
Presentation on Human Relations-Module III

Human Resource Management-SEM VI

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TOPICS TO BE COVERED

- × Human Relations –Significance
- × Leadership -concept
- × Transactional theory of leadership
- × Transformational theory of leadership
- × Motivation-concept
- × Maslow's Need Hierarchy Theory
- × Mc Gregor's X and Y theory
- × Vroom's Expectancy Theory
- × Pink's Theory of Motivation
- × Employee Morale–Factors
- × Measurement of Employee Morale
- × EQ and SQ
- × Causes of Grievance handling
- × Procedure for grievance handling
- × Employee Welfare measures
- × Employee Health and safety measures

HUMAN RELATIONS-SIGNIFICANCE

- × Job satisfaction
- × Higher Productivity
- × Innovation
- × Reduction in conflicts
- × Employee Participation
- × Informal relations
- × Effective Communication
- × Reduction in absenteeism and labour turnover

LEADERSHIP -MEANING

Leadership is the activity of influencing people to strive willingly to achieve group objectives

-George Terry

Leadership is the ability to secure desired actions from a group of followers voluntarily without using coercion

-Alford and Beatty

TRANSACTIONAL THEORY OF LEADERSHIP

- × Known as managerial leadership
- × Focus on role of supervision, organization and group performance
- × Rewards as well as punishments
- × Focus on increasing efficiency of routine work
- × More concerned with following existing rules rather than bringing change in the organisation
- × Example: sports coaches

QUALITIES

- × Use rewards and punishments
- × Accept the existing structure
- × Action oriented
- × Do not think out of the box
- × Generally passive in nature

TRANSFORMATIONAL LEADERSHIP

- ✘ Inspires the followers and makes them interested in their job
- ✘ Provides challenges to the followers
- ✘ Understands the strengths and weakness of the employees to enhance performance
- ✘ Believe in making a change
- ✘ Act as role models

ELEMENTS

- ✘ Individualised Consideration (act as coach and mentor to each follower)
- ✘ Intellectual stimulation (find what is wrong rather than blaming)
- ✘ Inspirational Motivation (inspire followers to leave comfort zone and be optimistic)
- ✘ Idealised Influence (act as role models)

DIFFERENCE BETWEEN

Transactional

- + Reactive
- + Accepts existing set up
- + Rewards and punishments
- + Work for self interest
- + Maintain status quo
- + No individual consideration
- + Passive style
- + Laissez Faire approach

Transformational

- + Pro active
- + Looks for change
- + Commitment and dedication
- + Work in the interest of the group
- + Innovation
- + Considers individual aspects
- + Active style
- + Participative style

MOTIVATION-FACTORS

Derived from the word motive.

Motivation is the act of stimulating someone or oneself to get a desired course of action , to push the right button to get a desired reaction-Micheal Jucious

Monetary : Salaries or Wages, Bonus, Incentives, Special Individual Incentives

Non-Monetary: Status or Job Title, Appreciation and Recognition, Delegation of Authority, Working Conditions, Job Security, Job enrichment, Workers Participation

Importance

- *Employee Innovation*
- *Corporate Image*
- *Higher Efficiency*
- *Team Work*
- *Optimum Use of Resources*
- *Competitive advantage*
- *Reduces absenteeism*
- *Loyal employees*

MASLOW'S NEED HIERARCHY THEORY



FEATURES

- × Wide range of needs
- × Structure of needs
- × Lower level to be satisfied first
- × A satisfied need cannot be a motivator
- × Inter-dependence of needs

CRITICISMS

- × All individuals need not have same set of wants
- × Needs need not be hierarchal
- × Needs are over simplified

MC GREGOR'S X AND Y THEORY

1. Creativity
2. Responsibility
3. Activeness
4. Challenges
5. Followers/leaders
6. Orthodox/flexible
7. Opportunities
8. Self motivation
9. Leadership style

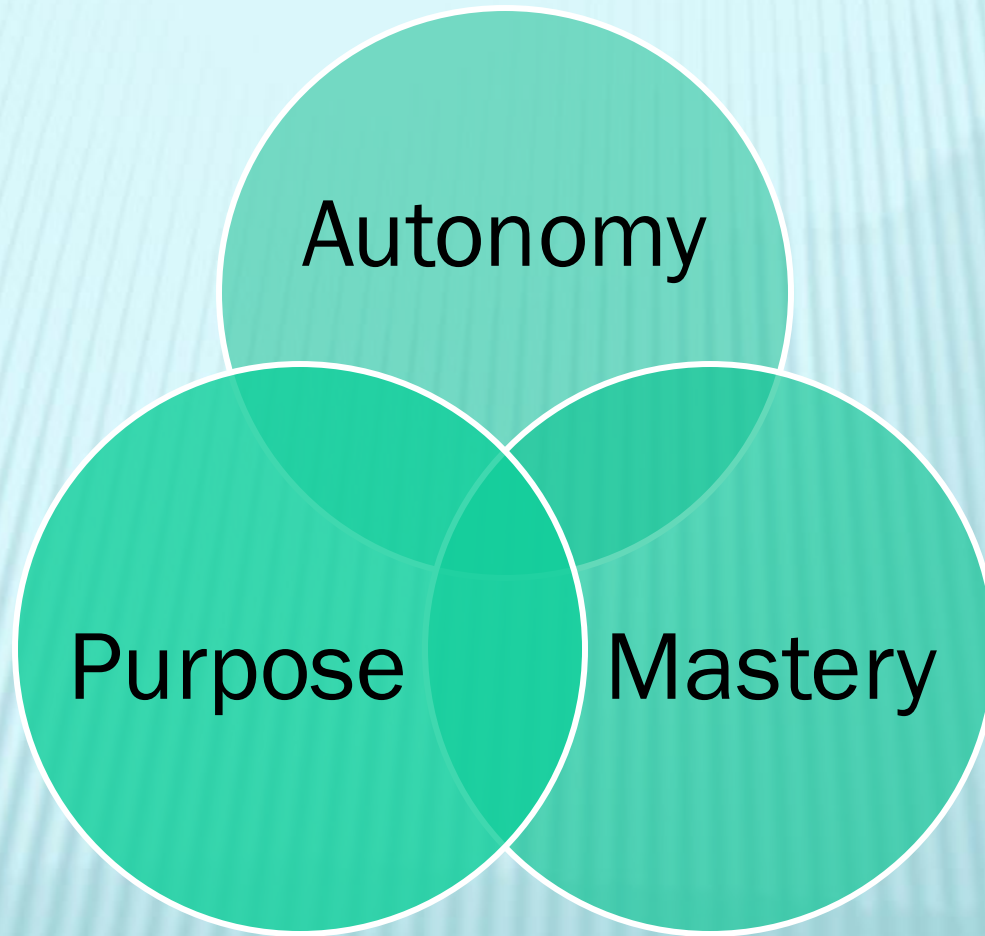
Managers can sue both X and Y depending upon the situation.

CONCLUSION

PINK'S THEORY OF MOTIVATION

- × Daniel Pink in his book “Drive” considers motivation as an operating system
- × Motivation 1.0 – (food gathering, or hunting for survival)
- × Motivation 2.0 - carrot and stick
- × Motivation 3.0 – Intrinsic factors where employees are self-motivated due to 3 elements i.e.

PINK'S THEORY



× AUTONOMY:

- + Freedom to employees

- + 4 elements: Time, Technology, Team and Task

× MASTERY:

- + Desire to continually improve at something which one enjoys.

- + Lack of opportunity at workplace demotivates employees

- + Management should give employees GOLDILOCKS TASKS
i.e. tasks that get employees to get out of their comfort zone
and further develop their skills

× PURPOSE:

- + Management must connect employee goals with organization.

- + Employees want to do things that makes a difference

- + Management must find purpose in work.

VROOM'S EXPECTANCY THEORY

- × Developed by Victor H. Vroom
- × Motivation is a product of VALENCE, INSTRUMENTALITY AND EXPECTANCY.
- × $MOTIVATION = Valence \times Instrumentality \times Expectancy$

VALENCE

- ✘ Refers to strength of an individual's preference for a particular outcome or reward.
- ✘ Valence is zero when individual is indifferent to outcome
- ✘ Valence is negative when individual prefers not achieving outcome
- ✘ Valence is positive when an individual prefers achieving the outcome
- ✘ Example : Promotion

INSTRUMENTALITY

- ✘ Instrumentality is zero when there is a low probability of the first level outcome resulting in obtaining a desired second level outcome.
- ✘ Instrumentality is 1 when there is a high probability of the first level outcome resulting in obtaining a desired second level outcome.
- ✘ Example: individual may be motivated towards superior performance because of the desire to be promoted.

HOW DOES THE MODEL OPERATE

- ✘ Product of valence expectancy and instrumentality is motivation.
- ✘ Strongest motivation= valence combines with high expectancy and high instrumentality
- ✘ Moderate motivation= valence is high but either expectancy and instrumentality is low.
- ✘ Weak Motivation= Valence is high and positive but both expectancy and instrumentality is low
- ✘ It can be used to find out
 - + Which reward employee values the most
 - + Whether employee feels his effort will result in performance
 - + Whether he feels that his performance will result in reward.

EXPECTANCY

- ✘ When employee believes that effort will not result in desired performance expectancy is zero.
- ✘ When employee believes that effort will definitely result in desired performance expectancy is 1.
- ✘ Generally employees estimate of expectancy lies between 0 and 1

FACTORS INFLUENCING MORALE

1. Image of the organisation
2. Quality of superiors
3. Nature of Team members
4. Rewards and Recognition
5. Working Conditions
6. Wages and Salaries
7. Workers Participation in Management
8. Nature of Job

MEASUREMENT OF EMPLOYEE MORALE

- × Observation
- × Informal monitoring
- × Spying
- × Feedback form clients
- × Morale survey
- × Periodic interview
- × Exit Interview
- × Morale Indicators: Absenteeism rate, Employee turnover rate, Accidents rate, Wastages, Grievances.
- × Suggestion Boxes

EMOTIONAL AND SPIRITUAL QUOTIENT

- × EQ involves degree of self confidence, risk taking ability, overcoming stress, and ability to handle tough situations.
- × EQ helps to control hatred, anger, ego, vindictive actions, emotional outbursts etc.
- × SQ consists of honesty, integrity, ethical values etc.
- × IQ-What I Think, EQ- What I Feel, SQ-What I Am.

DANIEL GOLEMAN'S MODEL OF EQ

Self Awareness-Understand ones emotions

Self Management- Controlling one's emotions

Social Awareness-ability to understand and react to others emotions

Relationship Management- ability to inspire, influence and develop relationship with others

IMPORTANCE OF EQ

- × PERFORM BETTER
- × MANAGE OWNS EMOTIONS
- × LESS STRESS
- × JOB SATISFACTION
- × DEVELOPES TEAM SPIRIT
- × SPREAD POSITIVE EMOTIONS

IMPORTANCE OF SQ

- × ENERGETIC AND BALANCED LIFE
- × INTROSPECTION
- × CAPACITY TO FACE LIFE'S UPS AND DOWNS
- × CONTROL ANGER, DISSAPPOINTMENT

FACTORS INFLUENCING EQ AND SQ

1. Nature of an individual
2. Nature of Superiors
3. Training
4. Socio-cultural Environment
5. Yoga and Meditation
6. Reward and Recognition system
7. Age and Experience
8. Traumatic Situations

GRIEVANCE

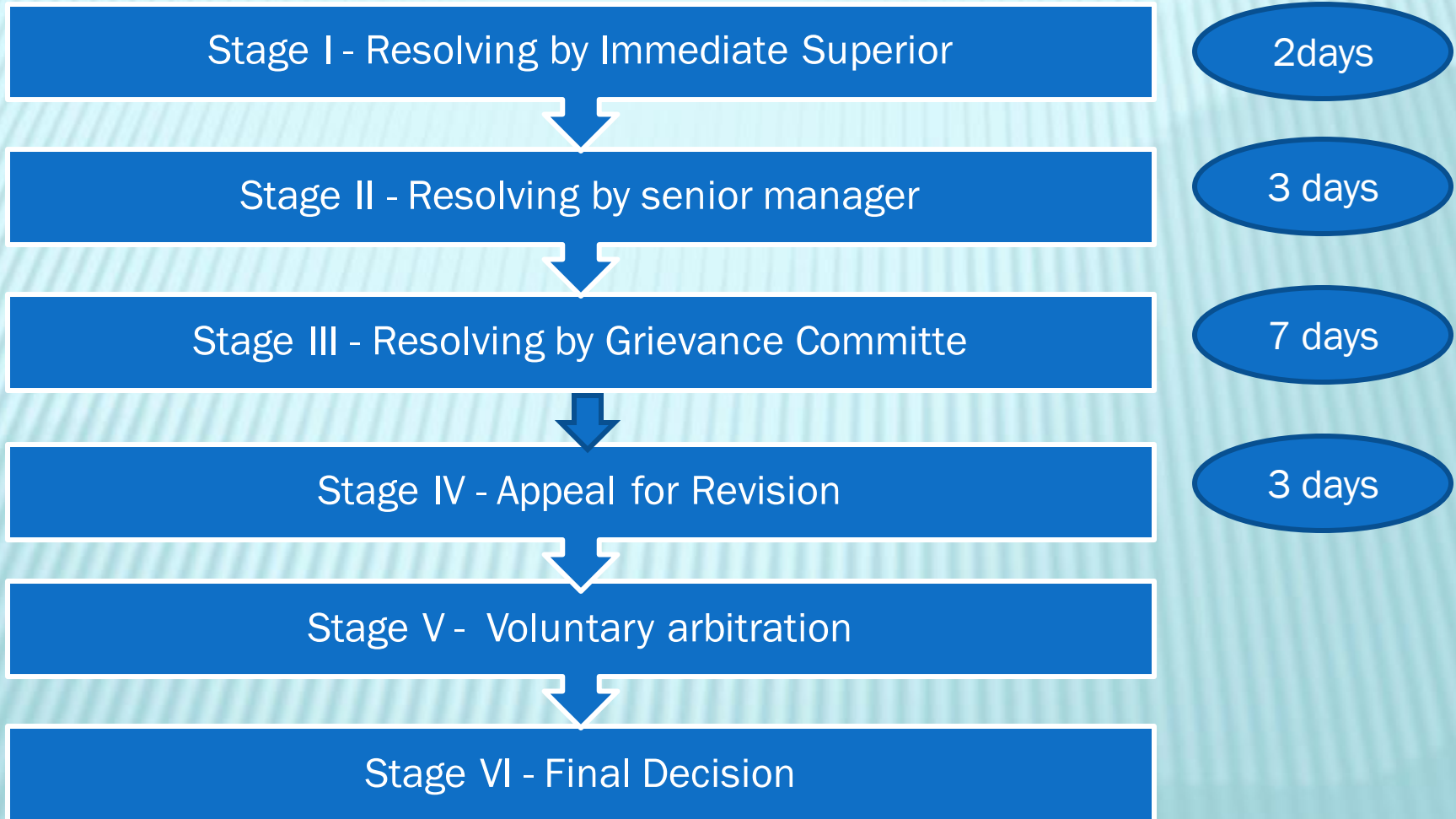
Grievance is a written complaint filed by an employee and claiming unfair treatment

-Dale Yoder

CAUSES OF EMPLOYEE GRIEVANCE

1. Wages and salaries
2. Working conditions
3. Welfare facilities
4. Nature of Superiors
5. Nature of Work
6. Personnel Policies
7. Disciplinary Action
8. Favouritism and Nepotism
9. Leave Problems

GRIEVANCE HANDLING PROCEDURE



EMPLOYEE WELFARE MEASURES

STATUTORY WELFARE SCHEMES

- × Drinking water
- × Facilities for sitting
- × First Aid Appliances
- × Latrines and Urinals
- × Canteen facilities(250 employees or more)
- × Lighting and Ventilation
- × Washing places
- × Changing rooms
- × Maternity Leave
- × Creche facility (50 employees or more, visit 4 times a day, children upto age 6)

NON-STATUTORY SCHEMES

- × Personal Health Care
- × Flexi-time
- × Prevention of Sexual Harrassement
- × Medi claim Insurance Scheme
- × Education Facilities
- × Housing facilities
- × Transportation facilities
- × Medical Facilities

EMPLOYEES HEALTH AND SAFETY MEASURES

- × Fire Protection
- × Protective Clothing and Safety Gears
- × Placement of Machines
- × Maintenance of safety Devices and Machines
- × Lighting and Ventilation
- × Safety Education and Training
- × Safety Discipline
- × Safety Committee
- × Safety Audit
- × Employee Involvement

THANK YOU