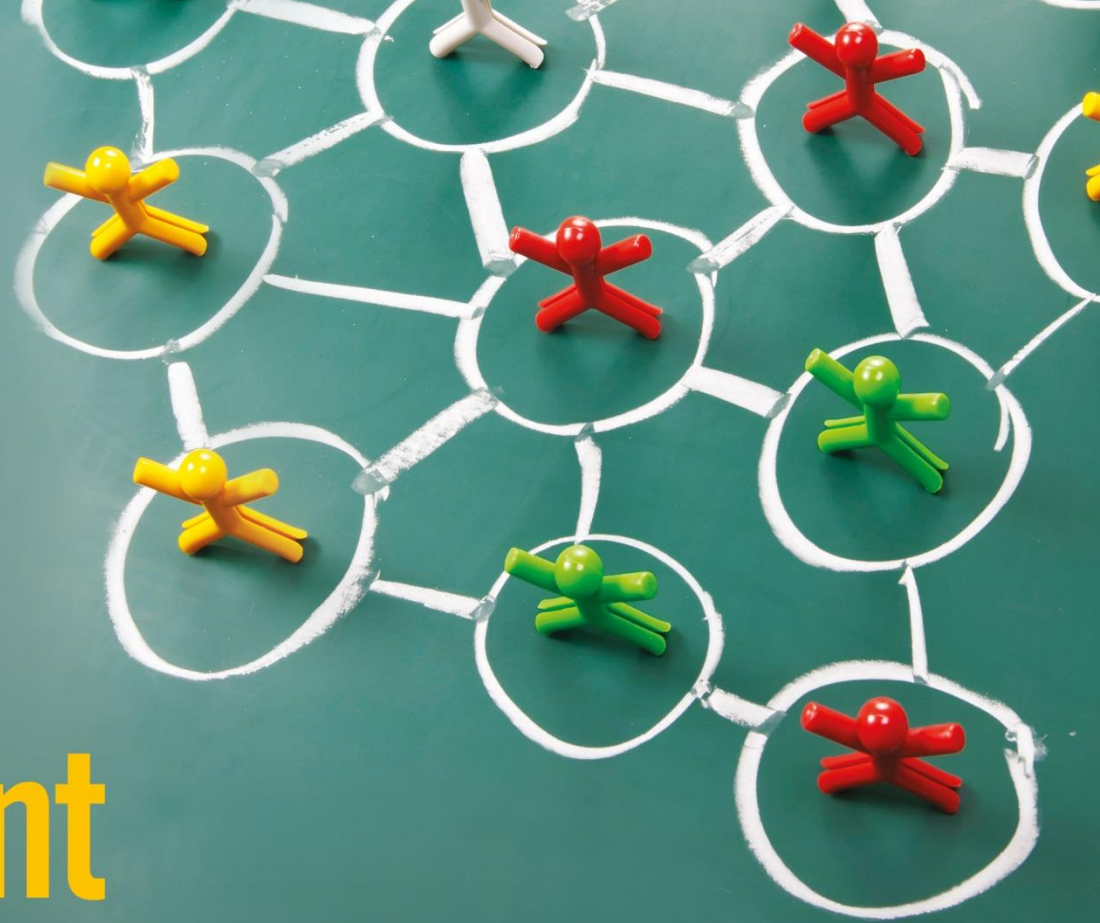


Introduction to
**Business
Management**

9TH EDITION

CHAPTER 12
HUMAN RESOURCE MANAGEMENT
AND THE SA LABOUR LEGISLATIVE
FRAMEWORK





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 through 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

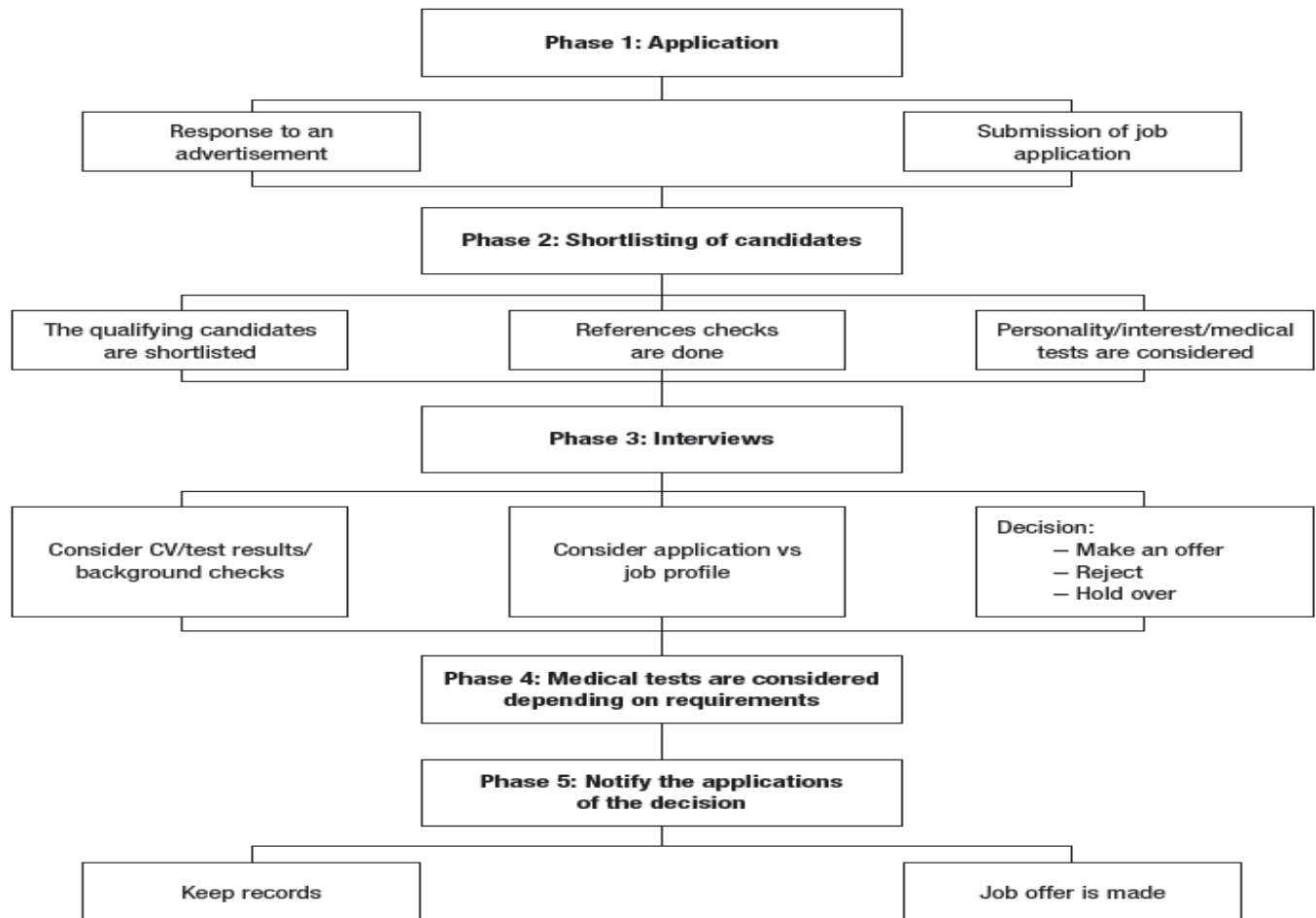


Figure 12.2: Suggested phases in the selection process



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
 - McClelland's 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 12.1: Comparison of the theories of Herzberg and Maslow

	Herzberg	Maslow
Motivational factors	<ul style="list-style-type: none">• Recognition• Status• Advancement	<ul style="list-style-type: none">• Esteem needs
	<ul style="list-style-type: none">• Work itself• Responsibility	<ul style="list-style-type: none">• Self-actualisation
Maintenance factors	<ul style="list-style-type: none">• Social network• Supervision	<ul style="list-style-type: none">• Social/belongingness
	<ul style="list-style-type: none">• Policy/administrative	<ul style="list-style-type: none">• Safety and security
	<ul style="list-style-type: none">• Job security• Salary• Working conditions	<ul style="list-style-type: none">• Physiological




Labour legislation that has an impact on the workplace

- The Constitution of the Republic of South Africa Act (No. 108 of 1996)
 - 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

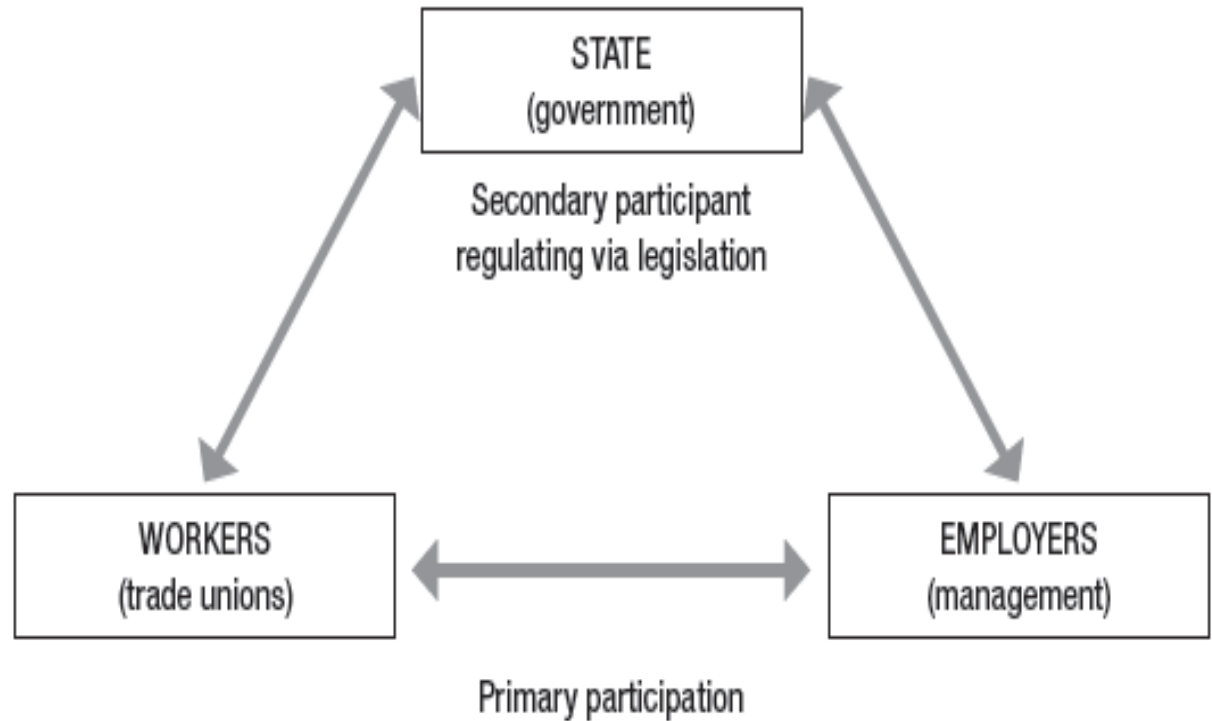



Figure 12.4: Participants in labour relations




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

Table 12.2: NQF Framework

NQF Level	Sub-framework	Types of qualifications and certificates
10	Higher Education	Doctoral degrees
9		Masters degrees
8		Honours/Post-graduate diplomas
7		First degrees/advanced diplomas
6		Diplomas/higher certificates
5		Occupational certificates
General and FET		
4	General and FET	School/College/Training certificates Mix of units from all
3		School/College/Training certificates Mix of units from all
2		School/College/Training certificates Mix of units from all



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