Chapter content

• Introduction
• The relationship between line management and the human resource (HR) department
• Human resource planning
• Finding qualified workers
• Developing qualified workers
• Keeping qualified workers
• Motivating employees
Chapter content (continued)

• Labour legislation that impacts the workplace
• Summary
Introduction

• Determining human resource needs
• Attracting a qualified workforce
• Developing a qualified workforce
• Motivating a qualified workforce
• Keeping a qualified workforce
The role of HR management in the organisation

• Crucial element in organisational success
  – Role of the human resource function
  – Human resource management
  – Organisational effectiveness
  – Who performs the human resource function
The HR function

• Strategic partner
• Labour productivity
• Improve skills base of employees
• Legal environment – accountability
• Importance of recruiting, selecting, training, developing, rewarding, assisting and motivating employees
• Integration and teamwork
• Job satisfaction
HR management and organisational effectiveness

• Effective organisations must have a vision, a mission and strategy, an organisational structure and human resources

• Successful companies have following attributes:
  – Primary benefits (monetary benefits)
  – Secondary benefits and working conditions (non-monetary benefits)
  – Training and development
  – Career development
  – Company culture and diversity.
HR management and organisational effectiveness

- Contribution of HR to organisational effectiveness should include:
  - Assisting everybody to reach goals
  - Efficient use of skills and abilities
  - Training and motivating employees
  - Job satisfaction and self-actualisation
  - Desirable quality of working life
  - Maintaining ethical policies and socially responsible behaviour
  - Managing change to advantage of individuals and public
  - Executing HR functions in professional manner.
HR planning

Divided into three specific steps:

• Step 1: Job analysis and job description
• Step 2: Job specification
• Step 3: Human resource forecasting and planning
• Human resource forecasting
  – Economic growth
  – New developments in the business
  – The labour market
• The human resource plan
HR planning

• Job analysis
  – Process used to investigate the tasks, duties and responsibilities of a job in an organisation

• Job description
  – Written format listing contents of the job

• Job specification
  – Details knowledge, skills and abilities relevant to the job
HR planning

• Human resource forecasting – important factors:
  – Economic growth
  – New developments in the business
  – The labour market.

• The human resource plan
  – Purpose is to provide concrete guidelines and steps to provide for business’s short-, medium- and long-term human resource requirements
Finding qualified workers

- Recruitment from inside
- Recruitment from outside
- The recruitment procedure
- Recruiting techniques:
  - Recruitment through advertisements
  - Recruitment through private employment/recruitment agencies
  - Recruitment through existing employees
  - Recruitment though personal approach
  - Recruitment through radio, TV and the internet
  - Sundry recruiting strategies.
Selection

• Preliminary screening
• Intensive assessment
  – Psychological testing
  – Diagnostic interview
• Final selection
• Placement and induction
Selection

Phase 1: Application
- Response to an advertisement
- Submission of job application

Phase 2: Shortlisting of candidates
- The qualifying candidates are shortlisted
- References checks are done
- Personality/interest/medical tests are considered

Phase 3: Interviews
- Consider CV/test results/background checks
- Consider application vs job profile
- Decision:
  - Make an offer
  - Reject
  - Hold over

Phase 4: Medical tests are considered depending on requirements

Phase 5: Notify the applications of the decision
- Keep records
- Job offer is made

Figure 12.2: Suggested phases in the selection process
Developing qualified workers

• Human resources development (HRD)
• Development methods:
  – On-the-job training and development
  – Away-from-the-job training and development.
• The danger of the ‘shotgun’ approach to development
• Performance appraisal
Keeping qualified workers

• Compensation of employees
• Types of compensation
  – Direct compensation
  – Indirect compensation
  – Reward
• The amount of compensation
  – External comparison (salary survey)
  – Internal comparison (job evaluation)
  – Factor-comparison
Motivating employees

• Introduction
• Employee motivation
  – Motivation in the workplace
  – Four content approaches to motivation:
    • Maslow’s hierarchy of needs
    • Alderfer’s ERG theory
    • Herzberg two-factor theory
    • McClellands theory of needs.
Motivating employees

• Employee motivation (continued)
  – Implications of content-based approaches
  – Process approaches to motivation
    • Expectancy theory
    • Equity theory and organisational justice
    • Goal-setting theory and feedback
  – Implications of process-based approaches
Motivating employees

- Employee motivational strategies
  - Job design
  - Employee involvement programmes
  - Management-by-objectives (MBO) strategies
  - Intrapreneurial incentives
  - Training and education
  - Employee-recognition programmes
  - Empowerment programmes
  - Reward systems
  - Career management
Maslow’s hierarchy of needs

Figure 12.3: Maslow’s hierarchy of needs
Comparison of the theories of Herzberg and Maslow

<table>
<thead>
<tr>
<th>Motivational factors</th>
<th>Herzberg</th>
<th>Maslow</th>
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<tbody>
<tr>
<td></td>
<td>Recognition</td>
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<td>Responsibility</td>
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<td>Social network</td>
<td>Social/belongingness</td>
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<td>Safety and security</td>
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<td>Job security</td>
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<td>Salary</td>
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<td>Working conditions</td>
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</table>
Labour legislation that has an impact on the workplace

  - Most important piece of legislation
  - Sets out structure of state
  - Constitutional Court is the highest court
  - Bill of Rights (Chapter II)
    - Section 23 relates specifically to labour rights
Labour legislation that has an impact on the workplace

• Laws affecting business activities
  – Laws to regulate the form and functioning of businesses
  – Companies Act (No. 71 of 2008)
  – Labour Relations Act (No. 66 of 1995) (LRA)
  – Basic Conditions of Employment Act (No. 75 of 1997) (BCEA)
  – Employment Equity Act (No. 55 of 1998)
Labour legislation that has an impact on the workplace

• The Labour Relations Act (No. 66 of 1995)
  – Freedom of association
  – Organisational rights
  – Bargaining and statutory councils
  – The Commission for Conciliation, Mediation and Arbitration (CCMA)
  – The Labour Court and Labour Appeal Court
  – Strikes and lock-outs
  – Collective agreements
Labour legislation that has an impact on the workplace

- The Labour Relations Act (No. 66 of 1995) (continued)
  - Agency shop and closed shop agreements
  - Workplace forums
  - Unfair dismissals
Participants in labour relations

Figure 12.4: Participants in labour relations
Labour legislation that has an impact on the workplace

- Communication: Grievances and disciplinary aspects
  - The grievance procedure
  - The disciplinary procedure
Labour legislation that has an impact on the workplace

- The Basic Conditions of Employment Act (No. 75 of 1997)
  - Introduction and application
  - Working time
  - Leave
  - Remuneration, deductions and notice of termination
  - Administrative obligations
  - Prohibition of the employment of children and forced labour
  - Variation of basic conditions of employment
  - Employment Conditions Commission and inspectors
Labour legislation that has an impact on the workplace

• The Employment Equity Act (No. 55 of 1998)
  – Overview
  – Scope of application of the EEA
  – Prohibition and elimination of unfair discrimination
  – Affirmative action
Labour legislation that has an impact on the workplace

- The Skills Development Act (No. 97 of 1998)
  - Objectives of the Skills Development Act
  - The National Skills Authority
  - Sector education and training authorities
  - Learnerships and apprenticeships
  - Financing skills development
  - Artisan Development and Quality Council for Trades and Occupations
Labour legislation that has an impact on the workplace

• Skills Development Levies Act (No. 9 of 1999)
  – Levy to be paid
  – Payment of levy to Commissioner and refund
  – Exemptions from the Act
Labour legislation that has an impact on the workplace

• The National Qualifications Framework Act (No. 67 of 2008)
  – Introduction to SAQA
  – The South African National Qualifications Framework
  – The South African Qualifications Authority
Structure of the NQF

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<th>NQF Level</th>
<th>Sub-framework</th>
<th>Types of qualifications and certificates</th>
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<td>School/College/Training certificates Mix of units from all</td>
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Labour legislation that impacts the workplace

• The Occupational Health and Safety Act (No. 85 of 1993)
  – Introduction to OHSA
  – Duties of employers and employees
  – Representatives and committees
Labour legislation that impacts the workplace

• The Compensation for Occupational Injuries and Diseases Act (No. 130 of 1993)
  – Introduction to the Compensation for Occupational Injuries and Diseases Act
  – Duties of employers
  – Procedure to claim compensation
Labour legislation that impacts the workplace

• The Unemployment Insurance Act (No. 63 of 2001)
  – The scope of the Act
  – Duties of employers
  – Benefits and allowances
Summary

• Activities associated with the HR function of organisation
• Recruitment and selection of talent, HR planning and job analysis
• Importance of motivation and ways to motivate
• Legal environment that influences HR managers and organisation
• Overview of labour laws that managers and HR practitioners need to implement