aids career development and advancement.

Answer: The ways employees usually adopt to enhance their opportunity for career progression are as follows:

- a. Advance interpersonal skills in calculation to performance skills
- b. Empathetic business trends
- c. Enlightening communication skills
- d. Become a team player and resolve conflicts

Question 3: Define training and development

Answer: Training and development serve as the most significant part of human resource management since the organisations administer training programmes for its newly hired employees and existing employees to provide them with the need of growing demands of organisational competition.

Question 4. Elucidate the concept of learning.

Answer: The term learning is conceptualized relatively as a permanent change in cognition such as empathetic and thoughtfulness that results in knowledge and that unswervingly influences employee behaviour. This concept, of course reflects the theoretical assumptions of learning.

KSA: refers to the learning results of information, competence and behaviour.

Knowledge is a prearranged body of evidences, philosophies, measures, and information learnt over time. This category of learning refers to: The information acquired and place in to remembrance.

By the method information is organized for use, and into what we already know such as procedural, our thoughtfulness of how, when, and why information is used and is strategic.

SKILLS: Knowledge is a requirement for learning skills. An employee shall grasp what to do and when to do it. Though, an opening split significantly those things from really being able to do them. A skill is the expertise at doing something. it is more than just knowing how to it. By skills we mean dimensions needed to perform a set of responsibilities that are established as a result of training and experience. There are two level of skill attainment namely: compilation which is classified as lower level and automaticity which is classified as higher level of skill.

ATTITUDES: Are employee faith, beliefs and opinions that makes provision for or inhibit employee behaviour. In training context, organisations are concerned about employees' attitude in relation to their understanding the training material and their job performance.

COMPETENCIES: Competency is a set of knowledge, skills, experience and attitude that enable a person to be successful at the performance of his assigned job task. In the widest intelligence, a job is fragmented into a set of tasks, and the competencies required to perform the job are determined through an analysis of the task, and the competencies required to perform the job are determined through an analysis of the tasks.

Question 5: Elucidate how to evaluate the training effort and outcome.

Answer: Subsequently the training package has been accomplished, the usefulness of the training is measured by a technique called controlled experimentation which is an official method for evaluating the effectiveness of a training program, preferably with before-and-after tests and a control group. The training impact can be evaluated by four basic categories such as:

1. **Reaction:** Assess trainees' response to program.
2. **Learning:** Examining the trainees if they acquired the knowledge and the skills.
3. **Behaviour:** Requesting the trainees if their job behaviour has transformed due to the training they received.
4. **Results:** Checking if the concluding training results or goals have been achieved as was planned before the training program started. This final stage expresses the success of the training program and organisational performance of employees.

Question 6: Recommend guidelines for conducting training needs analysis precisely

Answer: Training employees is an expensive scheme for the organisations, both in terms of the costs related with the development and cascading the instruction and the employees time away from work in order to participate in the training. Supplementary expensive, although is the cost of lost to the organisation due to poor quality products and services delivered by unqualified employees.

The base line for organisations is that training involvements must enhance employee performance at work. Training can be a substantially expense, especially if the results fall short of the expectations. The first stage in the course of certifying the suitability and efficiency of training is for the organisational to have a need analysis process. This process elucidates organisational aims

and objectives and the desired level of performance. Training need analysis is a common process in most organisations to check and confirm the aspect of training the employees require for effective and efficient performance.

Question 7: How do you measure return on investment of training program?

Answer: Measuring the return on investment of training programs

At the beginning of every year the departmental heads along with the human resources management specialist are will be busy classifying ways to develop the employees so that they can remain competitive. For many years training has become an optimistic factor and is linked to good food and a day off, lounging in a good hotel. Unhappily, the departmental heads and the training manager devote extra time in determining the menu relatively than making the training program design. Helplessness in measuring the efficacy of training programs has led to this deterioration of return on investment for organisational training. As the organisation genuinely invest in training of its employees, it is expected to have positive returns on such training investment, mostly from employee performance at work. All organisation while planning for training are interested in up-skilling their employees, and put-up measurement metrics to demonstrate the efficacy of the training programs investment. If the organisation can measure the efficacy of training program, getting the budget approved by the executive or the finance team would be ease.

MCQ/Objective Questions

1. On the job training includes one of the following:

- a. Coaching
- b. Conference
- c. Understudy
- d. All of these

Ans: d

2. 4 In ----- training, a training center is set-up and actual job situations are reproduced or replicated in it.

- a. Classroom
- b. Apprenticeship
- c. Internship
- d. Vestibule

Ans: d

3. ----- is the process of communicating or enhancing knowledge or skill of an employee to do a specific job professionally.

- a. Training
- b. Development
- c. Motivation
- d. Leadership

Ans: a

4. One among the following is a method of training and development.

- a. Off the job
- b. On the job
- c. Both (a) and (b)
- d. None of these

Ans: c

5. Management development –

- a. Is a short term in landscape
- b. Emphasizes on employees' present job
- c. Is a casual activity
- d. Intend at general growth of a manager

Ans: d

6. Off the job training technique includes:

- a. Entrance training
- b. Syndicate training
- c. Compassion training
- d. All of these

Ans: d

7. Simulation method for off the job training comprised:

- a. Part playing
- b. In-house exercise
- c. Situational training

d. Management disposed

e. All of these

Ans: e

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Recommendation for further reading

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CHAPTER SIX

WORKFORCE PLANNING

Course Objectives

By the end of this Chapter, students/delegates/learners/readers are expected to:

- i. Explain the concept of workforce planning;
- ii. Discuss workforce audit;
- iii. Determine manning requirements;
- iv. Identify line managers and HR practitioners' roles in workforce planning;
- v. Analyse workforce planning templates;
- vi. Determine the connection between business strategy and workforce plan.

6.0 Introduction

Workforce Planning deals with the method of evaluating, estimating and arrangement of employee stream and demand, evaluating gaps, and defining target for talent management interventions in order to ensure that organisation has the right employees with the correct skills in the accurate places at the precise time in order to accomplish its set targets and achieve organisational goal. Workforce planning comprised the process that aimed at complementing labour stream and competence with request and the quantity of employees needed to achieve that demand.

It balances tactical planning by deciphering approach into actions to recognize employee engagement and training needs. It answers to the number and kinds of jobs and expertise needed to meet the aims and planned goals of the organisation. Here, we shall x-ray the concept of workplace planning and workplace audit. We shall discuss the manning, requirements, business strategy and manpower planning.

Course Outline

6.1 Workforce level audit

A workplace audit focused on the systematic and premeditated appraisal of the organisation human resource management policies, procedures and practices. It aids the organisation to minimise legal litigations and cut costs in the current operations, and structure the organisations' employees in a way that allows it to flourish in the future.

According to Porath, C. L., Spreitzer, G., Gibson, C., & Garnett, F. S. (2012) the overall process of leading a personnel level audit or human resource management audit process comprised the following:

Regulate the scope and kind of audit:

Audit team leader by during the process shall determine precisely the areas to focus the audit. Once the human resource management systems and functions have not been audited previously, or if substantial changes have happened in the organisational or there is changes in the legal systems recently, the audit team leader and his team might want to conduct a comprehensive audit of the entire human resource management practice areas. Furthermore, if

observed non-conformities are only to the competence of an explicit process or policy, the audit team might then focus the audit process on that particular area.

Formulate audit questionnaire and checklist.

This aspect of workforce level audit has to do with using a checklist of questions in relation to the audit scope and audit criteria. Either the organisation is carrying out a comprehensive audit or a specific audit of some particular sections, the audit team must devote enough time in developing a wide-ranging of document that produces information on all the subject areas of the audit. Human resource department shall make a list of specific audit questions to ensure that the questionnaire is complete.

Gather data.

This deals with the definite process of reviewing explicit areas to collect data concerning the organisation and its human resource management practices. Audit team will use the audit questionnaire as a road map to audit the specific areas identified within the scope of the audit.

Comparing the audit findings.

To completely evaluate the audit conclusions, the team must compare them with human resource management benchmarks. This evaluation will give an understanding of the way audit results are compared against other similarly sized organisations, general standards or internal organisational data and the audit scope and criteria. Examples of information that can be internally benchmarked comprised the organisation's ratio of total employees to human resource specialists, ratio of naira spent on human resource function relative to entire sales, overall and administrative costs, and cost per new employee engaged.

Provide feedback about the results.

At the conclusion of the audit process, the audit team leader must summarize the data and provide feedback to the organisation's human resource professionals and senior management team in the form of findings and non-conformities for corrective actions implementation. Findings are characteristically abridged to a written report with corrective actions prioritized based on the risk level allotted to each item for instance, high, medium and low, Major or minor non-conformities. From the concluding investigation, the audit team will make a timeline for action that will assist in determining the order that will be used to address the non-conformities raised. In addition to the official report, the audit crew shall deliberate the results of the audit with employees in the human resource management department together with the top management team, so that all concerned are aware of essential changes and the approvals can be obtained quickly.

Create a corrective action plan for implementation.

Creating a corrective action for implementation are prerequisite from the audit scope and audit criteria for the management to guarantee its implementation. All audit actions acknowledged shall be closed following the target date given for closure. It is crucial that the organisation take needed actions following the audit evidence identified in the course of carrying out the audit. The organisation shall create action plans for implementing the changes identified by the audit with the findings separated in order of importance such as high, medium and low. Carrying out an audit

and then failing to act on the audit findings really increases legal sanction and penalties. It can also be ranked as minor or major depending on the audit criteria used.

Continual improvement.

Once an audit is concluded, the human resource directors shall engage in continuous observation and continuous improvement of the organisation's plans, procedures and practices so that the organisation will not stop to keep enhancing. This will make sure that the organisation achieves and retains its competitive advantage. Single method to ensure this is to uninterruptedly monitor human resource management systems to confirm that they are current and have follow-up machineries built into each one of them.

Another method is to assign an employee within the organisation or an external consultant to check the legal progressions to ensure that human resource policies and practices remain reserved up-to-date. Equally, organisations shall keep trail of the audit conclusions and changes made, turnover, non-compliance filed, major negative observations, and employee investigation results to find trends in the organisation's employment related challenges. Recognizing difficult areas of continual improvement, development parts or declining problem areas might help in the choice of where to allocate time, money and precautionary training resources in the future.

Case Study of Nigeria government conducting Staff audits in the civil service

Once there is need for the Nigerian government to remove ghost employees from civil service employment list, it establishes the task methodically with world bank support. The practice comprised use of questionnaires, physical head count, preparation of inclusive insignificant staff rosters, skim through pictures, and the use of file statistics to find the pertinent employees, arranging real personnel costs and scheming employees' costs based on head counts reproduced in the insignificant roll. A distinct instructional director was organized to prompt pertinent data from the field. The guide carried a systematic method needed by auditors in eliciting the essential information. The guide also comprised the arrangements of the nominal roll and the records of employees' remunerations.

The employees were obligatory to come in groups before the board of auditors. Respective employees appeared with his or her engagement file that carried or would have carried pertinent credentials showing that he or she was legally employed. The records were planned to aid as a control and a plan was made to match the facts in the file with those on the completed questionnaires. In the course of the interview workers were asked about the evidences in the file and the questionnaire so as to validate the information given. The interview was conducted openly so that many staff might substantiate the data supplied by the interviewee. Employees were also obligatory to fill out typical forms to give the following information:

- a. Staff name, file number, sex, and job position.
- b. Credentials.
- c. Job position, department and location.
- d. Date of birth and state of origin.

- e. Year and date of initial appointment and date of confirmation of employment.
- f. Year and date of current employment.
- g. Comments.
- h. Pictures of file number and employee identification card.

During the day of taking attendance physically that overlapped with date of salary payment, each staff was requested to line up and submit his or her forms, alongside the photograph and employment file. The forms will then be checked against the information on file and signed off by the employees' immediate supervisor. Discrepancies and suspicious submissions of forms were observed and the data was then be moved to a spreadsheet. In addition, information on salary was entered on to a second spreadsheet, substantiating the forms with the departmental personnel remuneration cards for each staff. (Source: International records management trust 2001).

6.1.1 Workforce level audit criteria

- a. Audit circumstantial
- b. Audit aims
- c. Audit method
- d. Audit finding
- e. Audit report

6.1.2 Types of Audits

Human resource management system audit might be planned to be either all-inclusive or explicitly focused within the limitations of time, budgets and employee. There are numerous types of audits and separately intended to achieve diverse objectives. Some of the mutual types are:

Compliance audit. This vehemently focused on what method the organisation is fulfilling current federal, state and local legal and statutory requirement.

Performance audit: This type of audit aids the organisation in upholding or improving a competitive advantage by associating its practices with those of other organisations recognised as having exceptional human resource management practices.

Strategic audit: This focused completely on strengths and weaknesses of the organisational systems and procedures to check whether they align with the human resource management department procedures and the organisation's strategic plan.

Specific audit: It is embedded in a specific area in the human resource function such as payroll system, performance management system, and records retention system.

6.2 Workforce/Manpower planning process

Every structured organisation requires a systematic workforce planning for it to be successful and achieve competitive advantage. The following processes need to be adhered to in manpower planning processes:

1. Supply examination analysis:

This is frequently denoted as supply model or staffing examination. This assessment process needs an investigation of the organisation's labour supply. This comprised the number of employees, their competency levels, job positions and more to regulate how well the existing employee supports the present organisational strategy.

2. Demand examination and analysis:

This process of manpower planning analysis is usually called the demand model and it focused completely on examining future organisational plans and procedures. This analytical process focused on the number of employees needed to accomplish the task at hand and any deviations that might disturb the workload and the organisation in future.

3. Gap analysis and scrutiny:

In this workforce planning process, the supply and demand investigations are likened to identify competence excesses and insufficiencies. It is regularly joint with an action planning phase wherever the organisation assesses these breaches and formulates a plan to solve them.

4. Solution checks and analysis:

This planning procedure allows organisations to strategize and implement actions to close the known workforce loop-holes that might destructively impact organisation's activities and purposes. This process habitually comprised emerging planning competences as well as making use of data and metrics to identify risks and opportunities connected with the organisations' workforce needs. Many organisations at this process might look into employing, training and retraining, contingent hiring and engaging part-time workforce.

6.3 Determination of manning requirements

Manning refers to the provision of manpower to a particular department of the organisation contingent on the requirement of the department. Organisations used to prepare manning counter which is a kind of investigation table that shows manpower obligation in each of the department and the period for which they are needed (Gallup. 2019).

Thus, before manning the organisation shall be able to regulate by prediction of manpower needs and preparation. This stage demonstrates the areas where more manpower will be needed in the forthcoming periods. What could be the competence expected from the potential employees. What kind of employees need to go for training and how many numbers of new employees will be needed at that department. How many numbers will be promoted in adjoining future and who will be substituting all of them. All the upcoming requirements are examined and based on that recruitment and selection is done effectively. This makes available, a pool of new employed manpower and then transfer them to various sections (Gallup. 2019).

Sometimes, de-manning is done in organisations as a process manpower reduction. The main reasons of de-manning are normally like when a new appliance is introduced in the service station of the organisation, the employees involved in the equivalent job manually are no longer needed, computerization of information entry and the employees doing it before by manual entries are no

longer required, reduction in service facility of the organisation, technology improvement, and closure or integration of a specific section (Gallup. 2019).

There are basically two facets in influencing manning in any organisation. These are: a quantitative or numerical facet such as the number of roles and a qualitative aspect such as the competences of the roles. Nevertheless, the main source of problems in determining manning prerequisite is a disparity amongst the manning system demands and the manning systems resources. To assure operative and efficient organisational manning system requirement, the variance between demands and resources need to be effectively well considered and well selected, and this must be achieved for any conditions and self-governing of connections or departmental components inside the organisation (L.J. Bellamy et al 2018).

Some of the steps in defining manning requirement in an organisation

- a. Did the organisation hire adequate employees?
- b. Did the organisation struggle to engage employees at the last hours?
- c. Check the competence of the recent employees in the organisation
- d. Confirm the competency requirements the employees need to gain to keep them up with modern technology.
- e. Check the employees that will soon retire.
- f. Confirm the sales forecasts of the organisation.

6.4 Line managers' role in manpower planning

The roles of line managers in manpower planning cannot be over emphasized. There are many expectations from the line managers to ensure effective manpower planning in every organisation. Manpower is conceptualized as the comprehensive knowledge, competence, skills, imaginative abilities and aptitudes of the employees in an organisation with the sum total of intrinsic capabilities, developed knowledge and skills epitomized by the capacities and aptitudes of the employed staff (Gupta,2018). Planning essentially is no other thing than using the obtainable resources for the efficient execution of organisational production plans and targets. Manpower planning deals with the method of modifying disproportions amongst manpower demand and supply in the organisation at a small level and in the economy at the bigger level. These kind inequities give space for either the challenge of excess supply or shortage of manpower. It is therefore essential to plan for long-term growth in the organisation.

A line manager has the responsible of supervision and managing employees to achieve organisational set goals and objectives. Line Managers are the core point of interaction between the management and the employees. They also offer direction, teaching, inspiration and feedback to the employees on every day basis (Cunningham, I. and James, P. 2011). By giving priority to the bodily and psychological wellbeing of their team, line managers might offer a long-lasting impact on their employees' welfare and the accomplishment of the organisations' wider operations and services (McGuire, D., Stoner, L. & Mylona, S. (2018).

By decentralizing accountability for human resource issues, line managers are accorded with a chance to engage with every day employee management decision-making, while human resource

experts might concentrate on accomplishing faster configuration of an organisation's structures and methods with business objectives, while keeping subtle to outside ecological changes (Hailey, V.H., Farndale, E. & Truss, C. (2015). The role and responsibilities of line managers in manpower planning in any organisation has altered meaningfully in current years (Currie, G. & Procter, S. (2011).

Hoogenboorn & Brewster (2021) posited that line managers are here and now assigned new responsibilities and are held answerable not only for planning and assigning resources but furthest prominently for workforce planning problems. Storey (2012) contends that line managers might well be performing a distant supplementary vital role in manpower planning than human resource personnel. Hales (2015) hints the more participation of line managers in human resource problems to two developments. Primarily, he argues that the wide enlargement of human resource management and the implementation of additional participative methods of management is focused on acquiring high performance via obligation relatively more than control. This has resulted in the line managers doing the role of a teacher, conductor or leader of an inspired employees. Secondly, he opined that human resource devolvement has resulted in the line managers obtaining intermediate management roles and becoming small-general managers together with the forfeiture of superintending functions downwards to the employees.

Whittaker and Marchington (2013) hold that line managers progressively adopt human resource responsibilities of manpower planning and are equipped to absorb them as they complement difference and challenge to their roles. Gibb (2013) contends that necessitating line managers to be supplementarily involved in the human resource duties of manpower planning may also result in a changing of managers own behaviour towards human resource, organisational modification and consequently a transformation of human relations at work (Gibb, 2013). By cumulating line manager participation in manpower planning, improved workplace circumstances will ensue as line managers have good comprehension than specialists of the kind and variety of involvements needed.

In line with the above assertions, the Line managers role in manpower planning are listed below as follows:

- a. Inspiration of their junior colleagues.
- b. Grow the environment where the employees will work.
- c. Contribute to the organisations' policy achievement in manpower planning.
- d. Achieving main organisation aims and objectives and contribute straight impact on their dependents' inspiration, obligation and optional behaviour on their employees.
- e. They also participate in recruitment practices, performance evaluations and training of employees.
- f. They also provide assistance to the employees, informing their junior employees about important management decisions, and identifying well-meaning contributions from junior employees.
- g. Assist to inspire employee attitudes and behaviour and offer direction and structure with respect to the career live of employees.

6.5 Human resource professionals' role in manpower planning

Human resource professional involves in manpower planning in the organisations they belong. Manpower planning has been conceptualized as the process of examining and recognizing the need for, and obtainability of human resources so that the organisation can achieve its set goals and objectives. The main point of manpower planning as associated roles of human resource professionals is to make sure that the organisation gets the exact number of human resources needed, with the corresponding competences, at the correct times, and in the appropriate locations. The human resource professional's role in manpower planning comprised transferring employees to supplementary jobs in the organisation, giving redundancy to employees or otherwise cutting down the number of employees, retraining contemporary employees and/or cumulating the number of employees in some areas (Vineeth George 2019).

This role encompasses confirming that there is the best fit amongst employees and their jobs, circumventing deficiencies and excesses in the employee puddle. To assist in preventing future barriers and achieve their goals and objectives, human resource professionals have to make plans to do the following: Hunt and recruit competent employees. Choose, train and recompence the outstanding candidates. The role varies from:

- a. Engaging the qualified candidate, with the right competence, in the right job and at the right period.
- b. Creating approach for obtaining, emerging, fitting-in, inspiring, rewarding and retaining capable human resources.
- c. Satisfying organisation plans and goals by effective utilization of human resources. By way of such, it is efficiently associated with the activity strategies of the organisation.
- d. Meeting not only the short-term manpower planning needs of the organisation but also solving its long-term needs, plans and upcoming guidelines from the human resource perspective.
- e. Rational and effectual decision-making activity comprising methodical analysis of data collected in a systematic way.
- f. Assist to highlight equally the number of employees and the nature of employees' scopes of human resources at every stage.

Prediction Demand: Human resource professionals' essential role in manpower planning focused in predicting demand. This arises in a number of ways: firstly, they need to have knowledge of the direction the organisation is moving towards with its profits and revenue which the organisation is making, thus engaging new employees to assist the organisation in meeting this mandate. The opinion is that the monetary achievement of an organisation is closely secured to its human resource professionals' role in manpower planning.

Enhancing employee performance and organisation efficiency: This role is attained by educating employees to enhance the information and skills required to encourage expertise at work, either working in crews or on individual roles so as to achieve the organisation goal. Since employees regularly focused on working with existing expertise even though these skills must be enhanced.

Offer a judicious and comfortable work environment. The aim of this role in manpower planning is to improve workers productivity even though dropping their level of workplace

pressure. Thus, it is evident that no employee can deliver supreme results if the workplace environment is not safe and supportive.

6.6 Executive role in manpower planning

Although the human resource management section characteristically absorbs the role for the majority of manpower planning inventiveness, other executives remain involved in manpower planning including the chief executive officer, Chief operating officer and many other executives in the organisation. According to Vineeth George (2019) there are virtually three basic executive roles in manpower planning:

- a. Articulating the organisation's planned commitment as the source of employee planning.
- b. Establishing for workforce planning. This deals with establishing the organisational roles and associations and guaranteeing effective communications.
- c. Producing the influence of the suitable contributors to take the responsibility of workforce planning.

6.6.1 Senior corporate executives

All fragments of a big and incorporated organisations function to achieve a mutual goal. The senior corporate executives of any organisation create the strategic route to achieve the organisational set objectives. Some of the strategic routes comprised: What the organisation will carry out and how they will transmit its mission. The furthestmost essential involvement they can give to the manpower planning action and to achieve the overall organisational goals is clearly enunciating an inclusive report of corporate and useful direction that organisation department leaders can relate to human capital needs in the forthcoming years. Senior corporate executives might adopt the use of business and practical direction as straight ways to spread their strategic influence into the organisation they manage.

Senior corporate executives correspondingly perform a vital role in creating active involvement to the manpower planning activity. Senior corporate executives might sit within the highest level of a well-planned and collective viewpoint concerning the need for and worth for manpower planning. Senior corporate executives initiate the necessity of manpower planning programs and provoking their energetic involvement in it. However, they must also act on the results of manpower planning. Thus, the manpower planning role does not only start with senior corporate executives initiating direction but also send them back for action implementation.

6.7 Manpower plan templates

Manpower planning templates can be in excel, micro soft word or power point. They are planned for the employees to make sure that the steps are passed in order to achieve the organisational goals. It helps the organisation ensure that all employees are equipped with major skills.

Employee Redeployment Template				
Name	Gender	Birthday		Photo
Education degree	Major	Title		
	Marital status	Previous Position		
	New position	New department		
Foreign language skill	Foreign Language skill	Hobby		
Education degree	Duration	School	Major	Reference
	1			
	2			
	3			
Work experience	Duration	Organisation	Position	Reference
	1			
	2			
	3			
Previous department				
Manager's opinion				
New department				
Manger's opinion				
HR Opinion				
Director's opinion				

Source: Author conceptual framework: 2023

Workforce Profile Template									
Workforce Information									
S/N	Employee Name	M/F	Position	Age	Height	Status	Years of Experience	Salary	Report to
1									
2									
3									

Source: Author conceptual framework: 2023

Workforce Qualifications Template				
Employee Name	Qualifications	Training Requirements	Skill/Competency	Competency Level

Source: Author conceptual framework:2023

6.8 Business strategy and manpower planning

Business Strategy deals with the method of bringing out the reason the organisation is in business and what long-standing goals it wants to attain with its existing resources. Manpower planning focused on a straight relationship between organisation strategy and manpower planning. Neither of them can function without the other (Horkan, Nancy and Elizabeth Hoefler 2010).

Planning starts with the organisation's tactical strategy. At any given time, there might be long-term goals which might comprise the introduction of a new department or limited expenses. At supplementary times, the organisation might be confronted with unexpected changes such as improved demand for services or acceptance of grant funding. In line with these changing circumstances, the organisation's leadership sets goals and strategic objectives. In every instance, the manager imagines the numerous steps which must take place in order for the goals to be achieved. Manpower planning provides a channel of methodically aligning organisational and program significances with the budgetary and human resources required to achieve them. By means of commencing the planning process by acknowledged strategic objectives, managers shall develop workforce plans that will aid them achieve those objectives. At the equal time, these plans afford a comprehensive foundation for justifying budget and employee recruitment requests, since there is a vivid relationship between objectives, budget and the human resources required to accomplish them (Walker, David M. 2010).

In conducting manpower planning, one must understand the business strategy and organisational route. In other hand, accomplishing organisational goals necessitates a competent manpower. Effective and efficient employee planning is a compulsory component of an organisation's strategic plan (Source: Workforce Planning Resource Guide, Department of Health and Human Services, November, 2019).

Business strategic planning sets organisational direction and quantifiable sequence aims and objectives. These aims and objectives do not solitary offer the foundation for determining essential financial resources, but also afford the basis for manpower requirement. If the right candidates with the best competencies are not engaged in the organisation, it will be difficult to effectively accomplish the organisation's strategic goals and objectives. The workforce planning emphasizes on the employee factor in attaining results.

A business strategic plan maps the future through comprehensive task associated targets and leading indicators. An organisation's vision, mission and quantifiable goals and objectives initiates the documentation of what kind of task that should be accomplished. Manpower planning deciphers strategic intellectual thinking into concrete and tangible actions in the area of workforce engagement and training needs.

Once an organisational effectively aligns manpower planning actions with organisational business strategy, activities will then fit strategically and reinforce one another. This strategic fit produces several advantages such as:

- a. Produces consistency and uniformity.
- b. Human resource activities will strengthen the organisations' business strategy.
- c. A good fit enables activities information exchange transversely.
- d. Strategic fit eradicates redundancy and reduces wasted effort.

6.8.1 Features of business strategy and manpower plan

It is an applied action-oriented guide that is based on a scrutiny of internal and external factors, which guides goal setting and resource distribution to accomplish meaningful results.

It advances a strong statement of the organisation's mission and vision that finds a set of goals and objectives, and articulates significant strategies that address factors that are essential to the organisation's success. Main strategies also show the most important undertakings that will rearrange the organisation for the future.

It is an important tool use to solve customers' expectations. As organisations are throw down the gauntlet to tackle multifaceted and changing problems with inadequate resources, planning regulates the things that an organisation can use to address customers' expectations.

It is adaptable. It involves a long-term method however, steady evaluations and updates to check progress and review validity of the plan can be adopted.

It is proactive. It excites transformation rather than merely responding to it.

It uses common sense. It is visionary yet achievable. It anticipates a future that is both desirable and achievable.

It is part of quality management system. Business strategy and manpower plan management help to manage the future, rather than be managed by it.

Summary/Conclusion

The chapter explained the concept of workforce planning, discussed workforce level audit, workforce level audit criteria and types of audit. It explained workforce/manpower planning processes, determined manning requirements. The chapter also Identified line managers and HR practitioners' roles in workforce planning, human resource professionals' role in manpower planning, and Executive role in manpower planning. It also analysed in tabular formats workforce planning templates, determine the connection between business strategy and workforce plan. The chapter ended with six theory questions and answers, and ten multiple choice questions with answers provided to ensure students understand the study pack with ease.

Practice questions and Answer

Theory Question on Workforce Planning

1. Define human resource development audit

Answer: Human resource development audit deals with the comprehensive evaluation of the existing human resource development strategy's structure, schemes, styles and skills in the business plans of an organisation.

2. Explain the role of human resource development audit in organisational improvement

Answer: Human resource development audit in organisational improvement helps in changes in the system of the top management.

3. Discuss the action phases for effective benchmarking

Answer: The action phases for effective benchmarking has to do with identifying the human resources related areas to be benchmarked, formulate a report that documents the methods, functions, its extent and result areas, comprehend effectively why such a study is being conducted.

4. Elucidate the stages that develop strategic background for human resource development

Answer: Realistic employee development, measurable employee development, well costed employee development

5. Enumerate the factors that permit the consideration for successful implementation.

Answer: Response management, accomplishment planning, strengthening of new behaviour.

6. Describe the objectives of Job appraisal

Answer: Toward sustaining comprehensive description of each profession in the entire organisation.

To encourage exact consideration of all employees for development and transfer.

To encourage information dissemination within work organisation and among employees.

MCQ/ Objective Questions

1. All below except one is not among the element of workforce planning.

- a. Source and supply analysis
- b. Request and demand analysis
- c. Gap analysis
- d. The solution analysis.
- e. Reward analysis

2. Occupational planning is fundamentally the method of aligning the career needs of the employee with the organisational career opportunities.

- a. True
- b. False

Answer: (a- True

3. The method of 360-degree evaluation system is broken down into two stages such as planning and implementation.

- a. True
- b. False

Answer: False

4. Appropriate execution and support of all management levels are not actually vital for the success of human resource development audit.

- a. True
- b. False

Answer: False

5. The assessment of wherever employees stand on the basis of their job responsibilities, management and quality will be an essential preliminary point for marketing plans for success.

- a. True
- b. False

Answer: True

6. Extended range of workforce planning is beyond eight years.

- a. True
- b. False

Answer: (b)

7. Human resource development audit is a all-inclusive assessment of the existing human resource development strategies and structures.

- a. True
- b. False

Answer: (a)

8. Career development is basically the method of aligning the career needs of the employee with the organisational career opportunities.

- a. True
- b. False

Answer: (a)

9. Employees and labour unions in Nigeria have never participated in the management of human resources.

- a. True
- b. False

Answer: (b- False)

10. The effectiveness of government and labour union in Nigeria has its influence on human resources management of various companies and organisations functioning in the country.

- a. True
- b. False

Answer: (a. True)

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Workforce Planning Resource Guide, Department of Health and Human Services, November, 2019.

Recommendation for further reading

1. Strategic Planning and Workforce Planning:
<http://www.gms.state.ga.us/agency/services/wfplanning/index.asp>
2. Workforce Planning Report <http://da.state.ks.us/ps/documents/00work.pdf>.
3. Strategic Staffing Guidebook; <http://www.doer.state.mn.us/stf-strat/strstf-1.htm>.
4. Workforce Planning Manual: <http://hr.dop.wa.gov/workforceplanning/index.htm>.

CHAPTER SEVEN

PERFORMANCE MANAGEMENT

Course Objectives

By the end of this chapter, students/delegates/learners/readers are expected to:

- i. Explain the concept of performance management;
- ii. Discuss performance objective setting;
- iii. Explain performance evaluation.

7.0 Introduction

In this chapter, we shall be discussing performance management in terms of receiving improved results from the organisation, teams and employees by comprehending and managing their performance within a basis of planned goals, standards and competence requirements. In other words, performance management deals with the method of managing an organisation's management approach. Performance management defines the effort to maximise the value that employees generate. Its purpose is to continue and expand employees' performance in collaboration with the organisations' aims and objectives. It is not a sole activity but slightly a cluster of practices that must be approached holistically. Here we shall understand the concept and overview of performance management, performance objective setting, discuss performance measurement and evaluation. Thereafter, we take our quiz.

Course Outline

7.1 Overview of Performance Management

Performance management characteristically comprise performance evaluation and employee development which are the focused point of human resources management. They are affected negatively with defects in numerous organisations where employees and managers frequently bewailing their ineffectiveness (Elaine D. Pulakos 2014). Performance management has been classified as an essential instrument for high performing organisations and is one of the most important responsibilities of a manager. Additionally, when completed appropriately, performance management might result in several significant results for an organisation, its managers and employees.

Through effective and efficient performance management systems, there are likewise several choices that are required to be made to plan a system preferably well-matched for a given organisations' needs. One such choice is what determination(s) the organisation will serve. For illustration, performance management structures can sustain pay choices, elevation decisions, employee growth and decrease in coercion. The performance management arrangement that tries to accomplish numerous purposes is probable to phase off its particular lack of effort and weight. There is virtually no single form of system or set of objectives that is unsurpassed suitable for all organisations. The purposes for a specified performance management system ought to be determined by bearing in mind the business needs, organisational norms and values and the

system's incorporation with other human resource management systems (Mohrman, A. M., Jr., Resnick-West, S. M., & Lawler, E. E. III. (2019).

One significant caution to deliberate is that although performance management for the purposes of policy-making and employee growth are definitely related, these two objectives are hardly reinforced correspondingly well by a single system. When performance management scheme is applied for policy-making, the evaluation data is applied as a basis for pay increases, promotions, re-assignments, reductions in manpower or other administrative human resource actions. When performance management structure is applied for growth, the evaluation data is applied to direct training, job skills, coaching and supplementary growing happenings that employees will engage in order to develop their competences. Even though it is hypothetically conceivable to have a performance management structure that helps both decision-making and development purposes fine, this can be problematic to accomplish in practice. In addition, research has shown that the purpose of the rating decision-making versus development affects the ratings that are observed. Ratings applied for decision-making tend to be compassionate, with most employees getting ratings on the high end of the scale. Ratings for developmental purposes tend to be more capricious, reflecting both employee strengths and development needs (Locke, E. A., & Latham, G. P. (2010). Effective and effectual performance management systems have a well-planned process for achieving appraisal activities, with clear roles and timelines for both managers and employees. Especially in organisations that adopt performance management as a basis for pay and other human resource decisions. It is vital to guarantee that all employees are treated in a just and impartial means.

7.1.1 Performance management processes

Performance Planning

At the initial commencement of performance management sequence, it is essential to appraise with employees their performance expectations including the expected behaviour employees are to display and the outcomes they are anticipated to achieve during the upcoming rating sequence. Employee behaviour is vital because they replicate how an employee enthusiasm about getting the job done is perceived, how the employee assists the team, communicates, and guides other employees in the organisation. It is quite vivid that there are employees who might attain exceptional results but are enormously difficult to work with, uncooperative or shows maladaptive behaviour at workplace. Since such kind of behaviour might be extremely disruptive, employee behaviour is very important to be considered in most work circumstances. However, an employee can be very helpful, thoughtful and interpersonally effective but never accomplish any vital results. In performance planning, behavioural and results expectations must be applied to the organisations' premeditated track and business objectives. Furthermore, if established and executed properly, performance management systems motivate employees to be involved in respectable behaviour and accomplish results that enable meeting organisational objectives. For instance, if enlightening client service is resolute to be critical to an organisations' imminent success, as well as client service-related opportunities and rewards in the performance management system will not only link its importance but likewise encourage intensifications in behaviour and results connected to this area. Likewise, if effective team up with tactical partners

is a key organisational value, the performance management system would hold employees answerable to effective collaboration.

Behavioural Prospects

When carrying out performance planning process, managers ought to evaluate and discuss these behavioural ethics with employees. It is very essential for managers to ensure that employees comprehend how the behavioural ethics relate to their exact jobs.

Results Prospects

The expected results that will be achieved by employees ought to be linked to the organisations' strategy and goals. The employee's growth needs must also be taken into cognizance in the goal setting process. Expansion goals shall be targeted at either to improving existing job performance or formulating new career improvement. Instance of goals for an employee might be:

- a. Accomplish project by set target.
- b. Improve sales by ten percent.
- c. Effectively guide employee to develop the needed skill in the organisation.

Ongoing Feedback

Both behavioural and consequences prospects would have remained established during the performance planning process. Performance in all these areas ought to have been discussed and response provided on a continuing basis throughout the assessment period. Furtherance to giving response each time extraordinary or unproductive performance is pragmatic, giving intermittent response about commonplace achievements and contributions is also self-same appreciated. Regrettably, this does not ensue to the level that it ought to be in the organisations because numerous managers are not competent in giving feedback. In fact, managers regularly avoid giving feedback because they do not understand how to deliver it effectively in ways that will curtail employee defensiveness (Hillgren, J. S., & Cheatham, D. W. (2010).

For effective feedback process, knowledgeable experts have supported that it has to be a two-way communication process and a combined accountability of managers and employees not just the managers. This demands training both for managers and employees in their specific roles and responsibilities in the giving of feedback process. Managers' responsibilities comprise giving feedback in a positive, frank and appropriate manner. Employees' responsibilities include looking for feedback to ensure they comprehend how they are performing and responding very well to the feedbacks they receive. Taking actual, continuing performance discussions between managers and employees is perhaps the sole utmost significant element of whether or not a performance management system will accomplish its supreme profits from a teaching and development perspective.

Rules for giving feedback effectively

- a. Offer instant optimistic and developmental feedback in a remote location.
- b. Request for the employee's opinion about what might have been done inversely.
- c. Remain explicit concerning what behaviour were actual or ineffective.
- d. Concentrate on what the employee did or did not do, not on individual physical appearance.

- e. Collaboratively strategize steps to solve growth needs.
- f. Give assistance in solving development needs and providing resources.

Employee Input and self-rating

Employee contribution has been adopted successfully and effectively in numerous organisations. Occasionally it involves requesting employees to give self-ratings on their performance appraisal which will then be equated with the manager's ratings and discussed. However, experienced professionals have discovered that this kind of method and discussion can result in increased defensiveness, discrepancies and negative feelings between employees and managers if managers eventually rate employees less efficiently than they have appraised themselves. A substitute for gathering employee input is to request employees to make statements of their key performance or most commendable accomplishments at the end of the rating period (Grote, D. (2016).

Employee input and self-rating have many of positive results. Primarily, it carries employees along in the process, encouraging ownership and acceptance. Secondly, it prompts managers about the inputs the employees have brought and in what way they were accomplished. Thirdly, employee created accomplishments can be integrated in the official evaluation, reducing managers' writing requirements. Fourthly, employee input enhances effective communication and thoughtfulness. Managers and employees regularly appraisal and deliberate the accomplishments prior to making it part of the appraisal, resulting in less disagreement between the manager's and the employee's opinions of the employee's performance. Finally, employee performance and accomplishments can be reserved and used as input for pay or elevation decisions.

Performance Evaluation or appraisal

Appraising Behaviour

At the moment, several organisations use competency models as a foundation for their performance management systems. Competency models coherent the knowledge, expertise, abilities and supplementary features that are considered to be furthest contributory for attaining helpful organisational results. Job analysis methods such as job remarks, interviews, focus clusters and surveys are applied to recognize significant competencies and related critical work behaviour. An effective method for recognizing and explaining competencies is discussed in Ghorpade, J., & Chen, M. M. (2015) book on strategic job modeling.

For performance appraisal purposes, it is essential to coherent evidently how prospects change at diverse job levels for instance entry-level employee, experienced employee and manager as well as what replicates additional or less operative job performance at each level. The main advantages of explaining competencies in the areas of behavioural performance standards are:

- (1) Assist employees to comprehend what is required of them
- (2) Offer uniform requirements that managers can use in appraising employees thus increasing reliability, openness, transparency and justice.

Evaluating Results

Although most organisations are adopting competency models and organisation behavioural ethics as basis for performance management there is similarly a cumulative attention on the importance of appraising employees' results as a fragment of the performance management method. Important

outcomes to be attained will differ for diverse employees, depending on the scope of the individual's job and responsibilities. For instance, approximately all employees might be responsible for production or sales results, others might be accountable for successfully developing and executing new plans or systems, others might have precise levels of customer fulfilment results which they are anticipated to reach, and yet others might have employee development or team leadership results (Engelmann, C. H., & Roesch, R. C. (2011).

A serious challenge confronted by organisations is how to quantify and assess results. Some results can be assessed by trailing numerous objective indicators of performance, such as naira capacity of sales, effectiveness and quantity of product produced. While objective indicators of performance might be useful, there are two likely glitches with them. The first is that such actions can be impacted by variations in prospects that are obtainable to diverse employees. For instance, one employee might have added up-to-date equipment than another and consequently be able to produce a advanced volume of product, regardless of how hard either employees work (Cederblom, D. (2012).

Owing to the intrinsic complications in gathering good objective performance measures, numerous organisations have moved the assessment of results to gathering information on employees' most commendable achievements and the effect of these contributions.

Performance Review

After feedback has been given on a continuing basis, the previous performance review meeting ought to be a summary of what has happened during the rating time. Furthermore, there must not be any amazements in the performance assessment. Throughout the meeting, managers must discuss with workforce their grades, chronicles and justification designed for the evaluation given (Cawley, B. D., Keeping, L. M., & Levy, P. E. (2018).

The performance appraisal meeting is likewise a decent time to strategies developmental activities with employees. Qualified researchers have discovered that competency models and performance ethics similar to those explained above assist managers and employees to find and solve development needs. Apparently, any performance ethics that are not presently being achieved ought to be recognized as development areas. If all existing job standards are being met, employees and managers might look to the next level's performance standards to find requirements and developmental areas to follow in readiness for improvement (Cardy, R. L. (2013).

In some organisations, pay, promotion choices and other managerial activities are also deliberated throughout the performance appraisal session. In others, distinct summits are held to deliberate administrative actions. The justification for not deliberating about rewards or other outcomes during this meeting is to allow a more open discussion about employee development needs. As a practical substance however, it can be difficult to plan many performance management meetings between managers and employees to deliberate on different aspects of the process such as evaluations, development, rewards (Campbell, D. J., & Lee, C. 2008.).

7.1.2 Outcomes of effective performance management

- a. Expressing job tasks and expectations.
- b. Increasing employee and organisation productivity.

- c. Enhancing employee competences to their best degree by effective feedback and teaching.
- d. Tailoring behaviour to align with the organisations' essential values, goals and policy.
- e. Bringing the basis for producing operational human capital decisions such as pay.
- f. Refining communication between employees and managers.

7.2 Performance Objective Setting

Performance objectives setting which is also recognized as key performance indicators are the aims organisations use to assess employee performance. Explicit performance objectives setting hinge on the employee's job role but they must always be associated with the overall business objective. That is the reason it is imperative to have precision concerning the organisations' significances.

Performance objectives are planned to encourage employees to do well and help managers and organisations capitalize in their advancement. Setting and measuring employee performance aims and objectives is a key approach to intensify members effectiveness, help organisations grow, and encourage employees to flourish in their professions (Tomas Laurinavicius 2022). Performance objective is a precise end result that facilitates the accomplishment of organisation and that an employee is anticipated to achieve or produce (Drucker Peter 2018). Performance objectives offer emphasis to an employee's work in order to guarantee that his or her actions are focused toward accomplishing vital mission-related outcomes. Performance objectives are not work activities, job specifications, or responsibilities listed in a performance description (Amabile, Teresa and Steven J. Kramer 2017).

7.2.1 Benefits of setting performance objectives

Setting performance objectives can assist organisations with the following:

Circumvent discrepancies.

Organisations that set performance objectives for all the employees will definitely avoid distractions in terms of high labour turn over (Izuogu S.A 2019). Employee retention is more critical for organisations than any other things whenever resignation is on the high rate in the organisation. In line with the Pew research center, "feeling disrespected at work" is one of the highest reasons employees resigns. Setting performance objectives might assist in preventing such labour turn over as we have the opinion that the major reasons employee sense disrespected is miscommunication. When employee expectations are uncertain both the employee and the organisation might be putting their best effort yet end up in disagreement. Organisations that have a SMART performance objective setting for all the employees and management will never allow any space for misunderstandings.

Encourage your employees.

Employee motivation is another benefit of organisations setting performance objectives. That an employee does not resign from an organisation does not mean he/she are motivated to continue working with the organisation. In fact, according to Gallup (2017) about thirty six percent of United State of America employees are motivated at work. The global employee engagement rate is even bleaker with only twenty percent. According to him, setting performance objectives can assist in encouraging employee engagement because key performance indicators present the

employees with clearly defined responsibilities expected of them by the organisation. It is likely to be particularly appreciated by top performers who flourish on challenges.

Improve productivity.

It is quite clear that employees that are engaged at work who anticipate to do their best might struggle to maximize their productivity once the organisation expectations are uncertain. Setting performance objectives can help them comprehend the most significant responsibilities and prioritize them.

7.2.2 How to set performance objectives

- a. Recognize and categorise the most appropriate metric.
- b. Set a precise numeric target.
- c. Set a precise time range for striking that target.

According to Gallup (2017) SMART objective setting scheme is one among the best methods to set performance objectives.

SMART stands for:

Specific: A performance objective must be specific deprived of any chance for uncertainty.

Measurable: A performance objective must be measurable consequently it will be vividly seen if it was achieved or not achieved. Organisations are to choose a system of measurement and a mark number that will be adopted to quantify performance.

Achievable: A performance objective shall be an elastic goal striving adequately to show a challenge but accurate enough to be achieved.

Relevant. A performance objective will be pertinent in the general framework of the organisation business. Applicable enough to show how the employee performance attainment can assist the organisation accomplish its yearly performance objectives

Time bound. Organisation performance objective must have a definite time limit or date or deadline for when the organisation supposes it to be accomplished.

7.2.3 Criteria for setting performance objectives

- 1: Excellence.
- 2: Swiftness.
- 3: Reliability.
- 4: Elasticity.
- 5: Cost.

7.3 Performance measurement and evaluation

Performance management systems is essential to be assessed and frequently enhanced over time. There are numerous metrics that could be followed to assess how efficiently the system is working.

Record and retain documented information about completion of training. This involves confirming that all employers of the performance management system have been trained prior to employment.

Record and retain documented information on completion of performance management activities. In most organisations, duplicates of completed performance management forms are kept with the human resource department following official performance evaluations exercise. If the arrangement is computerized, the forms can be appended electronically and mechanically deposited, lessening the need to produce and retain hard copies. Either of these approaches permit the organisation to guarantee that performance management activities are being carried out for each employee.

Management review. Management review supports to ensure that account descriptions are compatible with the ratings. Also, that ratings are not absolutely or destructively prejudiced, that particularly high or low ratings have been correctly defensible, that assessment criteria are being used methodically between supervisors and employees and that appropriate differences are made between employees. Often, supervisors in a particular department will meet with their manager to deliberate on the ratings for all employees and agree on final scaling or groupings of employees for decision-making. A separate advantage of this type of method is that it plans to ensure separation between extraordinary, fully efficacious and less effective performers, and it also inclines to result in more methodical, dependable and fair decisions. Reasons that could make this process less feasible include topographical diffusion and work conditions where supervisors and managers may not be conversant with the work of a majority of the employees.

Record and retain documented information on alignment with other human resource decisions. Immediately a performance management system associates with assessment to rewards, the system shall check the inner uniformity of the evaluations and rewards. Employees who received good appraisals shall be receiving higher compensation, more common elevations and other necessary results more eagerly than those who perform less effectively on the job. Recording and retaining documented information on alignment of appraisal information and decisions is made easier by having mechanized processes in place.

Collect feedback from users. Survey or focus group data shall be collected occasionally to evaluate user responses to the performance management method and to adjust the system in ways that will be more satisfactory to users. One effective approach that not only gather valuable information but also encourages response is to survey managers and employees on the degree to which they are seeking, giving and receiving excellence feedback. Knowledgeable practitioners have found that sending these results back to employees' managers and employees themselves can enhance the frequency and eminence of the performance feedback over time (Borman, W. C. (2012).

Summary/Conclusion

The chapter started with the explanation of the concept and overview of performance management, Performance management processes, outcomes of effective performance management. It also discussed performance objective setting, benefits of setting performance objectives, how to set performance objectives, and criteria for setting performance objectives. The chapter also explained performance measurement and evaluation, It ended with six theory questions and answers, and ten multiple choice questions with answers provided to ensure students understand the study pack with ease.

Practice Questions and Answer

Theory Question on Performance Management

1. Elucidate clearly how the performance management method is associated with employee selection, training and development in any organisation in Nigeria.

Answer: Performance management method is a communication process whereby managers and employees connect and work collectively to strategize, monitor and assess employees' performance on their career, and to recognize if a worker is performing in accordance with their job purposes and general input to the organisation. This comprised planning, coaching, training and improving.

Performance Management is associated with choosing an employee because it tells the job aims and choosing the top most candidate who is ranked best to the job objectives. Performance Management assists to recognize the part an employee requires improvement by checking through the employee performance and remarking the parts the employee has not been performing very well. For instance, an employee may be experienced in laboratory samples but not very good in writing a laboratory report. The management shall take arrange training for such an employee in order to build his/her performance. Performance Management assists in developing an employee since it helps to train the employee on a new expertise and build the employee to have various kind of knowledge. It also grows the employee by training them on the job so they have adequate knowledge on the job.

Q2. Explain the strategies performance appraisals should meet to be legally defensible.

Answer: Performance appraisals should comply with certain strategic guidelines in order to be lawfully impregnable. Firstly, there ought to be a consistent system for evaluations so that none of the employee is rated unethically. Secondly, employees should be assessed based on their performances and not on their dispositions.

Thirdly, the employee signature should be affixed on the appraisal conducted by the organisation. But if the employee refuses to sign the appraisal, then a copy of appraisal must be given to the employee and the original should be kept with the organisation. Lastly, every year goals should be determined and written in the appraisal form.

Q3. What bases possibly will be used to evaluate the performance of employees working in the following jobs?

Answer: a. **Sales representative** appraised by collecting information from his customers, supervisors and peers.

b. **Television repairer** is appraised by collecting information from owner, his customers, peers, suppliers.

c. **Executive of nursing staff in a hospital** is evaluated by collecting data from his patients, subordinates, and hospital manager.

d. **Human resource manager** is assessed by attracting information from the Chief executive officer, the human resource director, other department managers and his subordinates.

e. **Air traffic controller** is appraised by collecting data from his superintendents, colleagues and aircraft pilot.

Q4. List and describe the factors in identifying poor performance challenges.

Answer: Analyzing the poor performance levels is very essential and a vital step. These challenges must be identified by the managers as quickly as possible. By associating the diverse performance procedures like explicit ranking scales, diverse average scales, or use the supervisors to get an impression regarding the challenges in the employee's performance. By identifying the challenges, the supervisors can plan to improve it.

The factors that are needed to be a well-thought-out for the poor performance level is firstly; lack of capability of an employee to finish the responsibilities efficiently. Secondly, employees having low inspiration level might demonstrate poor performance. Thirdly, employees who are incapable to comprehend their job suitably will also show poor performance.

5. Explain the concept of performance appraisal.

Answer. Performance appraisal is well-defined by Wayne Cascio as “the systematic explanation of employees’ job pertinent, strength and weakness”. Performance appraisal can be carried out in some organisations only once in every six months or once in a year as the case might be. The rudimentary impression of the assessment is to evaluate the performance of the employee and giving him feedback. Categorize areas where enhancement is essential so that training can be provided. Give the employees incentives and bonus to encourage them.

6. Outline and discuss the importance of performance appraisal system

Ans. The following are the importance of performance appraisal system.

- 1. Give response to the employee:** Performance appraisal is advantageous because it offers feedback to the employees about their performance. It recognizes the areas for improvement so that employees can advance themselves.
- 2. Conduct training and development program:** By reason of conducted performance appraisal for employees, it is easy to comprehend what type of training is required for each employee to improve himself accordingly and arranging the required training programs for the employees.
- 3. Assist to decide promotion:** Performance appraisal offers an account about the employee. Following the outcome of the performance appraisal report, forthcoming promotions are decided, incentives and salary increment are decided.
- 4. Authentication of selection process:** Through performance appraisal the human resource management department can easily classify if any variations are mandatory in the selection process of the organisation typically a comprehensive selection process results in improved performance and positive appraisal.
- 5. Determining transfers and laying off of employees:** Employee with exact capacity can be transferred to places where their talents are exploited properly; likewise, decisions regarding redundancy or termination of employees hinge on upon performance appraisal reports.
- 6. Human resource planning and professional development:** Organisations can strategize for forthcoming job available positions at higher levels built on performance appraisal reports. Correspondingly, career planning can be done for the employee on the performance appraisal report.

MCQ/ Objective Questions on Performance Management

1. Comparative value of a job is known by:

- a. Job design
- b. Job analysis
- c. Job evaluation
- d. Job change

e. Ans: c

2 Approaches to job evaluation area.

- a. Qualitative method
- b. Quantitative method
- c. Both (a) and (b)
- d. None of these

Ans: c

3 Measurable job evaluation method area.

- a. Ranking method
- b. Point rating method
- c. Factor comparison method
- d. Both (b) and (c)

Ans: d

4. Qualitative job evaluation technique area.

- a. Ranking
- b. Grading
- c. Point Rating
- d. Both (a) and (b)

Ans: (d)

5. Method of studying and collecting information about a job is known as?

- a. HRP
- b. Job design
- c. Job analysis
- d. Job evaluation

Ans: (c)

6. Jobs analysis results in?

- a. Job description
- b. Job specification
- c. Job evaluation
- d. All of (a), (b) and (c)

Ans: (d)

7. Job description is a declaration containing items like?

- a. Job title, location and duties
- b. Machines, tools and equipment
- c. Materials, working conditions and hazards.
- d. All of these.

Ans: (d)

8.is an accurate statement of tasks and duties involved in a job.

- a. Job description
- b. Job specification
- c. Job analysis
- d. Job evaluation

Ans: (a)

9. Job specification is a declaration of?

- a. Small qualification required for a job
- b. procedural job requirement
- c. Apparatuses to be used
- d. None of these

Ans. (a)

10. Job analysis is supportive in?

- a. Human resource planning, recruitment and selection
- b. Learning and development
- c. Job evaluation and performance appraisal
- d. All of these

Ans: d

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Recommendation for further reading

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CHAPTER EIGHT

CHANGE MANAGEMENT

Course Objectives

By the end of this Chapter, students/delegates/learners/readers are expected to:

- i. Explain the concept of change;
- ii. Discuss the types of change;
- iii. Explain change and leadership;
- iv. Analyse the change management process;
- v. Determine the role of stakeholders in change management;
- vi. Explain replacement plans in change management; and
- vii. Analyse the importance of communication in change management.

8.0 Introduction

Practically every organisation will at certain time experience an evolution or change in order to continue being worthwhile and scale. Whether inducting new employees, rising a department, or integrating with another organisation, these changes can have a substantial influence on the trajectory of the organisation business. Management of change is a joint term for all methods to prepare, support and help employees, teams and organisations in making structural change. Change is opined as an act or method by which something become dissimilar. Change in organisational terms comprised to the actions which an organisation or business modifies a major constituent of its sector such as its norms and values, the fundamental technologies or infrastructure it uses to function, or its internal procedures. In this chapter, we shall discuss and learn change and leadership in organisations, role of stakeholders in change management, replacement plan in change management. At the end we shall take our quiz.

Course Outline

8.1 Definitions

Greg G. Wang and Judy Y. Sun (2021) posited that change management deals with a methodical and organized process of emerging and implementing strategies and interventions for organisations transitioning from present state to anticipated state. Change management characteristically deals with incremental modification or first-order change and transformational modification, or second-order change. The main aim of change management is to enhance organisational performance capacity and capability through proactive or reactive actions to deal with either internally persuaded or externally obligatory changes. Change management has constantly been an important part of organisational management. Change management comprised the following three phases: getting ready for the change, as well as analyzing, planning, and strategy development; handling change implementation, combining and institutionalizing the change together with change review, feedback scrutiny, remedial action and stabilizing the implemented change.

Tim Stobierski (2021) opined that organisational change management focused on the methods of guiding organisational change to a successful determination and it naturally comprised three major phases: preparation, implementation and follow-through.

8.2 Change management policy

Change management policy is the controlling principle that defines the procedures for, and specifies the guidelines and levels of permission required to approve diverse kinds of change.

8.2.1 Contents of a change management policy

A change management policy must comprise explanations surrounding organisational change management, an elucidation of the types of changes, and a list of roles and responsibilities. As change is an essential fragment of organisational growth it needs to be managed securely.

8.2.2 How to write change management policy

The ways to write a change management policy is only one phase you can adopt to improve and protect the organisation. Every organisation focuses on a diverse change management process, which means the organisation is required to explain change management policies that are specific to the processes. Below are common change management phases that any organisation should include while writing her change management policy:

Planning and Preparation: Develop, schedule and plan out the changes to all systems in the organisation at this stage.

Evaluation and estimation: This deals with the organisation determining the level of hazard related with the change, the kind of change connected with the organisation goals, and which of the change methods to use in the execution of the exact changes.

Approval and endorsement: This focused on how to gain endorsement from the responsible parties in order to start the changes that have been planned.

Communication and message: This vehemently focused on how to notify appropriate parties of the changes that can be anticipated, the time frame of when the changes will be initiated, and any other essential facts about the changes.

Implementation and application: This deals with how the organisation will execute the changes in line with the written plan and during the scheduled time.

Documentation and certification: Here, all changes, review, approvals and plans shall be documented according to information standards and numbering system.

Post-change review: At this step, after the evaluation of the change execution, the post-change review will be carried out to determine if there is any needed modifications.

8.2.3 Sample of change management policy of ABCDE organisation Nigeria limited

1. Document Control:

This policy is managed and sustained by the documentation control standard of ABCDE Organisation Nigeria Limited.

Change management policy

Version Control

Version	Description	Responsibility/Action Party	Target Date
1.0	Creation of change management procedure	Technical Manager	10/10/2023
2.0	Re-write of Policy	Quality Manager	
3.0	Redesign of document to new brand	Creative Manager	
Review Period			
This policy shall be reviewed at least annually to guarantee that the policy remains relevant. Any changes will be chronicled in the version history above.			
2	Policy purpose This Policy outlines the change management strategy expected to be adhered to by all employees of ABCDE Organisation Nigeria Limited.		
3	Change management policy summary The primary objective of change management policy is to allow changes to be made, with slight or no disruption to the services we offer to our customers. Change management will work in uniformity with other ABCDE Organisation Nigeria Limited policies related to activities and Services. The goals of the ABCDE Organisation Nigeria Limited change management policy include establishing a normal process for demanding, scheduling, communicating, approving, executing and reporting changes to our organisations. The owner of this policy is the ABCDE Organisation Nigeria Limited Chief executive Officer.		
4	Key change management policy steps Appeal, Plan, Communicate, Approve, Implement, Appraise, and Close		

2. Roles

Roles	Description
Change requestor	Any employee or management that wants to raise a request for change
Change owner	Employee or Management that ensures the evaluation, prioritisation, arranging communication and delivery of the change
Change implementer	Employee or management that makes, builds, exams and deploys the change
Change management process manager	Employee or management who directs the change process, ensuring all essential process stages are completed and improvements are raised, when necessary.
Change approver	Employee, management or group who approves the change(s)

3. Change Types

Change Type	Definition	Approval	Submission
Standard	A monotonous alteration that has low risk, comparatively common, and trails a pre-defined method. Client endorsement is required. For a typical change to be elevated to a standard change, it must have been accomplished effectively three times as a normal change and the procedure documented. The creation of the standard model needs support by the change manager	No	No
Normal	A modification to a prevailing facility, system, application or infrastructure constituent with latent influence which may require management approval before being implemented.	Yes	3 hours
Emergency	A change that must be applied as soon as possible, for instance, to resolve a major incident, implement a security reinforcement or to stop an imminent failure.	Yes	Emergency response needed

4. Change risk and impact

Change Risk

As soon as a change is evaluated, a risk assessment will commence adopting the following criteria:

High:

- Earlier change has been completed and was not effective
- Multifaceted execution or back-out strategies
- New technology not formerly applied

Medium:

- Former comparable changes have irregularly been challenging
- Some difficult to execution or back-out strategies
- Normal technology applied in a non-standard application

Low:

- Earlier comparable changes have continuously been effective
- Simple execution or back-out strategies
- Standard technology used in ABCDE Organisation Nigeria Limited context

Customer impact analysis

When assessing a change, an impact assessment is undertaken using the following criteria:

High:

- The planned change carries substantial effect to the client(s) or internal systems in the form of loss of service or thoughtful performance dilapidation for a protracted period
- Several clients or internal sections suffer loss or degraded service during the change period

Medium:

- The planned change poses an effect to the client(s) or internal systems in the form of abridged resiliency, redundancy or capacity
- A sole clients or internal section suffers loss or besmirched service during the change period

Low:

- a. The projected change has no effect on the client(s) or internal systems

5. Changed approval

For an individual kind of change, the subsequent approval matrix needs to be followed:

Change Type	Technical/practical/Approval	Customer	Emergency Response Required
Standard	No	Yes	No
Normal	Yes	Yes	Risk Related
Emergency	Yes	Yes	Yes

Technical approval

Practical endorsement must be specified by a higher experienced engineer or join of the technology or technologies associated with the change initiated by the engineer implementing the change. If the engineer scheduling and executing the change has no reviewer of a correspondent or higher skillset, then the change must be classified as a high risk and assessed by the Emergency control center.

Client approval

Specific client approval for changes that is connected to one client only must be acknowledged from an authorised client representative.

Emergency control center approval

All emergency changes are to be studied by the emergency control center anywhere they will be accepted or rejected. This is in addition to mechanical and client approval.

Emergency

This is classified as a modification in reply to a major occurrence where a control measure necessitates instant action and will be approved by the main incident manager with sign of reflective approval from the client being demanded as soon as reasonably practicable.

6. Implementation, application and testing

Change implementation

Every change in an organisation should be carried out as defined in the request for change and within the selected prearranged times. If a disparity is seen throughout the change, then this must be offered to either a member of the change management team or the Duty Manager to approve the disparity. This disparity must then be documented in the change notes. If the variation is not permitted, this will result in the change being backed out. This change will then need to be re-planned and re raised.

Testing and validation of change

Subsequent to the execution of the change, tests in line with the testing strategy set out in the change must be accepted in order to confirm that the anticipated result has been confirmed. If a change has not met the acceptance standards, then the back-out plan must be raised, as detailed in the request for change.

Change completion

As soon as the change has been verified and validated, the modification position is transformed to completed.

Post implementation review

A change assessment must be done to ascertain that the modification has achieved its intended objectives that the change originator and stakeholders are contented with the objectives and that there have been no unanticipated side effects. Spot examination of changes rather than huge scale Post implementation review's is satisfactory for effective changes nevertheless, a Post implementation review is assigned for changes that have remained moved back, led to unpredicted facility effect or deviations where there was a disparity during implementation.

Change closure

This is possible once the change owners have contentment among themselves that all phases of the change life sequence have been accomplished, the change can be closed.

7. Client Notification

Notification Period

For every prearranged change within an organisation that might cause outage or serious performance degradation for many clients, notifications must be issued at least within fourteen days in advance. In emergency situations, the fourteen-day notice period might be ignored.

8. Predicted change inputs and outputs

Inputs

- a. Demand for the change logged
 - b. Modification time and seasons
 - c. Effect duration
 - d. Resourcing
 - e. Acceptance standards
 - f. Testing strategy
 - g. Back out strategy
 - h. Change Impact assessment
 - i. Change Risk assessment
 - j. Service area on organisation monitoring
 - k. Change method statement for a high risk or high effect changes
- Arrangement items identified

Outputs

- a. Methodological endorsement recorded prior to Emergency control center
- b. Client approval recorded
- c. Emergency control center approval
- d. Client validation of successful implementation
- e. Change management data Base updated
- f. Documentation kept up to dated
- g. Reporting
 - Fruitful changes
 - Unproductive changes
 - Reporting by modification type
 - Movement analysis

Changes endorsed from non-standard to Standard

- h. Interior advancing timetable for change
- i. Client onward calendar for change
- j. Client notifications

8.3 Types of change

- a. **Adaptive changes:** These are minor incremental variations organisations accept to address needs that change over time. Characteristically, these variations are minor modifications and alterations that managers modify and implement to perform on business strategies. All over the process, management might complement, subtract, or improve processes. One instance of an adaptive change is an organisation that upgrades their computer functioning systems from windows eight to windows ten.
- b. **Transformational changes:** These types of change have a greater measure and scope than adaptive changes. They can repeatedly comprise a concurrent modification in work and strategy, organisation or team make up, employee and organisational performance, or corporate processes. For the reason of their measure, these changes frequently take a considerable sum of time and energy to pass. Though it is not continuously the case, transformational changes are habitually pursued in answer to external forces, such as the advent of a disruptive new competitor or issues impacting a organisation's supply chain.

An instance of a transformational change is the acceptance of a client relationship management software, which all divisions are anticipated to absorb and employ. Several variations will fall somewhere between adaptive and transformational on the range. For this reason, managers need to comprehend that the change method must be tailored to the exclusive trials and demands of respective condition.

8.3.1 Importance of Change Management

Change management is essential for organisations to flourish and grow. Change management energises the effective implementation and practice of change within the organisation. It permits employees to comprehend and obligate to the shift and work efficiently during it. Without effective change management, organisation evolutions can be unpredictable and exclusive in terms of both time and resources. They can also result in lower employee self-esteem and competence development (Beer, M. & Nohria, N. 2000).

An organisation's response and adaptation to change is correspondingly a critical deliberation for key shareholders like investors, contractors and potential employees when determining whether to work with or for the organisation. As a result, a lack of actual change management can result in an organisation's down-time. Every organisation should be ready and accept change management. Change management has continuously remained an essential part of organisational management. It is often part of human resource management process. Change management plays a vital role in recent organisation, not only in upholding variation of prevailing processes, but also in determining the forthcoming directions of an organisation. Effective change management is able to direct and

permit employees to accept new vision, new behaviour, and new culture. Irrespective of dealing with practical or involuntary changes, successful change management can regulate an organisation's future position on existence, expansion and strategic direction.

8.4 Change Management Leadership

Uğur Zel (2016) posited that a leader should contemplate on the connotation of change with different perspectives such as: What is change? Why do organisations need to change? At what time can organisations change? How do organisations change? How to trigger change in organisations? The answers might vary from organisation to organisation, however one single thing that is constant is “change never stops”. Change associates with life, with our own individual, social, psychological and physical development and with our aptitude to learn, to acclimatize, to play a dynamic role in social and community activities. So, a leader should generate his/her own style to familiarize himself/herself and his/her organisation with unceasingly changing environment.

Change management leadership is a proactive method to change management where change is understood as an occasion for growth and enhancement rather than a limited project. Change management leaders generate an inspirational vision and support the dream throughout the organisation. Change management leaders adopt a people-centric method (Armenakis, A., Harris, S., Cole, M., Lawrence, J., & Self, D. (2017).

Change management leaders' fashion or encourage a changed vision, prepare a plan for change, and manage confrontation and struggle throughout the change. The five duties of change leaders comprised the following: communicator, supporter, teacher, liaison, and resistance manager (Bass, B. M. 2015).

8.4.1 The Relationship between leadership and change management

Anderson and Ackerman Anderson (2010) argue that transformation is the new change and that organisations need to extend above change management toward conscious and mindful change leadership which comprised making a shared future through a transformative style to change. This style involves being more approachable to both procedure dynamics and human dynamics. Procedure dynamics refer to the gratified and process of change such as re-counting actions and philosophies over time in the direction of a desired result (Anderson and Ackerman Anderson, 2010). Being in control of the procedure needs a comprehension of what needs to change in the organisation and how the change will be planned and executed to contain deliberations of human dynamics (Anderson and Ackerman Anderson, 2010). Human dynamics comprised feelings, communication, mentality and associations as transformation requires a psychological shift in the way employees associate with changes. Consequently, transformational change entails considering both internal and external dynamics at the level of the individual, as well as the collective.

Change management is a system of organisational transformation that includes a system or plan of accomplishment for affecting people from one point to another in a change process (Griffith,

2002). Transformational leadership is characterized by changing employees to make them more receptive to change (Bommer, Rich & Rubin, 2005). It has this result by exciting others through a shared vision, rather than through influence or inducements to stick to change (Hechanova & Cementina-Olpoc, 2012). Vision, shared values and culture, approach, enablement, motivation and stimulation are all mechanisms of effective change leadership (Gill,2011). Additional approaches used by transformational leaders such as making employees knowledgeable and allowing employees to participate in the change progression in planning and implementing changes, are found to affect the success of change leadership and lead to reduced pessimism by employees toward change (Bommer, Rich & Rubin, 2005). All and sundry affected by the change must also be elaborate in the process, as employees will be more likely to admit and acclimatize to the change if they have the chance to contribute to the process and have a vision of the extensive purpose of the change (Karp & Helgo, 2008). Employees will also be more favourable to changes if they have faith that the changes are executed justly (Caldwell, Harold & Fedor, 2004). This insight hinge on the leader's capability to supply correct information about the change and validate their promise to the change. For instance, it can be useful for managers to communicate who is making the verdicts concerning changes and what their attitude is toward those who are affected by the change (Haidar, 2006).

8.4.2 Problems associated with leading change management

Confrontation with organisational change can arise if managers and executive fail to talk about employees' needs or if managers and executive establish inauthenticity throughout the change process. A study by IBM showed that sixty percent of change efforts fail to meet their aims and objectives (Anderson & Ackerman Anderson 2010). The main reason such change creativities fail is that managers and executive do not fully comprehend the intricacies of change connected to human nature and natural responses to disruption (Karp & Helgo, 2008). (Gill, 2011) contends that effective management for change needs a consolidative approach that comprised a cognitive measurement, a spiritual measurement, an emotional dimension and a behavioural dimension. These dimensions or measurements are essential in order for managers and executive to connect with the joint emotional influence of transition that go along with change in organisations (Bridges, 2009). Intellectual change includes altering the way employees think about the organisation by visualizing a new direction, mission and values for the organisation (Gill,2011). The spiritual dimension is concerned with the employees' enactment of meaning and purpose in their work that needs positioning with the organisation's mission (Gill,2011). The emotional dimension requires that managers and executive have demonstrative intelligence and involves the use of personal power, rather than authoritative power (Gill,2011). Behavioural change includes managers and executive aptitude to encourage employees to focus on specific ideas by communicating through their physical behaviour (Rock & Schwartz, 2006).

All these behavioural changes must also be replicated in the managers and executives' behaviour as employees will not be influenced to admit changes unless they have a role model to validate the change. Nevertheless, genuineness on the part of managers and executive is imperative in this demonstration. Even if managers and executive establish the change through their actions, if it

does not match what they say or vice versa, employees will not likely be persuaded of the significance of the change. Thus, additional problem affecting change management can come from the managers and executives themselves. If they are not eager to change their mind sets or behaviour to model the change they are encouraging for the organisation, employees will definitely not be convinced to follow (Anderson & Ackerman Anderson 2010).

Confrontation to change can likewise arise once organisational norms and values are not in alignment with employees' values and expectations or if the change challenges employee's identities. The most successful organisations are those where the goals and values of the organisation are shared with the management and the staff (Burnes & Jackson, 2011). When these norms and values are not in alignment during the change process, resistance will probably occur. Employees naturally fight certain forms of change and leadership, predominantly managerial change initiatives (Rock & Schwartz, 2006). This resistance happens because change can challenge employees' identities. Therefore, if employee see aspects of their identity in the change process, they will likely agree with the change (Karp & Helgo, 2008).

8.5 Considerations in Change Management

According to Jeff Brunings (2021) the following are key considerations for a change management:

- i. **Make a strong vision:** Executive management is obligatory to communicate a clear depiction of where the organisation is currently, what achievement looks like in the future and the organisational culture needed to achieve it. This shall be done constantly throughout the strategic arrangement process using several communication channels.
- ii. **Encourage the right employees at the correct times:** Employees take personal responsibility for change at a diverse step. Recognize early adopters or those that convey greater influence over another staff. absorb their input for cultural change and their obligation toward being a substance.
- iii. **Make effective use of what is already working:** Recognize existing creativities, actions, or processes that strengthen the behaviour of the perfect organisational culture. Identify areas of accomplishment to further reinforce deliberate opportunities during a SWOT analysis. Have a practical and pragmatic thought not always large representation but achievable plans and strategies. Identify the slight things that are effectively working which can be easily stimulated and replicated transversely to the entire organisation.
- iv. **Appeal the heart:** Do not only make employees know of change, rather make them appreciate it. Express to them the emotional influence that positive change will have on employees and the team dynamic. Communicate the ways organisational change enhances the quality of an employee's work experience. This can start immediately before planning, staff-wide communications, employees' sectional meetings, and all employee general meetings.
- v. **Elucidate the big project:** The elephant project does not have to be overwhelming, break it into smaller, more pleasant, small sized fragments. Change the employee fragments, not the entirety department at once. These mechanisms of the better challenge or opportunity might become the organisation's strategic significances during the strategic planning stage.

- vi. **Personalize it:** Ensure the impact of a culture shift on employee during communications are personalized. The question "what is in it for me" must be answered by the top management of the organisation. The way an organisation response to this question is required to be combined into communication frequencies supporting the strategic planning phases.
- vii. **Ensure the employees see it:** Assist the executive and managers including senior management to visualize the change. Use images, analogies and comparisons to ensure the employees see and understand it. Employees mainly believe the things they can see in the organisation. When management understands the picture, they can assist to inform the visual message to the employees.
- viii. **Amplify minor wins:** Ensure you do something great about the small things that have the major impact on the employees and the organisation. Best part of the areas where cross-divisional teamwork and coordination that has already taken place should be magnified for both employees and management to appreciate them.
- ix. **Express the story:** Employees love to hear good stories about the organisation they are working with, so share it often from diverse viewpoints, including those from a departmental perspective.
- x. Change management is not an easy achievement, but using these important considerations can prepare one to engage the organisation in order to get appreciate and adopt the new direction. Reliable, tactful communication and reassurance can allow the top management cultivate the considerations and brighten the organisation's newly framed path.

Significant considerations for a change management creativity

- i. Consider who is requires to be involved.
- ii. Consider what is your vision.
- iii. Consider the hazards and risks of a change management.
- iv. Consider the person(s) that will manage the process.
- v. Consider how to address the human element.

8.6 Change management process

Majority of change management processes are available for many organisations to adopt. However, they differ in specifics but most processes contain the following three phases.

- (1) Making arrangement and getting ready for the change.
- (2) Dealing with change implementation.
- (3) Combining and institutionalizing the change.

1. **Making arrangement and getting ready for the change:** This change management process comprised examining, planning and strategy development. This method phase analyzes the possibility of the change by addressing the following questions:
 - a. How large is this change?
 - b. What are the numerous people affected?
 - c. Is the change incremental or radical?

- d. What is the worth structure and background of the affected groups?
- e. How many changes are already going on?
- f. What is the expected confrontation?
- g. What is the expected consequence of the change?

2. Dealing with change implementation

- a. Cascading the correct information at the right time is crucial in change management. It entails consciousness, building of the change and the risk of upholding status quo.
- b. Cascading the planned need to be precisely established for employees at all levels based on their roles in realizing the change.
- c. Gaining top management accepting the change. This is essential because immediate supervisor has more influence on employees' enthusiasm to change than others. It is therefore very important to gain the help of supervisors in building change leadership. Separate or group coaching is habitually compulsory for simplifying the support.
- d. Learning and development can be fragment of the change execution to build knowledge, skills, behaviour and attitude needed for the change
- e. Handle resistance. Resistance from employees and managers are predicted in any plans to make and implement change. Continuous resistance however, can impend the change effort. It is essential to recognize, comprehend and manage resistance throughout the organisation.

3. Combining and institutionalizing the change: This comprised change evaluation, response analysis, corrective action and maintenance of the implemented change. This phase involves the following activities:

- a. Appraise and evaluate the achievements and disappointments, and identify needed modifications for refining and implementing anticipated change outcome.
- b. Create processes for ongoing and continuous improvement.
- c. Establish required plans and procedures to institutionalize the change.
- d. Linking employees to be essential part of change management throughout the process.
- e. Response from employees is an important component of the change management process. Scrutiny and corrective action based on this response provides a vigorous sequence for implementing and improving change outcome.

8.7 The place of people in change management

The importance of an efficacious change management determination is to involve the people as frequently and as sincerely as possible. People do not change for rules or procedures and they do not change because they go through a brochure. Rather, people change for other people, for one another or for themselves (Elving, W. (2015). People regarded as employees help organisations to build change ability and responsibility-based change management skill. As employees begin to respond to the change, they might begin to impress apprehension, irritation, bitterness, or fear. They might resist the change aggressively or passively. They might feel they are required to express their feelings and anxieties, and open up their anger (Gill, R 2013). Irrespective of the

framework organisations choose to implement, the key factor to its success is who is in charge of the change management.

The serious factor to any organisation's change management success rotates around people: top management who are in charge of the changes, and the employees who shall absorb it. That is why an organisation's human resource management is a serious part to the change management (Haque, M., TitiAmayah, A., and Liu, Lu. 2016).

To accomplish change management success, the organisation needs to have the right communication plan in place to drive change effectively. Ineffective communication might disrupt the most well-organized, well-meant change programs. Human resource management specialist plays a vast role in making the way for long-lasting accomplishment by ensuring employees adopt the change. (Hashim, M. 2013).

People involvement in change management

It is a nice idea to:

- a. Include people early in the change management process.
- b. Plan and make strong opinions for dialogue and input.
- c. Established realistic prospects about where the employees can provide input.
- d. Implore an official discussion process by scheduling a sequence of conversations to collect their input on precise features of the change.

8.8 Replacement plans in change management

Having acknowledged employees as alternative make good organisational intelligence for a variety of reasons. As considerably as we do not like to mention it, employees might develop unpredictably extremely ill or have an accident and be unable to perform his/her official roles. The organisation is required to find other employee(s) that take over their responsibilities even momentarily.

A change management plan is an organized method that an organisation adopts in order to effectively make known to employees and manage changes within the organisation. It is characteristically used for important or multifaceted changes that have an important impact on job roles and need a supplementary strategic method for implementation. Replacement planning in change management concentrates on discovering appropriate replacements only for top management. Succession planning means that the organisation is effortlessly ready to fill job positions throughout the organisation because employees are being nurtured or coached and developed (Miles, M. 2018).

Certain quantity of turnover is healthy for the organisation as are certain types of turnover for instance, the removal of a toxic employee. Subsequently organisations do not at all times come to be controlling time and situations therefore, having an employment backup plan makes sense. Human resource management specialist will like to have a contribution on how the plan is established. If the organisation has a formal succession plan, they might also have replacement plans identified.

According to Sharlyn Lauby (2018) for organisations that are using talent puddles for employee development, here are seven stages that might direct a replacement planning activity:

1. Recognize key positions in the organisation. Although every job is significant, certain roles inside the organisation might meaningfully affect the organisational business activities if left open for an extended period without an employee occupying the position(s). Based on the strategic human resource management practices, the typical time to fill an open position is forty-two days. By means of that as any organisation benchmark, most essential positions must be filled in less time than forty-two days. Ideally, every job position to be filled quickly, but it is essential to identify those that must be so important to the organisation. Those key positions are a place to start for quick replacement plan.

2. Identify and recognise the pertinent skills for each position. Enumerate the potentials that any employee holding this position is necessary to have. Not a conceptual list, but have in mind that this is a replacement plan. If an employee had the rudimentary skills, then he or she could learn the other skills or knowledge required for the position.

3. Assess and evaluate the skills of present employees. The employment analysis must comprise the information for assessing and evaluating the competence requirement of the current employees. If the organisation does not have, they can get it in the form of training archives, performance reviews, and coaching response and feedbacks. It might also be useful to look at the skills of service provider and consultants who presently work with the organisation or at previous employees who might have the interest in returning back to the organisation.

4. Align the critical skills with the current competence of employees. This phase is considered at the time the organisations may be desirous to contemplate that backup employees are at present in the department for instance, the human resource manager is a clear backup for the human resource director. But, a current re-assignment by transfer of an employee might be interested in returning to his or her previous department. Ensure to retain the planning activity aimed on skills not on current job titles.

5. Consider jobs that do not have competitions. This consideration will perhaps bring out some jobs that require instant attention, connotating there is no replacement available. It is better to discovery out this evidence during a planning activity than when the organisations are making plans to fill a job vacancy. This is why employing is required to be part of the conversation so there are no surprises.

6. Plan to handle gaps. This replacement plan may comprise development programs, counselling, teaching, and liable recruitment or a mixture of all these programs. With replacement planning, the organisation does not have to recognize a solitary replacement. The organisation can use capacity puddles to develop transferable knowledge for several positions.

7. Evaluate and appraise the plan. The organisation on a regular basis shall evaluate the plan to make sure the organisation's requirements can still be met. For important positions, the employee currently occupying such position can be given the responsibility with helping to identify their replacement and train them. This objective could become part of their performance review.

Whereas organisations are working hard to employ, engage and retain the top capacity, it would be inexperienced to think employees never leave. Replacement plans offer the organisation with the ease that a last-ditch resignation notice, retirement or employee sickness will not leave the organisation deprived. Replacement plans also aids the organisation a sense of the asset they will

need to make should a backup become compulsory. Whether it is provisional or long term, employees asked to undertake higher responsibilities need support. Regular replacement planning events help the organisation to be intensely aware of the support the affected employees will need to be effective.

8.9 What is in it for me concept

What “is in It for me” is the serious enquiry that clients to many organisations are asking when they come across a message from the organisation. They expect to receive an immediate answer. If the response is not certain rapidly and acceptably, they will move on with another organisation. The dominant theme of the organisation message ought to be the benefits they give. Explain the result that the client acknowledges by using the product or service the organisation offers.

Change management is conceptualized as a methodical style to handling the evolution or alteration of an organisation's goals, objectives, procedures or skills. The determination of change management is to achieve policies for effecting change, regulating change and helping employees to adapt to change.

Change is repeatedly conceptualized as the only constant thing life. This assertion grips fact for organisations. Exterior and interior influences virtually result in changes to the way effects occur. One of the greatest vital responsibilities of managers are to effect these changes effortlessly.

Key Change management principles are:

- a. Recognize the return on investment or change advantage.
- b. Have and maintain an alliance for change.
- c. Measure organisations' preparedness and willingness.
- d. Individualize the modification by ensuring it is relevant to all employees affected.
- e. Quantify the actions in order to resist performance of change.

8.10 Communication in Change Management

Change management communication is seen as an essential constituent of structural consciousness and sustenance for organisational change. It aids shareholders comprehend what is altering and the reason for the change as well as how it will precisely affect them.

According to Lewis, L K, (2010) communication and change management are inseparably allied to the processes. In detail, communication is a central pedal for change management. It is an important constituent to the emerging change creativities and realizing them. Communication is more than only informing an employee approximately. It targets to respond to employees' queries and decrease their concern in so as to keep them inspired, improve sustenance and accomplish the desired results.

In the view of Hardy (2017) managers and executives who are change agents that want to achieve changes result should ask themselves four important questions concerning communication:

- a. Who must be informed? All the employees who might be affected by change implementation shall be informed.
- b. What must the information be? The information should contain all about the change.
- c. At what time must it be informed? Immediately after decisions about the change management is taken, the information must be cascaded to all employees.
- d. How should the employees be informed? By diverse methods such as formally or informally, and directional or bi-directional.

Inadequate message produces misperception, doubt, gossips, and absence of cognizance. Communication is an instrument used in making and establishing consciousness of the requirement for change, to produce longing to contribute in the change and sustain it. Many organisations until recently do not understand that deprived of actual message, change is incredible and it will definitely fail. A respectable executive, manager or change mediator uses steps to safeguard that the communication method is being approved effectively. Managers and executives must make thoughtful efforts to link the nature and the effect of the planned changes. As postulated by Duck (2013) “everything managers say-or-do not say distributes a message”. Several managers accept that communication is an employee function, somewhat for human resources or public relations to take responsibility for, whereas communications necessitate a precedence for all manager at all levels.

Singular motive for a shortage of additional actual methods to change management is that executives are incapable to communicate efficiently. They must observe those communications earlier, during, and after modification process is not an instruction or one-way communication. In fact, it must be a two-way process that provides both information to the employees and prospects for the employees to express their anxieties and sentiments about the change (Johansson, C. and Heide, M, 2018). Communication proposes to transfer employees in an organized way to admit and absorb the change as a team. Effective change management hinges on collaboration and communication with the employees who are involved in the change process and management with a vision that will empower the method rather than command the method (Koivula, J, (2019).

Employees can only deliver efficiently if they can contribute in the organisation and they can only partake if they are completely knowledgeable about it (Mayhall, R, 2019). Employees need to understand the aim and objectives of the change. They have to feel safe about their core apprehension such as: job security, reimbursements, reward, basic salary and job performance. Alteration is incredible except all the employees in the organisation are eager to assist often to the extent of contributing temporary sacrifices. Employees will not make efforts even if they are unfortunate with the position, except they be certain of the usefulness of the change. Deprived of reliable message, the emotions and attentions of the employees are not ever gotten (Nickols, F, 2010). Consequently, actual message is a faultless instrument to make employees ready for change, support them to trust it, and have a feeling of being safe in their future career life with the

organisation. On the other hand, effective communication aids management to ensure that employees are proficient in executing the new method of working and use the new expertise.

8.10.1 Functions of communication in change initiatives

Information Distribution: Once changes are predicted to occur within a period of time and are possible to include ambiguity at some points then such information must be evidently communicated in good time so as to avoid possible loss of impetus, dissatisfaction and suspicion among certain clusters of employees (Barret, D J, 2012). Communication virtually is meant to proclaim organisational changes and to afford investors with information concerning the scope, effectiveness and implication of the change (Frahm, J A. Brown, K A, 2015). It is crucial to communicate information such as mission statements and goal achievement status during change process. Disappointment in cascading information to employees and investors adequately concerning the reason the changes are necessary will be viewed as having a high negative impact on the organisation (Barret, D J, 2012).

Contribution: Participation and contribution are generally regarded as main accomplishment features during organisational change. Communication can disrupt when employees are not integrated in the change process. Certainly, linking employees from the start to finish in any change program has continuously been well-thought-out as a good management practice. Change schemes are not different. Once change is essential, the use of participation and contribution can be particularly helpful because they frequently promote superior commitment on the part of the contributors and participants (Lewis, L K, 2010). Change can be more actual once organisations integrate employees into preparing and organizing the process. Furthermore, employees who have assisted in planning and implementing the change will hold it rather than resist it.

Vision and Inspiration: Vision, Inspiration, communication and motivation are tools to ensure all employees and management who are involved in change management are aware of the objectives related to it. If the target viewers of change management do not comprehend the motives behind the change, it will be very hard to be realized (Barret, D J, 2012). The employees' comprehension of the motives for change is reliant on their association with the organisation, the level of confidence they have in management and the views held by their colleagues (Koivula, J, 2019). Vision and communication might be applied to carry the vision, established the goals and highpoint the significant motivators for altering prevailing organisational attitudes, values, norms, beliefs and practices.

Compliance and acquiescence: Change plans can yield high tendency for anxiety and effective communication is required to regulate employee compliance to change, limit possible fears and inspire the formation of communal acquiescence amongst employees. Confrontation to change might be limited by deliberating and exchanging the more complex features of change. Managers' job is to identify employees' worry, anxiety, and stress and help them move these undesirable moods to an optimistic end. Efficient communication and acquiescence play important roles in bringing constancy throughout these intermediate periods (Lewis, L K, 2010).

Response and feedback: All efforts to change necessitate the arrangement of communication developments that offer employees response and feedback concerning their performance during

change initiatives and provide response to management concerning strengths and softness of the change initiative (Frahm, J A. Brown, K A, 2015). Through comprehensive response and feedback that comprised features such as excellence, quantity and appropriateness, employees are expected to turn out to be self-corrective and might more effortlessly comprehend the immense depiction. With response and feedback employees can similarly regulate what assistance they want from others and the employees that might be able to profit from their assistance. Communication throughout response and feedback sessions should be both upright and straight. This permits for nonstop enhancement of the change process. Response and feedback should be as optimistic involvement as conceivable. By doing so, employees will be further exposed to proposals for enhancement (Lewis, L K, 2010). According to Hirschfield (2009) “Communications should be straightforward, easily assimilated, and not condescending”. All executive must take additional steps to ensure that all communication part has a strong determination and a target audience. This method to communication aids to set prospects, expresses an intelligible story, and nurtures behaviour and attitude changes. In view of this method, there is a requirement for communication strategy. Judiciously strategizing and effectiveness communication aid in stopping struggles and change confrontation. The vital determination of the communication strategy is to distribute the important information for the target audience at the right time (Barret, D J, 2012). Communication strategy collects communication associated events, goals, apparatuses, audiences and schedules together in one place. It groups an agenda for the communication responsibilities and offers a tangible commencement if not an intellectual activity.

According to Robin Mayhall (2009) the four vital actions associated with generating and instigating a communication strategy are as follow:

Define the main circumstances and the requirement for communication which is called the investigation stage.

- a. Examine the goals and objectives for communication and regulate the target audience.
- b. Action the communication strategy which is the stage of communicating the message.
- c. Appraise the performance and regulate the level of accomplishment based on the results.

Environment: The environment, goals, objectives, key messages, audience and media are the major fragments which communication strategy is accumulated. In the view of change management explaining the environment, it comprised the organisational culture as one of the major things to be conscious of. Once directors comprehend the environment that work very well with the organisation, they will be able to alter the approaches and communication to conform with the situation. Predominantly in cases where exterior advisors are used so as to assist in communication activities, it is vital that dominant employees within the organisation are linked to the work as well. Adequate process with the employee is required so that the message results are in the accurate form for the organisation (Barret, D J, 2012).

Summary/Conclusion

The chapter started with the definition of the concept of change, change management policy, contents of a change management policy, how to write change management policy, sample of change management policy of ABCDE organisation Nigeria limited, it also discussed the types of

change, importance of change management. Explained change and leadership, the relationship between leadership and change management, Problems associated with leading change management, considerations in change management. Also, in this chapter we analysed the change management process, discussed the place of people in change management, determined the role of stakeholders in change management. The chapter also explained replacement plans in change management, analysed the importance of communication in change management, and explained the functions of communication in change initiatives. The chapter ended with six theory questions and answers, and nine multiple choice questions with answers provided to ensure students understand the study pack with ease.

Practice Questions and Answer

Theory Question on Change Management

1. Describe change and elucidate diverse kinds of change in organisations. Clarify how management should tackle those kinds of organisational change with respect to the perseverance and the degree of resistance predicted in each situation.

Answer:

Change is opined as an alteration or evolution of one step to another step, one phase to another point, one procedure to another and one condition to another. In supplementary words, change is classified as the act, development, or outcome of altering or adapting to become something dissimilar and to develop a different experience.

B. Diverse kinds of change in organisation

Incremental or step-by-step change. This comprised: **what** the organisation does with regards to the change factors.

When: the organisation observe that the contemporary condition is not satisfactory but not too bad.

Why: The organisation will choose for step-by-step change when they want to advance but do not take risk. Progress short of terminating the contemporary condition have long term viewpoint.

2. Elucidate organisational change management

Answer: Organisational change deals with the alteration in the comprehensive operations atmosphere of an organisation. It denotes cooperation with the way through which an organisation modifies its organisational structure, plan, working procedures, expertise, or organisational norms and values and the outcomes of these variations on the organisation.

The procedure for exploiting a change inside the organisation to accomplish a successful result is recognized as organisational change management and it commonly consists of the following three main stages: training, application and follow up.

3. Transformational change comprised redesigning the organisation's culture and strategy fundamentals. In what ways can studies of development and revolution help in executing transformational change?

Answer:

Transformational changes are categorized as methodical and revolutionary processes because the whole structure of the organisation is altered essentially. Characteristically determined by top management, change might happen quickly so that it does not get hindered by organisational governance, employee resistance and other kinds of organisational lethargy. This is predominantly relevant to changing the diverse structures of the organisation such as policy, data management systems, human resources practices and work design. These structures tend to strengthen one another, thus making it hard to change them in a fragmented way. They need to be changed collectively and in a corresponding style so that they can reciprocally care for one another and the original cultural values and expectations. Transformational change nevertheless, is separated from other kinds of strategic change by its courtesy to the employee side of the organisation. For a change to be branded transformational, a mainstream of employees in the organisation must change their behaviour.

4. Explain vividly the roles of employers in enhancing effective organisational change

Answer: Top management and employers of any organisation play vital parts in enhancing effective organisational change by providing management and vision, encouraging clear communication, assigning resources, authorizing and attracting employees, giving assistance and training, uninterruptedly assessing and regulating the change process, and leading by example. By gratifying these responsibilities, employers generate an environment that assists employees in familiarizing themselves to and acceptance the change, exploiting the probabilities of successful execution and encouraging results for the organisation as a whole.

5. Deliberate approximately the factors that can impact whether or not employees accept organisational change.

Answer: The factors that can impact employee's acceptance or rejection of organisational change is dependent on the policy, strategy and procedure which the organisation adopts in making the changes. Employees integration to the change management processes will help them accepting the change. Organisational change includes making modifications to how their corporate approaches or structure function in their systematic practices in answer to pressures.

6. Explain and elucidate clearly the concept of organisational change management.

Answer: Organisational change deals with the alteration in the comprehensive work atmosphere of an organisation. It denotes both the method through which an organisation modifies its organisational structure, strategy, plan, operational procedures, technology, or organisational norms and values and the results of these changes on the organisation.

The process of applying a change within the organisation to attain a positive result is known as organisational change management, and it generally entails the following three main stages: preparation, application, and follow-up.

The following are the phases of organisational change management:

- i. The preparation phase deals with familiarizing the employees with the reasons the change is needed in order to eradicate any resistance confronted by the employees of the organisation.

- ii. The next is to put the plan for implementing the change. The plan should also look into any unanticipated situations or difficulties that might be seen during the execution phase and require dexterity and flexibility to overcome.
- iii. The next phase after planning has been formed the implementation to accomplish the anticipated result. The top management should emphasis on inspiring the employees toward attaining the goal.
- iv. The next phase after implementing these changes is that there could be a propensity to return to the original methods. This ought to be prohibited by adopting recompence systems and positive ways of control.
- v. Analysing the accomplishment or disappointment of the change is the last step which involve review, checks and analyses.

Change is compulsory for organisations to prosper and expand. Change management is what brands changes in an organisation effective to be accepted by the employees. When proper organisational change management is not utilized, the execution of changes might be tough and take a lot of resources and outcome in an expenditure of time. Furthermore, they might hinder the expansion of competent skills and weaken employee morale. Consequently, ineffective change management might result in the organisation's failure.

MCQ/Objective Questions

Question: State the missing word in these following sentences.

- (1) Both _____ and _____ factors are responsible for changes.
- (2) Managers cannot entirely stop changes but they can continuously _____ them.
- (3) Technology is an _____ feature affecting a business organisation.
- (4) _____ types of changes happen normally in the progression of business.

Answers: (1) external, internal (2) anticipate (3) external (4) natural

5 Which of the subsequent is a method of setting objectives and goals and formulating policies, plans, and procedures to meet them?

- a. Planning
- b. Organizing
- c. Leading
- d. Controlling

Answer: (a)

6 Why is it imperative to comprehend the organisational setting while thinking about the management of planned change?

- a. Because there is no one correct formula for managing planned change
- b. Because it is significant to examine the organisational environment to develop plans
- c. Because understanding the schedule of change is significant

- d. Because it is significant to comprehend the decision-making and personal capabilities to manage change.

Answer: (a

- 7 Why changes in organisational cyphers and procedures might be significant in managing planned change?
 - a. Because cyphers and practices can signal strategic change in normal terms
 - b. Because cyphers and practices can be recognized in a cultural web analysis
 - c. Because cyphers and practices are easy to change
 - d. Because changes in practices and cyphers are less time consuming

Answer: (a

- 8 In the language of technology software refers to which of the following?
 - a. Apparatus
 - b. Tackle
 - c. Knowledge
 - d. None of the given options

Answer: (c

- 9 Which of the subsequent can be altered with the help of organisations' reward system
 - a. Organisational philosophy
 - b. Organisational management
 - c. Organisational structure
 - d. Organisational hierarchy

Answer: (a.

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CHAPTER NINE

ORGANISATIONAL BEHAVIOUR

Course Objectives

By the end of this chapter, students/delegates/learners/readers are expected to:

- i. Define organisational behavior;
- ii. Identify the various discipline that contribute to OB;
- iii. Analyse corporate culture and leadership;
- iv. Identify the various leadership styles;
- v. Discuss team and team management;
- vi. Explain the differences between employment contract, psychological contract and social contracts;
- vii. Discuss organisational citizenship behaviour.

9.0 Introduction

The research on organisational behaviour is identically thought-provoking and inspiring too. It deals with how the employees and group of employees are working collectively as a team. The research turns out to be more thought-provoking as soon as situational features interrelate. The study of organisational behaviour re-counts to the anticipated behaviour of an employee in the organisation.

No two employees are probable to act in the equivalent way in a specific work condition. It is the expectedness of a manager concerning the anticipated behaviour of an employee. There are no givens behaviour in human beings. It is the human influence that is influential to the efficiency henceforth the study of human behaviour is vital. Excessive reputation consequently must be attached to the study.

An operative organisational behaviour approach can assist management inspire its employees to perform well. Attaining communal goals turn out to be relaxed and modest as soon as everyone is on the equal page. In this chapter, we shall be studying numerous discipline that contribute to organisation behaviour, analyse corporate culture and leadership, identify the countless leadership styles, discuss team and team management. We shall also look at the differences between employment contract, psychological contract and social contracts, organisational citizenship behaviour and thereafter, we take our quiz.

Couse Outline

9.1 Definition of organisational behaviour

Organisational behaviour deals with the learning of how employees and groups interrelate within an organisation and how these connections affect an organisation's performance in the direction of its goal achievement. This area of study scrutinizes the influence of many influences on behaviour within an organisation. Aswathappa. K. (2012) opined that “organisational behaviour focused on

the study of human behaviour in organisational situation, of the crossing point amongst human behaviour and organisation and of the organisation itself.” Stephen P. Robbins (2013), maintained that “organisational behaviour concentrates in a field of study that explores the effect that employees, groups and structures have on behaviour inside the organisations for the determination of putting on such acquaintance in the direction of enlightening an organisation’s effectiveness.” L. M. Prasad (2012) on the other hand stipulates that organisational behaviour can be well-defined as the learning and submission of information about human behaviour linked to other fundamentals of any organisation such as construction, expertise and social systems.

Davis and Newstrom (2002) explained that organisational behaviour deals with the learning and submission of data in what manner people act in the organisations. John Newstrom and Keith Devis (2013) holds that “organisational behaviour basically focused on the training together with the transmission of knowledge on how employee and as groups of employees perform within the organisations. It endeavors to recognize the methods in which employees can act further efficiently.” Organisational behaviour empirically studies individual behaviour in seclusion once in a cluster and collectively in an organisation. The academic learning of individual behaviour alone will be inadequate for the reason that behaviour is exaggerated by the group around us together with the organisation where we work. Learning only individuals or only organisations would be of no use, rather It is essential to study both concurrently.

9.2 Various disciplines contributing to organisational behaviour

Organisational behaviour is a pragmatic behavioural discipline constructed on aids from numerous behavioural fields of study primarily psychology, sociology and anthropology. Psychology’s aids focused predominantly on the individual or micro-level of examination while the other fields of study have supported to the comprehension of macro perceptions such as collective developments and organisation (Timothy A. Judge 2017).

Organisational behaviour has appeared as a distinct area of study nevertheless, there are numerous disciplines contributing to organisational behaviour. Disposition, perception, learning, attitude, family background, training, inspiration, job fulfilment, performance evaluation, management efficiency, norms, values and ethics are the factors which affect the individual behaviour. Collective changing aspects, communication, organisational setting, individual and organisational culture influence group behaviour. Organisational structure, power and politics, position, relationship with junior and senior colleagues, conflicts and culture affect the individual behaviour in the organisation. These innumerable aspects re-count to diverse disciplines including psychology, sociology, social psychology, political science, and anthropology. According to Geetanjali Singh (2015) some of these disciplines are discussed below:

1. A separate field of study and not a discipline only:

A discipline is an acknowledged learning that is built on a hypothetical substance. Nevertheless, organisational behaviour comprised a many faceted interdisciplinary alignments and is therefore,

not founded on a precise academic contextual framework. Consequently, it is well rational to say that organisational behaviour is a distinct field of learning relatively than a discipline only.

2 Psychology

- a. Psychology deals with the branch of discipline that pursues to quantify, elucidate, and occasionally transform the behaviour of people and animals.
- b. To practice emotional and organisational philosophy and investigate to enhance organisational efficiency and the effort life of all the people.
- c. Psychologists' apprehension is with perusing and trying to comprehend specific attitude and character of people.
- d. Knowledge, observation, character, feelings, training, management effectiveness, needs and motivational services, job gratification, policymaking process, performance evaluations, attitude quantification, employee engagement methods, work plan and job stress are all parts of psychological field of study.

3 Sociology

- a. Sociologists research on the societal structure in which people fill their responsibilities.
- b. Sociology understands individuals in line with their corresponding human beings to advance organisational performance.
- c. Learning of collective dispositions and character of people in organisations, group changing aspects, strategies of team work, organisational culture, prescribed organisational philosophy and construction, organisational expertise, communications, power and conflict.

4 Social psychology

- a. Focused on areas inside mindset that mergers perceptions from psychology and sociology and then emphasises on the effect of people on another.
- b. Main area: alters how to execute it and in what way to decrease obstacles to its reception.
- c. Learning areas: gauging, thoughtfulness and fluctuating attitudes, message patters, making trust the habits in which collective actions can gratify specific needs, collective decision-making processes.

5 Anthropology

- a. This is embedded in the learning and dissemination of knowledge about civilizations in order to grasp the ideals about human beings and their actions. Learning on values and situation has aided us comprehend transformations in essential standards, attitudes and behaviour between individuals in diverse nations and within diverse organisations.

6 Political science

- a. Focused on the study of behaviour of persons and collections inside a dogmatic atmosphere
- b. Learning areas: configuring of skirmishes, distributions of power and the way individuals deploy power for distinct self-interest.

7. An interdisciplinary approach:

Organisational behaviour fundamentally is an interdisciplinary method to learn anthropological behaviour within an organisation. It attempts to fit in the pertinent information strained from

associated fields of study like psychology, sociology and anthropology in order to brand them appropriate for poring over and analysing organisational behaviour.

8. An applied science:

The actual feature of organisational behaviour is applied science. Organisational behaviour principally is involved in the application of numerous investigations to resolve the organisational glitches that are connected with human behaviour. The rudimentary line of variance between pure science and organisational behaviour is that although the former quintessence on essential researches the latter focusses on applied researches. Organisational behaviour comprised both applied science and its submission in organisational investigation. However, organisational behaviour can be named both science or an art.

9. A normative Science:

Organisational behaviour seen as a normative science, while the constructive science deliberates only on the cause effect affiliation, organisational behaviour recommends how the discoveries of practical studies can be pragmatic to communally acknowledged organisational goals. Thus, organisational behaviour deals with what is recognized by people and society involved in an organisation. Absolutely, it is not that organisational behaviour is not regularized at all but it is normative as well that is well emphasized by the propagation of management philosophies.

10. A humanistic and optimistic approach:

Organisational behaviour spread over humanistic method in the direction of people working in the organisation. It deals with the thought and sensitivity of human beings. Organisational behaviour is founded solely on the credence that individuals have an inborn craving to be autonomous, imaginative and industrious. It likewise comprehends that employees working in the organisation might and will actualise these capacities if they are given appropriate situations and environment. Atmosphere influences employees' performance in an organisation.

11 A total system approach:

System approach integrates completely all the variables that are touching organisational effectiveness. The systems method has remained established by the behavioural researchers to evaluate human behaviour in the opinion of his/her socio-psychological context. Employees' socio- psychological background brands man a multifaceted person and the systems approach attempts to learn his/her difficulty and find solution to it.

9.2.1 Elements of organisational behaviour

- a. Employees' that constitute the organisation.
- b. system that explains if the organisation is hierarchical in nature or horizontal.
- c. Innovation or the organisational procedures and systems installed by employees.
- d. Organisational atmosphere that comprised the peripheral environment where the organisation operates.

9.2.2 The importance of organisational behaviour

The requirement and reputation of organisational behaviour get to your feet once there is a prerequisite to expand labour performance and accomplish best results. Numerous organisations use efficient management approaches to get all employees on the same page. Managers guide their employees in the direction of accomplishment by encouraging and inspiring them to do their best. In line with Harappa publications of the year 2021; these are a few reputations of organisational behaviour

Effective decision-making

A well-made organisational plans and policies in place positively affect the decision-making process more efficiently. This shows that all employees of the organisation are knowledgeable in their task and responsibilities. The employees treasure it easier to perform self-sufficiently, being hands-on and captivating creativity. Managers send representatives to take the job quickly and allocate job in line with variable degrees of competence and follow-up. This ensures that the whole organisational activities run smoothly.

Understanding people

Organisational behaviour assists the management in understanding the employees, their inspiration and their competence and aptitudes. The management is necessitated to be conscious of the elusive variances in employees work styles if they intend to inspire teamwork. Every employee has individual aspirations that are affiliated with specialized career goals. With a systematically positioned organisational structure, it is simpler to trail the advancement and accomplish employee aspirations for the best results.

Navigating workplace conflicts

An organisation works efficiently when there is effective communication, honesty and trust. The good aspect of organisational behaviour is that it aids team purpose with negligible conflict. There is responsibility at every stage since responsibilities are symbiotic. Organisations also have a code of conduct and vital norms and values that employees are obligatory to abide with. This controls the work setting, charging every employee to be absorbed on larger goals.

Improved performance

Inspiring employees, giving encouragements and recognizing hard work are the provisions of organisational behaviour. This assists to enhance job performance since employees are stimulated to put their greatest efforts forward. If an employee feels that he/she is appreciated to the organisation, he/she are probably to put more effort in working harder. The management is necessitated to ensure that employees feel like they are part of the organisation in order to inspire them toward attaining short-term and long-term organisational goals.

Healthy work environment

The implication of organisational behaviour might be comprehended in the background of a healthy work environment. The work atmosphere where both the management and employees trust one another and work in team with one another. Actuality on good terms with the team means that the organisation can work collectively to achieve its objectives. Common esteem transversely on

every department and levels establishes an operative organisational behaviour strategy. The good aspect of organisational behaviour is not limited to by what means employees perform well. It similarly regulates the horizontal effectiveness of the day-to-day activities within the organisation. Henceforth, the management must seek to generate a pleasant-sounding, elastic and manageable work environment.

9.3 Challenges

Pankaj G. (2014) stipulates that the implication of learning organisational behaviour is enhancing on daily basis due to self-motivated occupational environment. Recently, numerous fluctuations are captivating in the international, industrial, and organisational arrangements. These vicissitudes have transported numerous encounters for organisational behaviour such as:

1. Globalization:

Point toward the fact that no organisation can function effectively and efficiently in isolation and has to conform with the international influences that have an influence on it. Globalization postures many problems in front of an organisation. At the specific level, an employee might need to work on overseas projects or work together with employees from different cultures. On the collective level, problems might come in policymaking procedures and although working in teams that comprised employees of diverse social backgrounds. At the organisational level, glitches might arise in situation of mergers or purchases due to enormous cultural differences.

2. Management of workforce diversity:

This refers to the need of numerous conflict resolution procedures and challenge resolution methods to deal with diverse employees. It is problematic to manage the employees that have their place in diverse cultural experiences, as a result of variances in their norms and values, opinions, attitudes and behaviour. An appropriate management of workforce diversity can have numerous optimistic outcomes such as the accessibility of renewed ideas and capacities.

3. Improvement in quality and productivity:

This deals with corresponding the chosen heights of quality and productivity through the varying demands. Some of the management experts say that virtually all quality enhancement originates from universalization of strategy, manufacturing, design, methods and procedures. Recently, some quantity of plans such as procedure reengineering and excellence management are being applied to fetch development in productivity.

4. Improvement in people skills:

This suggests that it is the requirement of time to advance and elevate the competence of employees frequently. The change in business, political, and technological environment makes it important to train and develop the employees based on the new trends. The methodological and interpersonal skills of employees need continuous enhancement.

5. Incorporation of innovation:

It points toward the fact that it is essential to integrate change in instructions, guidelines, methods and procedures of an organisation to ensure uniformity in the existing values. It is informal to

articulate the policies for modification in the organisation nonetheless hard to achieve it due to the employee confrontation. Once the resistance of employees is overwhelmed then the optimistic fluctuations can be taken in the organisation to enhance the productivity level.

6. Incorporation of work-life balance:

Indicates that the demanding work schedules and challenging jobs tend to upset the personal and social life of employees at times. Work-life balance can be achieved by implementing the concepts, such as work from home and flexible work-timings.

Some other challenges of organisational behaviour as identified by J. Ivancevich, R. Konopaske, and M. T. Matteson (2017) are:

- a. Enlightening employees' Competence.
- b. Cultivating excellence and output.
- c. Managing staff diversity.
- d. Answering to globalization.
- e. Authorizing employees.
- f. Managing temporariness.
- g. Inspiring invention and change.

9.3.1 Organisational Behaviour – Limitations

Organisational behaviour focused on the subject or behaviour-based conversation in organisations. The behavioural characteristics are mostly focused on reasoning, behaviouristic and communal intellectual bases. In the course of allowing individuals to acquaint themselves with the organisational circumstances and work in relation to the set guidelines and method, numerous problems come up. Predominantly mental features in relations to observation, behaviour, feeling and ethics, put an employee in an impasse even though captivating conclusion and accomplishing the correct job. Numerous times, comprehensive decisions are not taken resulting in low productivity.

Intellectual approach offers only theoretical facets to learn the human behaviour at work, Behaviouristic facets instruct the employees or the group to work in line with the experiential behaviour. The experiments steered by Pavlov, Watson and others offer a base to work on explanations rather than intellectual approach which is founded on intangible psychological analysis. The researches of Ivan Pavlov and John. B. Watson offered the experiential behaviour model which is selfsame famous in behavioural scrutiny such as stimulus-response theory.

Founded on this rudimentary model (B. F. Skinner as referenced in Dennis J. Delprato 2018) further analysed the stimulus-response theory through his operant conditioning experimentations and said that “consequence” of an answer will display an enhanced behaviour over stimulus-response theory and the prototype of Skinner is popularly called “stimulus-response theory”. Giving to this model behaviour is prejudiced by its liable ecological significances.

Notwithstanding these two approaches, in other words intellectual and behavioural methods, which are mechanical and deterministic correspondingly, the current philosophers and academics such as Albert Bandura (2016) said these two models independently provide one dimension or the other of behaviour. They opined that an integrated approach has to be taken to understand behaviour. They projected “social learning” concept as a vital aspect of behaviour. According to this approach, a complex behaviour is acquired by directly observing and imitating others in the surrounding environment.

9.4 Leadership in modern organisation

Organisational behaviour fetches new perceptions and understanding to the model of leadership. It classifies several leadership panaches obtainable to a manager and examines which elegance is more suitable in a specific condition.

Kasper Rorsted (2012) is recognized for changing Henkel. Equipped with the knowledge of organisational behaviour he re-introduced the philosophy of Henkel into a winning culture. His management style, knowledge of the leadership panache of his crew and comprehension of the approaches to change the behaviour of employees assisted him generate the winning culture. Principal organisations through disaster and generating revolution are robust contributions of organisational behaviour. Dorothy. D., E. Leidner, T. Timothy, K.R. Worth (2018) grasp that leadership is an energetic management role that aids to direct an organisation's resources for enhanced effectiveness and the accomplishment of goals. Active leaders deliver simplicity of purpose, stimulate and direct the organisation to apprehend its assignment. To attain the most from the employees, leaders of contemporary organisations are required to support their crews and guarantee there is strong thoughtfulness joined with a sensation of gratitude and comprehensiveness. This workplace situation demands that leaders have the necessary competence and proficiencies that are important to leading a contemporary organisation effectively.

1. Communication Skills

In the direction of starting with, leaders ought to have robust communication competency so as to have respectable business story informant and to portion vibrant communication by dividing multifaceted philosophies to make them informal for all to comprehend (Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler 2011).

Contemporary leaders essentially must be vigorous spectators who consider carefully the concerns of their team. They ought to enhance discourse in the workplace and inspire open and crystal-clear communication. Furthermore, leaders must not only have a strong understanding of business approach but also know how to effectively communicate it to their team. In addition, they must include their teams in policymaking and be able to assign duties effectively.

2. Strategic thinking

In this recent constantly varying work atmosphere, it is imperative that leaders enhance advanced planned thoughtful competence: the aptitude to move information into accomplishment and to advance a strong approach to form the prospect of their organisation. Contemporary leaders must

progress robust associations with their colleagues, contemplate transversely the extended period and comprehend the influence of their choices in all parts of the organisation. They ought to stay open and attentive to prospects as well as diverse methods of discerning and different viewpoints on openings, trials and evolving issues.

3. Emotional intelligence

In order to achieve success in an organisation, contemporary leaders must acquire high emotional intelligence and the aptitude to develop faith and gather the influence of linking by appreciating the teams they lead (Travis Bradberry 2019). Through emotional intelligence leaders can join and engage with their team, comprehend and solve their needs, anxieties and hopes.

Contemporary leaders are required also to possess the aptitude to evaluate individual team strong point and feebleness, also to stimulate and inspire them to put extra efforts in their performance. Consequently, as Daniel Goleman (2016) writes in his book entitled: “Emotional Intelligence” says that leaders are required to have empathy, diplomacy, elegance, sympathy and unpretentiousness.

Contemporary leaders ought to make the happiness, safety and harmony of their crew one of their top significances. In these extraordinary periods of emergency and hopelessness, leaders must have the aptitude to go beyond to attract the trust of their employees and make them feel appreciated.

4. Resilience and agility

Contemporary leaders are required to be multipurpose and nimble in order to grip the diverse circumstances and changes that originate from them in all directions (Max Depree (2014). To be effective, contemporary leaders shall be resilient and talented to regulate to hard times or unexpected change. Subsequently, as Eric Greitens (2015) writes that they have to deal with intimidating encounters, hindrances, barriers and incomplete capitals in order to ensure their organisations succeed. Contemporary leaders as William B. Joiner and Stephen A. Josephs write, must also be talented to uphold stable and effective ownership of any given condition while cultivating ground-breaking and new viewpoints to solve problems.

5. Vision and purpose

Contemporary leaders are required to have a persuasive visualization and the aptitude to communicate it to their crew and decipher it into authenticity. In order to achieve this, as Simon Sinek, David Mead and Peter Docker (2017) posited that they must classify their individual desire and determination and endeavor to function from it and attach it to the organisation. This arrangement will result in reinforced emotional state of self-worth which result in self-assurance, self-realization, employee appointment and high performance.

6. Innovation and creativity

Prodigious and extraordinary leaders are progenitors of change who inspire originality and innovation in the organisation. Due to the difficult time during the outset of the digital era, contemporary leaders are required to ensure ground-breaking approaches engrossed on alphanumeric alteration and the use of technology to permit isolated work and make their team to

adapt accordingly. Tony Davila, Marc Epstein and Robert Shelton (2016) write that contemporary leaders ought to empower their crew with the paraphernalia and competence to do their jobs effectively irrespective of where they working from so that they can function as effectively as they did before disruption.

9.5 Understanding corporate culture

Corporate culture deals with the collective beliefs, norms and values, customs and behaviour of an organisation. Illustrations of corporate culture comprised a prominence on client service, an optimistic work atmosphere and principled practices. Supplementary instances comprised a focus on efficiency, teamwork and use of technology (Zhaoa H., H. Teng, Q. Wu 2018). Corporate culture is essential since it aids to profile the organisation's distinctiveness, make a helpful work atmosphere and initiate employee appointment and efficiency. Corporate culture can correspondingly have a consequence on the attitude and behaviour of clients as well as the organisation's lowest stripe. Organisations with robust, optimistic cultures have remained recognized to have amplified employee gratification, improved client service and advanced profits (Gochhayat J., V.N. Giri, D. Suar 2017).

9.5.1 Types of corporate culture

Ground-breaking: A culture absorbed on invention and originality where employees are stimulated to reason beyond their immediate activities and derive new philosophies.

Achievement focused: A culture fixated on accomplishing results and meeting targets.

Collective: A culture where employees do their job together in a team to attain a mutual goal.

Empire-building: A culture centered on winning risks, involving in new things and acceptance disappointment.

Corporate culture remains an important feature of an organisation that is oblique as the essential facet of organisational approach. It enables dependability of employee behaviour and assists new employees to mingle with and familiarize with the workplace in harmony with organisational goals. Corporate cultures take multiple effect on employee performance and gratification levels. Employees perform more honestly and dutifully to accomplish organisational goals as soon as they are convinced of their straight participation in the organisation. Culture of an organisation aids employees grow their competence to perceive and query sensitive connotations of organisational services as well as offer an intelligence of distinctiveness to its employees. By means of the employees spending the foremost fragment of their life while working with organisations, corporate culture gives them an occasion to improve their originality and straight their attitudes in the direction of everything connected to work life. Consequently, organisational culture impacts organisational efficiency. The culture of the office or factory has a sturdy influence on the wellbeing of workers in both little or longer time and a positive culture intensifies the expertise and performance of organisations (Shoeb Ahmad 2020).

9.5.2 Impact of organisational culture on employees' performance

Izuogu, S.A. (2015) maintained that the maquilage of corporate culture in an organisation chooses the outcomes to accomplish to the anticipated degree by the employees. The understandings of separate members in an organisation regulate the types of the organisational culture. Knowledge and culture are penetratingly intertwined as close at hand occur significant multicultural differences in the coherent change of human being (Nikpour, 2017).

Organisational culture remains a significant aspect of an organisation and a principal fact for greater corporate performance. In a study by Schein E.H. (2019) shows that corporate culture might aid working transversely three means in place of enhanced supervision and constraint in the organisation, improved purpose direction amongst the organisation and its acquaintances and increased staff effort. Primarily, the corporate culture plays main part into refining competence in an organisation by inspiring synchronization and supremacy within the organisation.

The employees receive appreciation by corporate culture to perform collectively and include every one (Ahmad, S. 2014) and thus advances the skill for knowledge sharing. S. Kim, J. Lee, K. Yu, (2014) maintained that corporate culture sums as it inspires employees to perform to collective objectives. Subsequently, the third significant facet as stated by R.L. Daft, K.E. Weick, (2018) that corporate culture be situated selfsame valuable to intensify employees' requirement from the organisations by inspiring their linkage with the organisation.

According to M.F.M. Isa, S.O. Ugheoke, W.S.W.M. Noor, (2016) the effect of organisational culture on employees' performance and events based on four substantial philosophies can be considered as:

- a. Recognizing the culture of an organisation allows employees to appreciate the previous and innovative procedures of operation in the organisation that demonstrates path concerning behaviour that are required in future.
- b. Organisational culture encourages trustworthiness to the organisation's principles and values that are sideways with produces common opinions of functioning with respect to collective objectives to accomplish success.
- c. Obliges as a monitoring expedient through its standards to direct events concerning anticipated performances and left meanwhile reluctant activities which can be attained by engaging and upholding employees whose principles complement with the integrity of the organisation.
- d. Precise types of organisational cultures may be connected conventional towards more productivity laterally with output differently.

9.6 Managerial styles

Managerial leadership style specifies the general form of executive's behaviour even though making determination to accomplish decision-making responsibilities. It also recommends the way in which the manager and subordinate relationship is passed out. Leadership style impacts efficiency and employee fulfilment (Bülent Çizmeci 2020).

It might offer distinct prominence either on efficiency or on employee gratification. Sporadically, managerial style might offer equivalent importance to both and try to attain high efficiency as well

as high employee fulfilment. Production placed method enhances efficiency at the disbursement of the human organisation. The employee placed managerial style hinge on the social inspiration to attain organisational goals and in the long run guarantee sustained high proportion of productivity. At contemporary democratic and participative system, leadership is employed to accomplish higher productivity deprived of forfeiting human morals and ethics in the organisation (Darryl Plecas, Colette Squires & Len Garis (2018).

For developing these skills, a manager must be capable of:

- a. Comprehending human goals and objectives.
- b. Enforcing harmonization among employees.
- c. Conveying appropriate training to employees.
- d. Encouraging employees to keenly exploit their capacities in the direction of accomplishment of organisational goals.
- e. Collaborating the goals magnificently to employees so they would recognize what is anticipated of them.
- f. Make known to the employees the new and innovative ideas.

Employees similarly assume the organisation to comprehend their needs and deliver them with accurate energy to raise both economically and professionally. Therefore, knowledge of organisational behaviour assists the management to comprehend and accomplish these needs of employees.

9.7 Team and Team Management

A team conceptualized as a cluster of individuals who achieve symbiotic responsibilities to work in the direction of achieving a mutual assignment or exact objective. Team management deals with the activities, approaches or methods that bind an assembly of people together to work successfully as a team and accomplish a mutual goal. There are numerous responsibilities that necessitate many people, so teams are an indispensable structure to productivity.

According to Afreen Mehek (2020) team management remains a disciplined methodology linking every employee in the organisation to generate a high-performance value through each of these characteristics. Team management stands primarily as a system of handling performance through the whole participation of every employee working in the direction of affiliated, quantifiable and performance goals. Team management remains the practice of everyday life in a high-performance organisation. It is an explanation of innovative relationships among employees, their managers and the organisation. It is the vehicle for all employee to developed a true organisational executive with his or her individual goals associated with the professional goals of the organisation (Soni, Vishal Dineshkumar, 2020).

Team ought to be empowered and allowed to make choices regarding their share of the organisation rather than just creating endorsements to advanced stages of authority. Although team structures might change and persons will oblige on some teams, teams should be seen as an enduring feature in the organisation not a provisional response to an organisational crisis or quality challenge. It is value seeing that for furthestmost of civilization on this earth the usual work structure remained the

small group such as the domestic farm or skill workshop. Huge structures, specialized, slight and responsibilities with persons working unaccompanied is a new phenomenon of the large production organisation. Considerably of the dysfunctions of the mass creation organisation are outstanding to individual separation and the nonappearance of the family structure in the workplace. The team method returns to what was normal for a million years when small groups of people were distributing responsibility for shared work (Sastry. S.K. (2013).

9.7.1 Team management process

There are approximately elementary phases in the team management process. Whereas each team will answer to their own work process and urgencies at some stage in the process each team must do the following:

1. Express team philosophies: All groups whether relations, athletic teams or organisational team function effectively once they have mutual understanding significances and philosophies. Top management are to define the team's philosophies within the organisation's mission and vision and in what way they prefer to function as a team. Ideologies might comprise things such as the arrangement to conduct deliberations with complete forthrightness and uprightness, decide to adhere to result in harmony, attend completely to all contribution with reverence and continue an endless focus on the requirements of clients.

2. Elucidate roles and responsibilities: One of the utmost common misconceptions of team management is that teams decrease accountability and outcome in the bedlam uncertain roles. If one at no time observed a basketball game and marched into the stadium it may seem to be confusion with group of actors in a row which might be a seeming condition. Nevertheless, the more one appreciates the hobby, the more one recognizes that there are selfsame clear roles and responsibilities, considered plays and areas of specialization. The equivalent is factual with organisation and work teams. Roles might comprise simplification, information gathering and exhibition, client and contractor communication, training and accountability for precise process stages.

3. Describe key clients and requirements: Information that value is dead are precipitated in any organisation. Deprived of hesitation one of the greatest beneficial perceptions to come out of the quality drive is the attention on clients and their requirements. The team management procedure commits this concentration as a repetitive obligation of all employee on every team. Each team will choose how superlative to express their clients and how to collect information on necessities. They might have a consultation with their clients, collect investigation or telephone data and will pursue to advance continuing client response on their performance. They will likewise explain their contractors and share the organisation requirements with their contractors.

4. Grow a balanced scorecard: The determination of the team management system is to expand corporate performance. Each and every team must know their data. They must outline measures that replicate the productivity of their work process as well as procedures for client gratification. Actions characteristically comprised efficiency, quality, budgets and sequence of time. It is commonly the exercise to grow a pictorial display so that all team can understand the charts stirring toward their goal and practice the demonstrative effect of better-quality performance. Records are

usually studied at each team meeting and constitute the foundation for continuing problem resolution and performance enhancement efforts.

5. Scrutinize the work processes: Crews are shaped around responsibility for detailed work processes. The methods might be accumulating a certain invention in a business environment, overhauling a group of clients, marketing to a distinct group or for a top management team, emerging business plan. Each team must be skilled in those methods for which it remains responsible. To be proficient in a work process that method must be definite, its sequence planned, its rotation time measured and substitutes well-thought-out. This stands a requirement of the team progression. It is after this investigation and knowledge that is fashioned the basis for continual improvement.

6. Rank problems: Complications are a standard of all work settings. It is the determination of teams to undertake possession of all challenges connected to their work method and to resolve those problems in the maximum effective and quick way. Teams are qualified in information analysis and problem-solving methods.

7. Identify contributions: In previous years executives were stimulated to reward an employee doing effective work on the supposition that it was the top management who remained responsible for the performance of their employees. Even though that remains true, it is also factual in an efficient performing organisation that all employees partake in the accountability to rejoice success, to identify the accomplishments of their employees and teams. Several teams embrace appreciation as a consistent element in their summit schedules. One outcome of the team method is to ensure the place of work is safe and sustaining work environment for the employment.

8. Appraise: Assessment of the whole method from client requirements to work sequence, work outcomes and the working of the group as a team remains an ongoing responsibility of the team. By episodic appraisal, the team progresses the sympathy and elasticity to make modifications as they advance more expertise and as situations change.

9.7.2 Team management results

Team organization remains a system of management not a package of the organisation. It remains an investment fashionable through the efficiency of the organisation. It is obligatory to produce effective results otherwise it is a depraved investment. The subsequent are results after the team management process:

Motivation and a sense of belonging

Teams rejoice for achievement together, agonize their ineffectiveness together and form pledges of relationship within the movement of the team. Teams have enjoyment since they partake shared goals, retain score, and advance the gratification of succeeding collectively. It is normal for teams to attempt to achieve the best of their aptitude. Teams also turn out to be an essential communal group that deliver a sense of fitting and acknowledgement of employee contributions that improve self-esteem.

Improved communication

The crew development comprised all and sundry in the organisation. In collaboration of employees and management help on improved communication among teams. Teams are environments for communication on the activities of the organisation. Communication is more efficient since the

cluster deliberates, asks questions and elucidates verdicts together. An enquiry that is happening in the thoughts of many employees is frequently enquired by one employee. Efficiency, competence, productivity and self-confidence are improved when members of a team have the identical information and feel that information is being cascaded without restrictions.

Long-lasting behaviour change

Several training plans yield a provisional improvement in organisational performance. Employees get thrilled and perform inversely for a short while then things frequently arrival to the old and repetitive way. This occurs since a new and better system of management that comprised all employees has not stood created. Team management makes systems that lead to permanent changes. Behavioural disposition of employees working in a team are classified as long lasting than employees working individually.

Shared learning from a diverse workforce

Teams offer the employee with a prospect to give specific strong point to the greater group and to learn from the efforts of others. Each employee is strengthened inversely so sharing leaning from a diverse employee is very essential. All employees contemplate in a different way, scrutinize the ecosphere differently, and tender our opinions and philosophies in many ways. Teams are channels for taking the fortune given to them through their multiplicity. People also absorb to value the diverse capabilities and philosophies of others within the team

Performance results

In the team management procedure, all employee develops a commercial administrator. One of the furthermost influential mechanisms of the team procedure is the expansion of a well-adjusted record by all the team. This record comprised commercial and client gratification actions or monetary and progression actions. This record remains largely dispatched and noticeable to respectively team every day. It remains the emphasis for debate and achievement planning. It is usual for teams to validate advancement in budgets, quality, efficiency, output and sequence of time.

9.8 Psychological and social contracts

The psychological contract deals with a set of conventions and expectations flanked by an exact employee and an explicit organisation; however, the social contract creates expectations and standards concerning an extensive diversity of engagement relationships. Yvon Pesqueux (2012) opined that linking the impression of social contract with psychological contract is built on two criteria: an anthropology of the employees and an anthropology of the organisation. The social contract of occupational theory contends that commerce occurs with the authorization of society, subsequently as the organisation performs in ways that assist the social order. Social contract theorists are certain of fact that an organisation ought to make verdicts and structure their processes in traditions that give the supreme advantage to society (Lucero, M.A., & Allen, R.E. (2014). Armstrong (2014) maintained that a psychological contract remains a set of unrecorded opportunities that occur among discrete employees and their organisation. As Guest (2007) noted, it is focused on: the insights of the equal parties to the engagement relationship, organisation and employees, the mutual possibilities and requirements oblique in that relationship. A psychological contract deals with a system of opinions that includes the activities employees have faith that are

required of them and what answer they assume in return from the organisation and equally, the schedules organisations hope that are expected of them and what reply they assume in return from the employees.

Expectations in the psychological contract (Rousseau and Greller 2014)

The perfect agreement in employment would point opportunities of both employee and the organisation. Distinctive contracts, however, are inadequate owing to restricted level-headedness which restricts employee's data looking for and to a varying organisational atmosphere that makes it incredible to postulate all situations up front. Employee and organisation are together left to fill up the blanks. Employees might assume to be treated justly as human beings, to be on condition with work that utilizes their capabilities, to be paid justifiably in accordance with their performance and inputs, to be able to show aptitude, to have occasions for additional growth, to recognize what is anticipated of them and to be given positive response on their performance. Organisations might want employees to do put in their effective effort in achieving the organisational goals and objectives, to be completely dedicated to the organisational standards, to be acquiescent and trustworthy and to improve the picture of the organisation with its clients and contractors. Occasionally these expectations are defensible and frequently they are not. Common misinterpretations can result in resistance and pressure and result in accusations and ineffective performance or to an end of the employment affiliation.

A social contract remains an implied contract between the employees and their organisation on what each party offers to the other. The rappings of the agreement can differ extensively. Although concepts of the social contract have archaeologically inclined to emphasis on things like safety, engagement opportunities and some arrangement of social well-being to help provide employee's wants over the sequence of their lives, social contracts can also comprise agreements on how collective relationships are accomplished, women's civil rights and several other issues. In reappearance for these civil rights, employees pay levies and harmony to the consultant of the organisation. Debatably, the organisation's legality is entrenched in the relationships of the social contract (Seema Shah 2022).

Social contract influences characteristically are that employees have agreed, either openly or implicitly to capitulate some of their liberties and acquiesce to the authority in exchange for defense of their residual rights or conservation of the social order (Celeste Friend 2019).

A social contract remains not an actual contract. No one top management signs the social contract and more frequently than not, no executive management essentially reach agreement to it. If they had to, they would possibly need to augment a limited thing first. In detail the impression of a social contract is a selfsame current one, no more than a pair of years ancient. A social contract be situated once a group of employees agree to give up certain rights and adopt a central authority in order to protect their rights (Cappelli, P., Bassi, L., Katz, H., Knoke, D., Osterman, P., & Useem, M. (2017). The social contract allows any organisation to work but it is significant to note that organisations and a social contract are diverse things. Employees can change every part of an organisation without altering the contract.

Origins of the social contract

Certainly, the knowledge of a social contract remains as old as the awareness of revolution. If a organisation's job is to protect employees in exchange for the employee giving up their rights, then revolution offers intelligence underneath certain circumstances. If an organisation no longer protects its employees, then some of those employees might feel it is their obligation to work contrary to the organisational norms and values (Hirsch, P. 2016).

9.9 Organisational citizenship behaviour

Organisational behaviour offers a method for comprehending human behaviour in the organisation. Organisational behaviour can be silent at the employees' level, relational level, collective level and intergroup level.

(a) Employees' Level:

It affords for evaluating the reason and by what method an employee performs in a particular way. Human behaviour remains a multifaceted spectacle and is pretentious by a great number of factors:

- i. Emotional
- ii. Communal
- iii. Cultural

Organisational behaviour fit in these features to deliver straightforwardness in empathetic human behaviour.

(b) Relational Level:

Interpersonal collaboration remains generally in noble association which characterizes greatest ordinary effort at socialisation. Two-person association is unavoidable in the organisation. Examination of:

- i. Mutual relationship
- ii. Character analysis and
- iii. Intermediate Analysis

Are most of the mutual approaches which offer such understanding.

(c) Collective Level:

Group compressions develop a strength in determining human behaviour. Study in collective dynamics has paid indispensably to organisational behaviour and demonstrates how a group behaves in its:

- i. Standards and values
- ii. Consistency
- iii. Objectives
- iv. Measures
- v. Information dissemination system
- vi. Management
- vii. Association

Comprehending collective relationships remains very essential for organisational self-esteem and efficiency.

(d) Intergroup Level:

The organisation be situated with several groups that progress a multifaceted of associations to shape its procedure and substance. Intergroup affiliation might be in the method of collaboration or competition.

Organisational behaviour helps in empathetic and attaining accommodating group relationships through:

- i. Collaboration.
- ii. Alternation of memberships between groups.
- iii. Circumvention of win-lose state of affairs.
- iv. Concentrate on entire group purposes.

Nature of organisational citizenship behaviour:**Individual differences:**

Every single individual is dissimilar from the other in relation to aptitude, intelligence, tradition, cultural background, attitude and bahaviour. This individual variance is the product of his mental and emotional characteristics. Organisational behaviour remains a part of psychology that study individual characteristics. An individual with emotional modifications will demonstrate the same in his behavioural life style in an organisation. Top management ought to perform inversely with diverse persons.

Entire Person:

An individual stands as a whole person with corporeal and emotional features. Consequently, we cannot contract through a person by portion. For instance, an employee engaged in an organisation has many individual difficulties disturbing him. It is not conceivable for him to effectively accomplish his work by ignoring these difficulties at home and perform efficiently with his bodily capability alone at the organisation.

No single person can detach the bodily and emotional features and deal with the individual. Hence, the facts of organisational behaviour and management must be unified and the badly-behaved of an individual investigates to discovery corrective action to resolve it seeing the employee as a whole person. Resolving the unruly will turn out to be quite easy if the relationship between Organisational behaviour and management is well comprehended by the manager.

Caused behaviour:

This remains a response in an employee as a result of some needs and wants that he has to gratify. These might be monetary or non-financial needs. This produced behaviour that has to be controlled by appropriate inspiration. Hence the management and organisational behaviour have to function together to comprehend the meticulous nature of the need of an employee to be fulfilled and the anticipated encouragement to be afforded to the employee so as to help placate his needs.

Human dignity:

Employees in any organisation have approximately robust principles and possess certain value systems of themselves. It might be a director or an employee, each owns the self-respect of his position and title role in the organisation. An employee who enjoys a robust value system might not compromise it just as such he has to be prearranged the commendable worth and

acknowledgement. Related method of organisational behaviour and management will be of prodigious assistance in such a condition.

Summary/Conclusion

The chapter started with the definition of organisational behaviour, identified and discussed the various discipline that contribute to organisational behaviour, elements of organisational behaviour, the importance of organisational behaviour, challenges in organisational behaviour, Organisational Behaviour – limitations, it also analysed leadership in modern organisation, corporate culture and leadership, types of corporate culture, Impact of organisational culture on employees' performance. The chapter also discussed managerial styles and identified the various leadership styles. Discussed team and team management, team management process, team management results. Furthermore, it explained the differences between employment contract, psychological contract and social contracts. Discussed organisational citizenship behaviour. The chapter ended with five theory questions and answers, and ten multiple choice questions with answers provided to ensure students understand the study pack with ease.

Practice Questions and Answer

Theory Question on Organisational Behaviour

1. Deliberate clearly on three dissimilar principles for ethical decision making.

Answer: There are three diverse criteria in making ethical choices.

- a) **The utilitarian and practical criterion:** Here verdicts are completed exclusively on the foundation of their results or significances. The aim of utilitarianism remains to deliver the utmost moral for the supreme number. This stands the interpretation that inclines to control organisational decision making.
- b) **The emphasis on rights:** This demands employers and employees to make choices reliable with essential rights and civil liberties as set forth in documents like the Nigerian constitution on the area of fundamental human rights. A prominence on rights in decision making means with respect to and defending the basic rights of the employees.
- c) **The focus on justice.** This necessitates employees to execute and enforce rules honestly and impartially so there will be an equitable distribution of reimbursements and costs.

2. List and describe the four methods employees can show job dissatisfaction.

Answer: Employees can show signs of dissatisfaction by means of departure, resignation, vocal sound, faithfulness, and abandonment. These comes from whether a reply is vigorous or unreceptive and positive or negative.

- i) Behaviour focused on resigning from the organisation is conceptualized as exit behaviour. It is active and destructive.
- ii) Voice contains vigorously and beneficially trying to advance circumstances, including signifying enhancements, deliberating problems with managers and some systems of union activity.
- iii) Loyalty comprised inactively but enthusiastically coming up for circumstances to improve so it is inactive and positive.

iv) Abandonment is unreceptively permitting circumstances to deteriorate including long-lasting absenteeism or unpunctuality, abridged effort, and amplified error rate, so it is a passive and destructive response.

3. Elucidate the concept of defensive behaviour

Answer: Defensive behaviour happens once employees observe policies as hazardous relatively than an occasion. They reply with responsive and defensive behaviour to circumvent action, guilt, or change. Self-justifying behaviour is habitually connected with undesirable moods in the direction of the job and work setting. At immediate, employees might find that defensiveness guards their self-centeredness. But in long duration, it is the solitary way they distinguish how to behave. At that opinion, they drop the faith and sustenance of their upper class, bosses, employees, and clients.

4. Clearly explain how managers figure employee behaviour

Answer: Managers can shape employee behaviour by methodically strengthening each sequential phase that transfers the employee faster to the anticipated answer. Managers can mold employees by supervising their knowledge in progressed stages. Strengthening upsurges as replies more thoroughly estimated the anticipated behaviour. Managers might apply optimistic reinforcement, adverse reinforcement, chastisement and extinction to endorse this steady forming of employee behaviour.

5. Deliberate clearly on the significance of values in organisational behaviour.

Answer: Values, standards and norms are significant to the study of organisational behaviour since they prepare the basis for the thoughtfulness of attitudes and inspiration and because they affect employee discernments. Employees come in to an organisation with predetermined philosophies of what should and what must not to be. These conceptions are not value free. They comprise explanations of right and wrong. Values and standards raincloud impartiality and rationality. Values and standards commonly impact attitudes and behaviour.

Multiple Choice Questions/ Objective Questions

1. One among the following is a problem-solving theory used by organisational behaviour program

- a. recognizing critical behaviour
- b. strengthening behaviour
- c. emerging straight arrayed data
- d. emerging precipitously arrayed data
- e. recognizing member barriers

Answer: (a; Recognizing critical behaviour)

2. One among the following statements is not true about attitudes in the workplace

- a. Altering employee attitudes is essential if you are to manage dissonance.
- b. High salary alone is not probable to create a satisfying workplace.
- c. Producing optimistic profession behaviour helps lessen malingering and labour turnover.

- d. Behaviour aid control in what way employees achieve their task
- e. Behaviour give notices of potential problems

Answer: (a)

3. One among all is the main reason managers should be absorbed in the employees' attitudes

- a. They outcome from behaviour.
- b. They reason the glitches.
- c. They spring notices of possible problems.
- d. They are usually low.
- e. They outcome in cognitive dissonance

Answer: (c).

4. Studies have shown that employees who are unhappy tend to make poorer choices than those with a more positive viewpoint. Why is this believed to be the case?

- a. They have a habit of choosing an outcome that will settle their undesirable worldview.
- b. They look for the flawless explanation when rarely is any solution perfect.
- c. They infrequently consider up all the choices when deciding.
- d. They circumvent labelling and other behaviour that allow them to come to a rapid decision.
- e. They have a habit of putting too great a value on their own ability to affect outcomes.

Answer: (b)

5. Organisational features that can be a replacement for management comprised all the following except:

- a. clear formalized goals
- b. inflexible rules and procedures
- c. unified work groups
- d. counsellor relationships
- e. All can be alternative for leadership

Answer: (d)

6. A positive organisational culture does one of the following:

- a. uses optimistic strengthening as an alternative to punishment
- b. seldomly uses rewards
- c. highlights individual growth
- d. highlights building on the organisation's strengths
- e. highlights organisational vitality

Answer: (c).

7. One among these is a consequence of a respectable fit between person and occupation.

- a. a little level of stress
- b. a high level of achievement
- c. high gratification and low turnover
- d. supreme performance and efficiency

e. a high degree of turnover

Answer: (c)

8. An individual's private assessment of their aptitude to perform is called?

- a. anticipation
- b. self-sufficiency
- c. Self-effectiveness
- d. job individuality
- e. auto discernment

Answer: (c)

9. When an employee is regarded as not being trained as a team, he or she furthestmost probably _____.

- a. Might be eager to undertake learning so as to learn team skills
- b. Might be effectively moved to another team
- c. lacks the practical competence necessary for a team position
- d. will find it hard to transit to working in teams
- e. comes from a philosophy that supports collectivist values

Answer: (d)

10. Reactive and protective behaviour planned to circumvent action, guilt or modification are termed _____

- a. party-political behaviour
- b. defensive behaviour
- c. isolationism
- d. impressive management
- e. defensive bias

Answer: (b)

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