Recruiting, Motivating, And Keeping Quality Employees

Chapter Objectives
1) Define human resource management and explain development/implementation of plan
2) Explain training/developing employees and need for diverse workforce
3) Define/describe theories of motivation
4) Identify factors of a good workplace
5) Explain performance evaluation and retention
6) Explain unionization, its structure and collective bargaining

Human Resource Management
• “…all actions that an organization takes to attract, develop, and retain quality employees.”

Strategic Human Resource Planning
• “…developing a plan for satisfying an organization’s HR needs.”

HR Process

Job Analysis
“…identify the tasks and responsibilities and skills that it entails, as well as the knowledge and abilities needed to perform it.”

- Strategic Plan
- Develop
- Select
- Forecast
- Recruit

Documents of Job Analysis
- Job Description
- Job Specification
How to Forecast Hiring/Firing Needs

1. Identify the human resources currently available in the organization.
2. Forecast the human resources needed to achieve the organization’s mission and objectives.
3. Measure the gap between the two.

HR Supply & Demand Forecasting

- **Demand > Supply**
  - Hire more workers
  - Extra hours
  - Subcontract/ outsource
  - Labor-saving initiatives
- **Supply > Demand**
  - Not replace
  - Encourage early retirement
  - Layoffs
  - Fire

Recruiting

- “…identifying suitable candidates and encouraging them to apply for openings…”

Discrimination

- “…a person is treated unfairly on the basis of a characteristic unrelated to ability.”

Equal Employment Opportunity Commission

**Enforces:**
- Title VII of the Civil Rights Act of 1964
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1964
- Title I & Title V of the Americans with Disabilities Act of 1990

Sources Of Qualified Candidates- Internal

- Bulletin Board
- Online
- Newsletter
- Direct Recommendation
Sources Of Qualified Candidates - External

- Classified Ads
- Local Job Fairs
- Corporate Web Site
- 3rd Party Web Sites
- In-Store Recruiting Posters
- “Business Cards”
- College-Campus Recruiting
- Internships

Selection

- “…gathering information on candidates, evaluating their qualifications, and choosing the right one.”

Selection Process

Application → Testing → Decision

Exam/Checks ← Interview

Contingent Workers

- “…hired to supplement a company’s permanent workforce.”

Types Of Contingent Workers

- Independent Contractors
- Consultants
- Freelancers
- On-Call
- Temps

Employer’s Benefits Of Using Contingent Workers

- Hired/Fired Easily
- Control of Labor Costs
- Often Cheaper/No Benefits
- Specialized Skills/Talents
- “Try Out”
Developing Employees

**New-Employee Orientation**

Training & Development

**Orientation**

• “...the way (the employer) introduces new employees to the organization and their jobs.”

**Employee Sensations in Orientation**

♥ Nervous/Enthusiastic
♥ Anxious but not wanting too much attention
♥ Interested but fearful of being overwhelmed
♥ Fit in but worried about being new/inexperienced

**Employer Pitfalls of Orientation**

♥ No workspace
♥ Ignore/fail to supervise
♥ Neglecting to introduce or too much
♥ No work assigned or “busy” work
♥ Swamp with company facts

**Training And Development**

 курс

**Motivation**

• “…internally generated drive to achieve a goal or follow a particular course of action.”
Maslow’s Hierarchy-Of-Needs Theory

Key Aspects of Maslow’s Model

1) Satisfy lower-level before seeking to satisfy higher-level
2) Once need satisfied no longer motivates; next higher need takes its place

Points to Maslow’s Model

1) Not all employees driven by same needs
2) Needs that motivate individuals can change over time

Herzberg’s Categories

▶ Motivation- strong contributors to job satisfaction
▶ Hygiene- not strong contributors to satisfaction but must be present to meet expectations/prevent job dissatisfaction

Two-Factor Theory

Expectancy Theory

• “…proposes...employees will work hard to earn rewards...they value and...consider obtainable.”
**Expectancy Theory**

- **Effort** → **Performance** → **Reward**
  - The employee believes that effort will result in acceptable performance.
  - The employee believes that acceptable performance will produce the desired reward.
  - The employee values the reward.

**Equity Theory**

- “…motivation…which focuses on our perceptions of how fairly we’re treated relative to others.”

**Equity Theory Comparisons**

- II Similar Position
- II Different Position-Same Organization
- II Similar Occupation
- II Shared Characteristics
- II Self At Different Time

**Job Redesign**

- Job Rotation- Systematic
- Job Enlargement- Enhancement
- Job Enrichment- Increased responsibility/opportunity for growth

**Job Enlargement V. Enrichment**

- Level of responsibility and number of tasks.
  - Current job: low level of responsibility, few tasks.
  - Enlarged job: same level of responsibility, more tasks.
  - Enriched job: same number of tasks, greater level of responsibility.

- **Alternative Work Arrangements**
  - Flextime
  - Compressed Workweeks
  - Part-Time Work
  - Job Sharing
  - Telecommuting
### Family-Friendly Programs

- Dependent Care
- Paid Parental Leave
- Caring For Yourself
- Unmarried…Without Children?

### Compensation and Benefits

<table>
<thead>
<tr>
<th>Wages &amp; Salaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Piecework</td>
</tr>
<tr>
<td>Commissions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incentive Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus</td>
</tr>
<tr>
<td>Profit-Sharing</td>
</tr>
<tr>
<td>Stock-Option</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legally Required</td>
</tr>
<tr>
<td>Paid Time Off</td>
</tr>
<tr>
<td>Insurance</td>
</tr>
<tr>
<td>Retirement</td>
</tr>
</tbody>
</table>

### How to do a Performance Appraisal

1. Set goals and performance expectations and specify the criteria that will be used to measure performance.
2. Complete a written evaluation that rates performance according to the stipulated criteria.
3. Meet with the employee to discuss the evaluation and suggest means of improving performance.

### Benefits Of Appraisal

- Opportunity to discuss performance and set goals
- Identify/discuss appropriate training
- Documentation for salary, promotion, demotion, or dismissal (also disadvantage)

### Feedback

- 360-Degree – Employees (mostly managers) get feedback from all directions
- Upward – Manager’s subordinates participate

### Retaining Employees

- Negative impact = turnover
- Create Positive Work Environment = Employee-friendly workplace
- Recognize Contributions
- Involve In Decision Making
**Why People Quit**
- Unreasonable Demands
- Opinion Not Valued
- No Clear Expectations
- Work Rejection
- Favoritism

**Involuntary Termination**
- Downsize
- Employment-at-Will – Both employee and employer can terminate at anytime, just cause

**Labor Union**
- “...an organized group of workers that bargains with employers to improve its members' pay, job security, and working conditions.”

**Labor Union Density**

**Union Structure**
- Labor Federation
- National Union
- Local Union
- Shop Steward

**Collective Bargaining**
- “The process of settling differences and establishing mutually agreeable conditions under which employees will work...
Negotiation Process

- Negotiations
  - Mediation
  - Arbitration
- Grievance

Negotiation Breakdown

- Union Tactics
  - Strike
  - Picket
  - Boycott
- Mngm't Tactics
  - Lockout
  - Strike Breakers