

ANDROGYNOUS WORKFORCE IN THE 21ST CENTURY



AFRICA |ASIA| AMERICA|EUROPE

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CHAPTER ONE

ANDROGYNY AND LEADERSHIP

The concept of Androgyny

The concept of androgyny is traced back to the work of Sandra Bem who first coined the concept of psychological androgyny, arguing that a person can show both masculine and feminine traits. Androgynous individuals have absolute power to balance femininity and masculinity characteristics. Bem conceptualized androgyny using characteristics of individuals explaining how individuals exhibited certain traits associated with both masculinity and femininity in their roles. It simply means the combination of both masculine and feminine traits within a single individual manifesting in different ways including; individual's behavior, physical appearance, fashion and psychological characteristics.

The word 'andro' means male/masculinity and the word 'gyne' means woman which is a matter of gender expression. An androgynous person is an individual who has a high degree of both feminine and masculine traits. It is a condition in which characteristics of both sexes are clearly expressed in a single individual. The conceptualization of androgyny tends towards the adoption of masculine behaviors by women and the adoption of feminine behaviors by men; a pervasive binary conceptualization of gender differences in management.

Further, androgyny is the power to balance femininity and masculinity characteristic and it provides individuals with flexibility in handling situational demands. Different studies have conceptualized androgyny from femininity and masculinity characteristics in individuals which are viewed as independent constructs and that an individual could show both traits.

Androgyny characteristics in individuals could help one alternate his or her behavior depending on what the situation require. Therefore, leader's androgyny is the ability to balance femininity and masculinity characteristics in leadership. Androgyny therefore is a very abstract internal cognitive process of being strongly male or female in the way we “think” about things.

Types of Androgyny

Androgyny is a non-binary gender identity in which one is simultaneously male and female. The very subsets include;

(i) Femandrogyny

Femandrogyny or feminine androgyny refers to an androgyny or otherwise androgynous gendered person whose gender is more feminine than masculine. This is seen in one's clothing, hair style, makeup and social behavior.

(ii) Mascandrogyne

Mascandrogyne or masculine androgyny refers to an androgyny or otherwise androgynous gendered person whose gender is more masculine than feminine.

(iii) Versandrogyne

It refers to an androgyny or otherwise androgynously gendered person whose masculinity and femininity fluctuates. Their gender is simultaneously masculine and feminine, or is in between masculine and feminine. They sometimes feel like the feminine part outweighs the masculine part (femandrogyne), sometimes the masculine part outweighs the feminine part (mascandrogyne), and sometimes the two parts are equal (neutrandrogyne), however they always feel androgynous. They are never 100% masculine or 100% feminine.

(iv) Neutrandrogyne

Neutrandrogyne also called neutral androgyny is an androgyny who might feel a relatively mixture of femininity and masculinity or even none at all; or a gender that is partially male, partially female and partially neutral.

(v) Demiandrogyne

A demiandrogyne or demi-androgynous person is a gender identity describing someone who partially or slightly relates to being androgynous. Demiandrogynes may also identify as demigender, non-binary and or transgender. This is someone who identify somewhere between being agender and having a gender.

How to become more androgynous

To increase your feminine and masculinity traits as an individual one should:

- Find Androgynous friends and spend time with them occasionally. Learning something as complicated as androgyny takes many years, and is more difficult if you come from a family or social group with traditional gender roles.
- Experiment with saying and doing things related to both genders. Try being more attentive to the way you look, versus focusing on the task and aim at achieving more. On different days challenge yourself to approach situations from either a masculine or feminine role.
- Pull back from judging others when you see someone do something not consistent with their gender role. Identify your own behavior as well as the behavior of others and practice expanding both feminine and masculine skills.

Androgyny in Human Resource Management

This is incorporating a blend of traditionally masculine and feminine traits and behaviors in workplaces, fostering a more inclusive, balanced and dynamic work environment. Ways in which androgyny can be applied in human resource management include;

- Promoting leaders who exhibit androgynous traits can lead to more adaptable and effective management.
- Leadership training programs can emphasize the value of integrating both masculine and feminine leadership styles.
- Creating job descriptions and recruitment strategies that avoid gendered language.
- Using gender-neutral criteria for evaluating candidates to ensure a fair assessment.

- Fostering a culture that values diverse expressions of identity and encourages employees to bring their whole selves to work.
- Offering training that promotes emotional intelligence and empathy often associated with femininity alongside assertiveness and competitiveness associated with masculinity.
- Encouraging mentorship programs that pair employees with diverse role models.
- Designing performance evaluation systems that value collaboration, creativity, and emotional intelligence as much as traditional performance metrics.

CHAPTER TWO

DIVERSITY AND INCLUSION

Benefits of Diversity and Inclusion

Having a diverse workforce and managing it effectively have the potential to bring about a number of benefits to organizations as discussed below;

- **Higher creativity in decision making**

The key benefit of having a diverse workforce is the ability to make quality decisions. In a diverse work team, people will have different opinions and perspectives. In these teams, individuals are more likely to consider more alternatives and think outside the box when making decisions. When thinking about a problem, team members may identify novel solutions. Therefore, having a diverse workforce may increase creativity which impacts positively on decision making.

- **More Satisfied Workforce**

When employees feel that they are fairly treated,

they tend to be more satisfied. On the other hand, when employees perceive that they are being discriminated against, they tend to be less attached to the company, less satisfied with their jobs and experience more stress at work.

- **Higher Company Performance**

As a result of all these potential benefits, companies that manage diversity more effectively tend to outperform others. Research shows that in companies pursuing a growth strategy, there was a positive relationship between racial diversity of the company and firm performance. A survey was done on some large companies and results revealed that those with the largest percentage of female executives performed better than those with the smallest percentage of female executives.

Challenges of Diversity

Despite all the potential advantages of diversity, there are also a number of challenges associated with increased levels of diversity in the workforce as discussed below;

- **Fault lines**

A fault line is an attribute along which a group splits into subgroups. For example, in a group with three female and three male members, gender may act as a fault line because the female members may see themselves as separate from the male members. Now imagine that the female members of the same team are all over 50 years old and the male members are all younger than 25. In this case, age and gender further divides the group into two subgroups. Teams that are divided by fault lines experience a number of difficulties. For example, members of different subgroups may avoid communicating with each other resulting in a reduction in overall team cohesiveness.

- **Stereotypes**

An important challenge of managing a diverse workforce is the possibility that stereotypes about different groups could lead to unfair decision making. Stereotypes are generalizations

about a particular group of people. The assumption that women cannot perform well in top level management positions is an example of a stereotype leading to unfair decision making. For example, a hiring manager holding the stereotype mentioned above may prefer a male candidate for a management position over a well-qualified female candidate. The assumption would be that management positions require assertiveness and the male candidate would be more assertive than the female candidate. Being aware of these stereotypes is the first step to preventing them from affecting decision making.

Specific Diversity Issues

Different demographic groups do face varying challenges in the workplace as discussed below.

- **Gender Diversity in the Workplace**

Despite the existence of strong legislation, women and men often face different treatment at work. Fields like finance, STEM, water supply, and agriculture can be male dominated while health and social work, education, service activities can have female domination. In order

to have a fair and productive working environment, an equal balance of men and women is required though this is not the case despite the modern age we live in.

- **Earnings Gap**

Earnings gap is an issue that is mostly faced by women at work place and usually linked to their likelihood to take time off to have children. In most African nations' women are still the primary caregivers for young children in many families and career gaps tend to affect earnings potential because it prevents employees from accumulating job tenure. There are some other explanations that women are less likely to pursue high-paying occupations such as engineering.

- **Glass Ceiling**

Another issue that provides a challenge for women in the workforce is what we call the glass ceiling. While women may be represented in lower-level positions, they are less likely to be seen in higher management and executive suites of companies. In fact, while women constitute

close to one-half of the workforce, men are four times more likely to reach the highest levels of organizations.

- **Race Diversity in the Workplace**

Racial diversity in the workplace is the inclusion and acceptance of workforce from all racial divides and racial groups. It also means providing equal rights and opportunities for all workers, including those from minorities and underrepresented groups.

- **Age Diversity in the Workplace**

The age diversity definition is simply the acceptance of employees of different ages in the workplace and seeks to combat age discrimination.

There are four main generations who are currently active in today's workforce: Baby Boomers, Generation X, Millennials i.e., Generation Y and Generation Z.

Baby Boomers

Those falling in this category are roughly between the ages of 55 and 75. This generation of workers tends to seek advancement and are goal-oriented in their careers. They value in-person interaction and some structure or hierarchy in the workplace.

Generation X

Members of Generation X are roughly between the ages of 44 and 60. These employees are approaching the midpoint of their careers and potential peak earning years. As the first generation to experience both parents working outside the home, these employees tend to be hard-working, adaptable, and digitally savvy.

Generation Y or Millennials

Millennials are workers currently between the ages of 28 and 44. These employees are characterized as tech-savvy, achievement-

oriented, and focused on using their professional careers to better the world. These workers seek to make their work mean something more than just a paycheck.

Generation Z

Generation Z is the youngest group in the workforce, currently between the ages of 18 and 25. This generation seems most motivated by salary. They are the first true digital natives, having never grown up without the internet. Gen Z is also one of the most diverse generations to enter the workforce in history.

Older employees tend to be reliable and committed employees who often perform at comparable or higher levels than younger workers. According to International Labor Organization out of the world's working population, the largest group is those between 40 and 44 years old. As employees get older, they tend to develop positive workplace behaviors, including higher levels of citizenship behaviors

such as volunteering, higher compliance with safety rules, lower work accidents and lower rates of absenteeism.

Religious Diversity in the Workplace

Religious discrimination often occurs because religion necessitates modifying or relaxing company rules. For example, devout Muslim employees may want to pray five times a day with each prayer lasting 5 to 10 minutes. Some Jewish employees may want to take off Yom Kippur and Rosh Hashanah. Accommodating someone's religious preferences may also require companies to relax their dress code to take into account religious practices such as wearing a turban for Sikhs or covering one's hair with

- **Employees with Disabilities in the Workplace**

Employees with a wide range of physical and mental disabilities are part of the workforce. One

legal requirement is that, employers should ensure employees with disability are accommodated well to avoid discriminations. This may include modifying the employee's schedule, flexible work hours and supportive work relationships to make them feel at home. Having understanding supervisors is very important for employees with disabilities since visible differences between individuals may act as an initial barrier against developing good relationship.

Inclusive Recruitment / Inclusive Hiring

This is the process of managing biasness when recruiting and hiring job candidates. This is where the hiring team creates an environment where job seekers from diverse backgrounds feel more welcome and are given equal opportunities to apply and be considered for a job. The ultimate goal of inclusive hiring is to ensure that the hiring process is fair, unbiased, and accessible to all individuals, regardless of their background, characteristics etc. It also aims at attracting and

selecting candidates from diverse backgrounds, including those from underrepresented groups, to create a workforce that reflects the diversity of society. Inclusive hiring strives to prevent discrimination based on factors such as race, gender, age, sexual orientation, religion, and disability. Hiring practices such as blind hiring and standardized interview questions also can help employers create a more diverse and inclusive hiring process.

Principles of Inclusive Recruitment

- Use inclusive language in job postings to attract a wide range of candidates. Avoid gendered language and emphasize organization's commitment to diversity and inclusion.
- Organizations should always embrace blind resume screening techniques where personal identifying information, such as name, gender, age, and ethnicity, is removed from

resumes to prevent unconscious bias during the initial screening process.

- Conduct structured interviews with standardized questions for all candidates to ensure fairness and consistency. Training interviewers to recognize and mitigate biases is also essential.
- Ensure the hiring panels are diverse and inclusive to ensure different perspectives and backgrounds are represented which helps in reducing biasness.
- Ensure recruitment process is accessible to candidates with disabilities by providing accommodations and removing barriers to participation such as inaccessible application forms or interview locations.
- Organizations should provide training to hiring managers and recruiters on diversity, equity and inclusion to raise awareness of

unconscious bias and promote inclusive hiring practices.

- Collaborations should be enhanced in organizations and communities that represent diverse groups to expand the candidate pool and reach out to all potential candidates.
- Recruitment processes should be regularly reviewed to identify gaps and areas for improvement to promote inclusivity effectively.
- Embrace continuous improvement culture by soliciting feedback from candidates about their recruitment experience and make good use of that information to refine and enhance inclusive recruiting practices.

Importance of inclusive hiring during recruitment process

- A diverse and inclusive workforce also can make organizations to better understand customer needs and wants.
- It produces a fairer hiring process where candidates are assessed based on their skills and ability to perform different roles.
- Diversity fosters innovation and creativity which is more likely to generate a wider range of ideas and solutions to different issues affecting organizations.
- A diverse team is more effective at problem-solving and decision-making because they consider a broader range of viewpoints and experiences leading to more informed decisions.
- Commitment to diversity and inclusion improves organization's image which in turn attracts top talent from different backgrounds.

- Promoting diversity and inclusion in the workforce, organizations contribute to creating a more equitable and a just society where all individuals have equal opportunities to succeed and thrive.

Challenges of Managing a Diverse Workforce

(i) Communication issues

There is a possibility of communication challenges in dealing with a diverse workforce if team members are not able to speak one language. Language barriers can easily lead to a significant drop in productivity and team synergy.

(ii) Diversity implementation challenges

Creating a diverse workforce looks good on paper, but it can be challenging to effectively implement it. Although there are diversity guides in place, there's no one-size-fits-all diversity

plan that works because diversity means different things to different organizations.

(iii) Retaining bad talent

If organization's goal is to diversify their workforce, they might hold onto diverse employees that currently work for them simply because they boost their diversity figures. Poor performers can promote a reduction in productivity, morale and innovation.

(iv) Cultural misunderstandings

Misunderstandings can also be common when you bring people from different cultures together. For example, giving thumbs up using your left hand or patting someone on the back is offensive in some cultures.

(i) Slow decision making

Different perspectives, opinions and ideas are important when it comes to innovation but can slow down decision-making process.

CHAPTER THREE

MENTORING AND COACHING

Introduction

Mentoring originated with the character of Mentor in Homer's Odyssey around 3000 years ago when Odysseus entrusted his young son Telemachus to the care of a Mentor his trusted companion when he goes to fight in the Trojan War. He chose the character Mentor to act as a friend, teacher, guardian and advisor to his son.

Definition of essential terms in mentoring and coaching

(i) A mentor

This is someone who acts as an advisor to a less experienced individual known as mentee. Typically, individuals seek mentors who work in their same or desired field. The mentor helps this individual grow and develop as a professional, often offering advice based on their experience. Therefore, a mentor is a personal or professional advisor and usually a more experienced person

who provides guidance and support based on mentee's goals.

(ii) A mentee

A mentee is a person that is being mentored in a mentor-mentee relationship. When mentoring occurs within a workplace a mentee tends to be someone in a more junior-level position placed under the guidance of an experienced employee to assist them on both personal and professional growth in a specific field.

(iii) Mentorship

This is a situation where a more knowledgeable or experienced person guide and nurtures the professional development or growth of another less experienced person. Mentoring occurs when both the mentor and mentee recognizes the need for personal development and successful mentoring is based upon trust and confidentiality.

How to become a good Mentee

Mentorship experience can be a critical part of one's professional growth. The following tips can be used to improve one's mentor-mentee relationship with the goal of achieving the set professional development goals.

- **Look for the right mentor**

A mentor-mentee relationship can last a long time, so it's important that a mentee feel good about the mentor from the onset.

- **Have goals as a mentee**

Write down specific skills you'd like to gain from the mentoring program.

- **Have the right attitude**

Go into your mentorship program with a positive attitude and be ready to learn and be challenged. Your mentor may push you out of your comfort zone to learn new skills and you may have to do

some self-reflection as you change and learn during your mentoring relationship.

- **Use your time wisely**

Plan to meet with your mentor on a regular basis and remember to check on your progress based on the set goals.

How to become a good Mentor

- **Help your mentee understand and define their goals**

The first role of a mentor is to help their mentees understand and define their goals. Many mentees have difficulty mapping out their needs or arranging them according to the order of priority. With mentor's assistance mentees can clarify their goals resulting in a fruitful mentor-mentee relationship.

- **Set expectations at the beginning of the engagement**

It's important to lay down some ground rules and expectations at the beginning of the program including meeting schedules, where and who will lead the discussion. Having all these laid down will pave way for a smooth mentoring session.

- **Take a genuine interest in the person**

Although mentorship is a professional relationship, taking a genuine interest in your mentee will enhance the experience. Getting to know each other will help you work better together. A key part of working together is helping your mentee define and reach their goals.

- **Put the responsibility of growth in mentee's hands**

A mentor's role is to encourage, support and advice. Your mentee will need to do the hard work of taking action. Have them break down

their goals into smaller steps they can accomplish at a time so as not to feel overwhelmed.

- **Hold them accountable**

Mentors can help their mentees develop characteristics that will lead to their success by holding them accountable. Mentees should be working towards their goals and mentor's role is to ensure that they are doing what needs to be done.

- **Share stories not instructions**

Most growth and development come from gaining understanding and wisdom. Simply telling your mentee what they should do won't help them grow as it will create a mentorship that is more like a manager-employee relationship. So, it is advisable to share relatable stories from when you were in the similar position.

- **Recognize growth and celebrate successes**

As mentorship progresses and your mentee reaches their goals, celebrate them by sending them a message or a card to acknowledge what they've accomplished and to show how proud you are of their success.

- **Be real with your mentee**

Honesty is a key ingredient for a great mentoring experience as it helps build trust in mentoring relationship. Share your failures and successes with your mentee so they can know it is not always rosy. They would also benefit from the lessons and know what pitfalls to avoid in their own journey.

Qualities of a good mentor

To excel in mentorship field, mentors must possess the following features;

- Good listening skills
- Have a flexible character

- Have respect for diverse perspectives
- Be experienced and competent in the field of mentorship
- Have a strong network
- Be a lifelong learner
- Have a positive attitude
- Be emotionally intelligent

Importance of mentoring

Impactful mentoring provides mentees with advice, wisdom and encouragement as well as new skills and institutional knowledge. Feedback and guidance from mentors can also improve workplace performance. Specifically, mentorship program can be beneficial to modern organizations in the following ways;

- **Mentors serve as a source of knowledge**

Mentors can provide specific insights that enhances mentee's success. Individuals starting their career can benefit from instructions from their mentors on how to perform particular tasks helping them to feel comfortable in the role more quickly.

- **Mentors can help set goals**

A mentor can help their mentee set personal or professional development goals which in turn will make it easier to track and assess their progress.

- **Mentors offer encouragement**

When mentees find themselves struggling to perform their job or reach some goal, they can turn to their mentor for support. This encouragement can motivate them to keep moving forward despite challenges.

Types of mentoring

There are various types of mentoring each tailored to specific organizational needs and goals. These include; one-on-one mentoring, group mentoring, situational, reverse mentoring etc.

a) One-on-one mentoring

In this type of mentoring a more experienced mentor helps a less experienced mentee develop their career where; mentees set their development goals and mentors guide them to achieve these goals, mentors teaching mentee new skills and how to handle job-related challenges.

b) Situational mentoring

This type of mentoring is useful when one is looking to develop a skill on a specific area. This mentoring relationship involves approaching a mentor who's successfully navigated through a challenge one is facing. Here the mentor uses

their experience to help guide the mentee through a specific situation.

c) Reverse mentoring

Reverse mentoring happens when junior professionals mentor more senior professionals in a specific area. This type of arrangement can be helpful for technology related skill sharing.

d) Group mentoring

This is where three or more employees or professionals share knowledge with each other. Sometimes everyone in the group is at a similar career stage which is more of a peer mentoring approach or there could be more experienced mentors guiding multiple mentees in group sessions.

Types of Mentoring Styles

There are several mentoring styles including;

(i) The adviser

Advisers use their experience to guide mentees down a specific career path. This involves suggesting what steps to take to get from for example point A (current job) to B (desired job).

(ii) The Protector

Protectors focus on creating a safe space for their mentees to explore. Seeking out a protector might be the right move during a stressful career event like transitioning to a new role or industry or after getting laid off.

(iii) The Connector

Connectors like to introduce mentees to their networks. When a connector understands what skills, their mentee wants to develop, they will connect mentees with a contact who's strong in that area.

(iv) The Challenger

Challengers like pushing their mentees to think critically and solve a problem creatively. This style makes one a better thinker, worker, creator or problem-solver.

(v) The Clarifier

Clarifiers help mentees understand company culture and organizational structure. Being mentored by a clarifier may be particularly helpful if you're new to a company or if you work cross-functionally in a large company.

Types of mentoring relationships

Mentoring relationships can be either formal or informal as discussed below;

(i) Formal mentoring

Formal programs are popular in large companies and done within a specified period of time like having a six-month company-organized

mentoring program where mentors and mentees set goals and meet for some agreed number of hours each month.

(ii) Informal mentoring

This is where mentorship occurs through informal discussions and unplanned learning opportunities. It focuses on the randomness unlike institutional mentoring programs with set rules and predetermined goals. This is seen where a more experienced colleague takes an interest in offering direction and opportunities for growth in a junior employee's work and professional growth.

Stages of a Mentoring Relationship

A mentoring relationship is a dynamic and an evolving journey that can significantly impact both the mentor and mentee. Below are five stages of a mentoring;

Stage 1: Rapport Building

Rapport building is the foundation of a successful mentoring relationship aiming at

creating a mutual sense of trust, respect and understanding. Without rapport, the subsequent stages of mentoring can't be as effective as required because they rely on the strong, positive connection established early on.

Stage 2: Setting Direction

Successful establishment of rapport building is followed by setting of direction and some ground rules. This second stage involves identifying mentee's goals and what they would wish to achieve with the mentor's support.

Stage 3: Progression

This is where mentees start to make significant strides towards their goals. It's a phase characterized by learning, development and sometimes challenges. Challenges are inevitable but they are also growth opportunities. Mentors can help mentees by providing resources, sharing insights and offering

encouragement to persist through difficulties.

Stage 4: Winding Down

As goals are met mentoring relationship naturally begins to wind down and both parties prepare for the eventual closure of their formal relationship. Here mentors focus on ensuring mentees are ready for future success perhaps by solidifying their network or establishing a path for continued growth.

Stage 5: Moving On

This is the final stage of transition from a structured mentoring process to a more autonomous phase for the mentee with the mentor often taking on a less active role and providing occasional guidance and support as needed. The end of formal mentoring doesn't mean the end of the relationship. Many mentors and mentees choose to stay in touch evolving into a professional network connection.

Principles of Coaching and Mentoring

Coaching and mentoring are powerful developmental approaches that empower

individuals to achieve their personal and professional goals. Rooted in a foundation of trust, communication and growth, these practices are guided by a set of core principles that form the bedrock of their effectiveness. Some of these principles are as discussed below;

➤ **Establishing Trust and Confidentiality**

Trust is the cornerstone of effective coaching and mentoring relationships. Creating a safe and confidential space allows individuals to open up, share challenges and explore opportunities without fear. Coaches and mentors must uphold ethical standards, ensuring that the information shared remains confidential and that the individuals feel comfortable expressing themselves openly.

➤ **Active Listening and Effective Communication**

Coaches and mentors practice attentive listening, seeking to understand not only the words but also

the emotions and nuances behind them. Effective communication involves asking open-ended questions, clarifying points and fostering a non-judgmental environment that encourages meaningful dialogue.

➤ **Goal-Orientation and Outcome Focus**

Coaching and mentoring are purpose driven endeavors. They center on establishing clear and achievable goals that guide the coaching or mentoring journey. Whether it's career advancement, skill development or personal growth, both the coach/mentor and the individual work collaboratively to define goals and chart a path to reach them.

➤ **Feedback and Constructive Guidance**

Feedback catalyzes improvement and therefore coaches and mentors provide timely and constructive feedback to help individuals recognize their strengths and areas for growth. This feedback is delivered with empathy and a

focus on fostering positive change rather than criticism.

➤ **Empowerment and Self-Discovery**

One of the **key tenets** of coaching and mentoring is empowerment. Coaches and mentors empower individuals by helping them discover their potential, recognize their solutions, and make informed decisions. The process is not about providing answers but rather about guiding individuals to uncover their insights and abilities.

➤ **Developmental Mindset and Continuous Learning**

Coaches and mentors maintain a developmental mindset viewing individuals as constantly evolving beings capable of growth. They encourage a commitment to continuous learning and improvement, inspiring individuals to seek new knowledge, skills, and perspectives.

CHAPTER FOUR

EMOTIONAL INTELLIGENCE

Introduction

The term '*Emotional Intelligence*', was first coined by psychologists Mayer and Salovey in the year 1990 and they referred to it as one's capacity to perceive, process and regulate emotional information accurately and effectively both within oneself and with others and to use this information to guide one's thinking and actions and to influence those of others. It is also the ability to manage both your own emotions and understand the emotions of those around you. Some scholars have also referred to it as emotional quotient (EQ) which is the ability to identify and manage one's emotions and express them in ways that are respectful and helpful to those around them. This process also involves the ability to understand the emotions of people around you and respond with supportive and encouraging feedback. Understanding your emotions and those of others can help you better

relate to others in a personal or professional setting.

Emotional intelligence is an integral part of forming and developing meaningful human relationships. People with high emotional intelligence can identify how they are feeling, what those feelings mean and how those emotions impact their behavior and in turn on other people. It's worth noting that it is a bit harder to manage the emotions of other people because you can't control how someone else feels or behaves. But if you can identify the emotions behind their behavior, you'll have a better understanding of where they are coming from and how best to interact with them.

Elements of Emotional Intelligence

There are several elements guiding the concept of emotional intelligence as explained below;

➤ Self-awareness

This is about recognizing and understanding your emotions, what you're feeling and why as well as

appreciating how they affect those around you. It's the basis of good intuition and decision-making, helping you to instinctively make the right choices for you in all aspects of life. Self-awareness is also about knowing your strengths and weaknesses and what is important to you, your values or moral compass.

➤ **Self-regulation**

Once you've mastered emotional awareness, the next step is managing those emotions particularly the negative ones effectively. Always treat others with respect and try to stay in control. If you have a tendency to emotional outbursts, practice being calm, step back and take a deep breath. It's also important to stay true to your values and hold yourself personally accountable for any mistakes.

➤ **Motivation**

The third element is motivation which is about one's drive to improve and achieve the high standards for oneself and working consistently towards achieving your goals. One must take the initiative, be ready to act on opportunities as they

come along and practice being assertive. Motivation is also about optimism and resilience and finding the positive side of a situation even those that didn't go well with you.

➤ **Empathy**

Key interpersonal skill empathy is the ability to put yourself in someone else's shoes and see a situation from their perspective. As well as having an awareness of others' feelings, it's important to acknowledge and respond to them even if you don't agree with them. Respecting diversity and inclusion and also pay close attention to what you and others say whether verbally or through body language.

➤ **Social skills**

It is often described as a 'people person' those who are socially skilled are adept at dealing with others. They are trustworthy team players and confident communicators and also good at listening to other people. They also make great

leaders, inspiring and motivating colleagues, managing change and resolving conflict effectively and giving praise where it's due. High EI overlaps with strong interpersonal skills, especially in the areas of conflict management and communication in the workplace. Employees who can self-regulate their emotions are often able to avoid making impulsive decisions since they think objectively before acting.

Importance of Becoming Emotionally Intelligent

- Emotional intelligence is important because it can allow you to develop and maintain important and productive relationships with coworkers, supervisors or collaborators.
- It can also help you navigate complex social situations that require an understanding of multiple peoples' perspectives and feelings.
- It can help you manage your own emotions, limiting any negative effects by recognizing emotional patterns and developing strategies to combat unhelpful feelings.

- It facilitates our capacity for resilience, motivation, empathy, reasoning, stress management, communication,
- Enables one to read and navigate a plethora of social situations and conflicts.
- EI matters if cultivated well affords one the opportunity to realize a more fulfilled and happy life.
- The value and benefits of emotional intelligence are vast in terms of personal and professional success. It is a core competency in many vocations, can support the advancement towards academic and professional success, improve relationships, and boost communication skills.

How to improve on one's Emotional Intelligence

Emotional intelligence is a necessary skill for navigating important relationships in your life. When you develop the ability to be aware of your emotions and express them in a healthy way, you may have a greater chance for success, both professionally and personally. Learning more

about emotional intelligence can help you develop the skills to succeed in any role that requires interaction with other people. Some of the steps to improve one's emotional intelligence include;

- **Becoming more self-aware**

Being aware of your emotions and emotional responses to those around you can greatly improve your emotional intelligence. Knowing when you're feeling anxious or angry can help you process and communicate those feelings in a way that promotes healthy results. To improve your awareness consider tracking any time you feel a strong emotion and taking notes about what caused your feeling.

- **Recognize how others feel**

Emotional intelligence may start with self-reflection but it's also important to gauge how others perceive your behavior and communication. Knowing how to adjust your

own message based on how you're received is an important part of being emotionally intelligent. If you're unsure you can always ask others how they feel to show that you prioritize their reactions.

- **Practice active listening**

People communicate via both verbal and nonverbal communication, so it's important to listen and watch for potentially positive and negative reactions. Taking the time to listen to others also indicates a level of respect that can form the foundation for healthy relationships. To show that you're actively listening, try asking questions, nodding along or repeating back important points to show that you've understood them.

- **Communicate clearly**

Strong communication skills are essential for emotional intelligence. Knowing what to say or write and when to deliver information is crucial

for building strong relationships. For example, as a manager in a work environment, communicating expectations and goals is necessary to keep everyone on the same page. Try to be as communicative as possible and create multiple channels for others to communicate their feelings with you.

- **Stay positive**

Emotionally intelligent people understand the power of a positive word, an encouraging email and a kind gesture. When you're able to also stay positive in a stressful situation, you can help others around you remain calm. This attitude can also encourage further problem-solving and teamwork. While negative emotions can be normal, consider developing strategies to minimize their effects and look for solutions.

- **Empathize**

Considering how others might be feeling is an important quality of emotional intelligence. It means you can empathize with feelings that you

may not be feeling yourself and respond in a way that is respectful and comforting to others. Try to imagine yourself in others' positions so that you can consider how you might feel if in their situation.

- **Be open-minded**

Emotionally intelligent people are often easy to approach because they're good listeners and able to consider and understand other perspectives. They're also open to learning new things and embracing new ideas. Even if you're unsure of a new idea or concept, try to consider what it may look like to implement it into daily work.

- **Listen to feedback**

It's important to be the kind of a person who can hear feedback whether it's positive feedback on a recent presentation or more critical recommendations on how you should delegate tasks more efficiently. Being open to feedback means you can take responsibility for your

actions and are willing to improve how you communicate with others. While some feedback may be challenging to receive, you can try to think of it as an opportunity to learn and grow professionally.

- **Stay calm under pressure**

It's important to be able to approach stressful situations with a calm and positive attitude. Tensions can easily escalate, especially when people are working under deadlines, so keeping steady and focusing on finding a solution can help everyone meet their goals. Try to develop strategies like taking a deep breath or asking for help when in a stressful situation to help you stay calm and thoughtful. Also work on communicating effectively and openly making sure that your main point is clear also cut out information that isn't relevant to the person you're talking with and give your full attention when someone else is speaking.

CHAPTER FIVE

GREEN HUMAN RESOURCE MANAGEMENT

Introduction

Green Human Resource Management (GHRM) is a set of policies, practices and systems that aim to create an environmentally sensitive, resource-efficient and socially responsible organization by stimulating green behaviors among employees. It encompasses systems, policies and practices necessary for developing a socially responsible, resource-efficient and environmentally friendly workforce. GHRM is an academic concept that emerged from the debate of sustainable development and corporate sustainability. The goals of GHRM include alerting employees to global environmental issues, training them and encouraging them on greener initiatives.

Going green entails, the usage of products and methods that does not impact the environment negatively either through pollution or depletion of natural resources. With rapid technological

changes and the issue of globalization, most if not all organizations within the globe have been forced to align their processes to suit to the changes in the organization lest they become extinct.

Green Human Resource Management Practices

The following are different aspects of green HRM practices that modern organizations can adopt;

➤ Green Recruitment and Selection

Green recruitment is a process of hiring individuals with knowledge, skills, approaches and behaviors that identifies with environmental management systems within an organization. It entails recruiting new talent who are aware of sustainable process, environmental system and familiar with conservation and sustainable environment matters.

➤ **Green Training and Development**

This practice focuses on developing employees' skills, knowledge and attitudes towards prevention of deterioration of environmental management related knowledge. It educates employees on the value of environmental sustainability, train them on working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization and provide opportunity to engage them on environmental problem-solving.

Green orientation programs for the newly hired employees should be an integral part of the training and development process. This program informs employees about the green procedures and policies including the vision/mission statement of the company, the sustainability-oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc.

➤ **Green Reward and Compensation**

This covers incentives and remuneration structures used by employers to influence employees' green practice behavior. It can be achieved through giving of bonuses to employees who meets environmental performance target, acknowledging employees who demonstrates leadership in sustainability practices, provision of ergonomic rewards like sustainable office workspaces with green elements like plants or energy-efficient lighting, providing access to training and education that is focused on sustainability and green practices and ensuring existence of programs that promotes a healthy lifestyle such as organic food options, fitness programs that minimize environmental impact.

➤ **Green Employee Relation**

This practice is concerned with establishing amicable employer - employee relationship that is environmentally oriented. It covers policies, practices and initiatives that integrate environmental sustainability into the

management and interaction with employees. This relationship facilitates motivation and morale of the employees resulting to increased productivity. Employee participation in green initiatives do increase the chances of better green management as it aligns employees' goals, capabilities, motivations and perceptions with green management practices.

Benefits of Green Human Resource Management

Green Human Resource Management (GHRM) can benefit organizations in several ways as outlined below;

- It leads to increased employee job satisfaction and dedication resulting in increased productivity.
- It helps create a green workforce that can understand and appreciate green culture in an organization.
- It is an effective tool used by organizations to achieve their environmentally-friendly goals

while also promoting social and economic well-being.

- It aims at creating a green work environment that encourages workers to perform their jobs in the most environmentally friendly way possible.
- By promoting eco-friendly goods and recycling, GHRM helps workers and members of organizations understand the use of natural resources.

Green HRM practices in Organizations

- Having Green recruitment and selection processes such as publishing job openings on their websites and allowing candidates to upload resumes which reduces paper usage
- Organizations can raise workers' environmental consciousness by providing green training and education opportunities, polishing their green abilities and preparing them to spot environmental issues and implement solutions

- Organizations can use performance evaluation and incentives approaches to align the requirements of the organization with those of the environment
- Organizations can develop a culture of sustainability by integrating green practices with HR policies
- Organizations can use technology to reduce carbon footprint such as using video conferencing instead of traveling for meetings.

CHAPTER 6

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Introduction

The term Organizational Citizenship Behavior (OCB) was first coined by Bateman and Organ (1983) as cited by Chepkemai, (2021). It is an employee discretionary behavior not formally induced by any form of reward but in support of the social, psychological functioning and effectiveness of an organization. It does not involve any contract signed between the employer and the employee, but it is deemed desirable because this behavior enables transformation of resources, creativity and adaptability which improves organizational effectiveness.

Citizenship behavior is a set of discretionary workplace habits that goes beyond worker's job requirements i.e., going past the call of duty. Gupta, Agarwal & Khatri(2016) described OCBs as the behaviors willingly carried out by workers outside their formal job requirements and

believed to reinforce organization's success. Thus, it is clear that citizenship behavior is crucial since workers go beyond their official job requirements and liberally gives their energy and time to enable them do better in the assigned roles. OCB goes beyond the scope of what is expected of an employee, such as volunteering for extra tasks, helping co-workers or going out of the way to encourage or express appreciation to coworkers.

Competitive organizations within the globe do enhance their employees' citizenship behavior with the aim of enhancing efficiency and effectiveness of different organizational processes through motivated workforce. In this regard, OCB remains an international phenomenon considered as one of the biggest drivers of organization's strategic plans and gaining competitive advantages.

Organizations should therefore endeavor to always devise enabling policies, regulations and practices which cause employees to participate in

discretionary behaviors. Some of the best practices include reward and recognition, promotion and opportunity for growth compensation, work environment, participation in decision-making, work-life balance, job security, leadership, training and open communication.

Organizational Citizenship Behavior Seven - factor model;

Based on the conceptual work of Organ (1988) and Podsakoff *et al.* (1990), the seven dimensions of OCB are measured using 24 items. Some of the popular dimensions of OCB by the seven-factor model are; courtesy (being polite and courteous), altruism (being helpful), sportsmanship (executing roles without complaining and accepting changes), civic virtue (showing interest and participation), conscientiousness (preventing errors), peacemaking and cheerleading.

OCB is well explained by its seven-factor model discussed below;

- Courtesy
- Altruism
- Civic virtue
- Sportsmanship
- Conscientiousness
- Peacemaking
- Cheerleading

(i) Altruism

Altruism as referred to as helping behavior which voluntarily deals with assisting fellow workers who might be having work related problems is one of the key elements of OCB. Altruism a dimension and important part of OCB suggests a positive attitude and willingness of employees towards helping others.

(ii) Civic Virtue

When an employee is willing to play a role in meetings, keeping the company's best interest in mind and taking part in policy debates even at great personal costs he or she is said to portray

civic virtue behaviors. Given the dynamic nature of the competitive environment Organ (1988) advised on deep understanding of predictors of civic virtue in citizenship behavior as it is crucial because pro-social behaviors based on employee inventiveness and active involvement are increasingly becoming critical to ongoing organizational performance.

(iii) Sportsmanship

This is the willingness of an employee to stand the unavoidable inconveniences and pressure of work with no complains. Sportsmanship, organizational loyalty and compliance refers to promotion of company to the outside world with an aim of defending it from external threats and remaining loyal to it in spite of any circumstance.

(iv) Conscientiousness

This is paying attention to detail and sticking to regulations, rules and procedures. Conscientious workers keep predictable work schedules that increase dependability of service.

(v) Courtesy

Courtesy is not aimed at any specific person though referred to as supportive behaviors. Their main aim is to prevent potential problems from happening. A good example would be a situation where an employee coming across some information that might not be useful to him / her but that which could be of some importance to fellow workers therefore passes the information to them.

(vi) Peacemaking

Peacemaking refers to an employee's ability to resolve conflicts and maintain positive relationships with coworkers.

(vi) Cheerleading

Cheerleading refers to an employee's ability to promote and support their organization and its goals.

The above dimensions are categorized into major axes; Interpersonal/Organizational behaviors

that are mainly directed at individuals in organizations; altruism and courtesy viewed to benefit colleagues and clients while Protective/Promotive behaviors are more concerned with helping the organization as a whole; conscientiousness, civic virtue and sportsmanship behaviors contributing to broader organizational success.

Importance of Organizational Citizenship Behavior

- OCB is important in workplaces because it predicts quality, efficiency and effectiveness of work leading to improved organizational performance and productivity
- Employees who exhibit OCB are able to go above and beyond their job requirements, which can lead to increased job satisfaction and a sense of pride in their work.
- OCB is also associated with pro social behaviors within organizations, which can

contribute to a positive work environment and better relationships between employees

- OCB can improve employee morale, performance and productivity and tend to be more satisfied with their jobs and have a sense of pride in their work
- OCB can also enhance the reputation of the organization, making it more attractive to customers, clients and employees, which can lead to increased business and a stronger, more dedicated workforce.
- Extra role behaviors do promote teamwork and cooperation among employees leading to better relationships and improved communication which enhances better performance.

CHAPTER SEVEN

EMPLOYEE RETENTION

Introduction

The 21st century work place trends have made it difficult for employers to deal with the high rates of employee turnovers and brain drain. This is a century characterized by ‘rise of work and decline of employment’. These trends are the changes that are witnessed in the work environment and that have continually affected the human capital both positively and negatively. In the present times the workforce bargains for flexible working hours, introduction of wellness programs, proper placement, competitive package, diversity, equity and inclusion and the management support on their career growth and development. The absence of the aforementioned have seen most organizations lose their employees to their competitors. To curb this, employers have come up with ways of ensuring work environment remain competitive and conducive for those working with them. Some of the strategies used

and that have proven to yield good results are the employee retention strategies. When there is good retention plan in place it not only makes employees stay in the company but it also boosts productivity and promote higher levels of engagement and loyalty which ultimately increases the chances of an organization achieving the set goals and objectives. The main goal of any retention strategy is to keep turnover as low as possible and make employees feel motivated to work and have their discretionary behavior improved.

Employee retention is the ability of an organization to retain their employees for a reasonable period of time. It is the employers' effort of trying to keep workers in the organization. Retention of skilled employees remains a primary concern for many organizations today in the face of the ever-increasing high rate of employee turnover. A given percentage of retention rate shows that an organization managed to keep that percentage of its workers for a specific period of time.

Retention therefore becomes a strategy as oppose to an outcome. Employees can contribute more effectively if the organization is able to prolong their stay since the more, they stay in an organization the more they are familiar with the organizational guidelines, policies and regulations. The trend at which employees leave organizations be it on request or on their own choice can cause disruptions in operations, performance and work team dynamics. In a situation where the company has invested in training and developing its workforce, that investment is lost when they decide to quit for other companies.

Importance of Employee Retention

The ability of an organization to retain its employees comes with a lot of benefits including the following;

- Retention increases the chances of achieving organizational objectives by ensuring there is a competent work force with high job

satisfaction and good performance to employers.

- Individual employee will improve their overall levels of commitment to the organization
- It ensures customer satisfaction, satisfied staff and retention of organizational performance in terms of increased sales and effective succession planning
- It reduces the costs of recruiting new staff, training them, considerably reducing time and resources committed to new staff to understand and adapt into the system.
- Having the right retention strategies enables the organization to attain its employees' discretionary behavior.

Employee Retention Strategies

Efforts that promote, supports and encourages workers to remain employed should be created through effective employee retention program. Some of these retention strategies that ought to

be used by most organizations globally includes but not limited to;

- Employee involvement in decision-making
- Work-life balance
- Job security
- Good Leadership
- Competitive packages
- Training and development opportunities
- Clear communication channels
- Clear growth patterns
- Transparent promotion
- Favorable health plan schemes and incentives
- Transparent disciplinary procedures and redundancies

Lack of Employee Retention Strategies

Lack of proper employee retention strategies can result in;

- Loss of employee morale
- Non achievement of organizational targets
- Disruptions in operations, performance and work team dynamics

- High turnovers
- Increased cost of recruiting new staff
- Can result in lack of employee discretionary behavior
- Poor reputation/ organizational image.

CHAPTER EIGHT

SUCCESSION PLANNING

Introduction

Succession planning is the process of ensuring pool of skilled employees is trained and available to meet the strategic objectives of the organization. In other words, it is a tool of identifying employees who have the potential to assume key positions in an organization and to prepare them for future use. Succession planning is often done to ensure continuity in leadership by developing the next generation of leaders or simply identifying replacement needs for targeting necessary training, employee education and employee development. It is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future and encourage individual employee development.

Succession planning can also be defined as a process which ensures continued and effective performance of an organization by establishing a process to develop and replace key staff over time. Organizations with sophisticated processes of identifying successor candidates to fill key leadership positions or other crucial roles do realize significant employee engagement and retention gains. Poor reward packages, poor work environment, poor leadership, lack of open communication, lack of work life balance strategies, lack of employee involvement and recognition may be viewed by employees as a source of unfairness in the system which might cause them become dissatisfied with their roles resulting in lack of commitment thus affecting their overall performance.

Most organizations both in private and public sectors are experiencing shortage of skilled employees owing to; retirement, natural attrition, talent poaching etc. It can therefore be inferred that lack of proper succession planning can lead to the collapse of businesses upon departure of

key players or key talents. The management should therefore be ready or have a “feeder pool” of highly capable staff members to occupy management positions in future or when they become vacant.

Importance of Succession Planning

- It ensures continuity in leadership by developing the next generation of leaders or simply to identify replacement needs for targeting necessary training, employee education and employee development. Organizations with sophisticated processes of identifying successor candidates to fill key leadership or other crucial roles do realize significant employee engagement and retention gains.
- It prepares employees for advancement and ensures continued or restores high quality performance when successors advance to key positions following exits as a result of

retirement, promotion, departure or removal of incumbents.

- It brings about stability of organizations since a need for succession can confront any business at any time irrespective of their magnitude or size keeping in mind that departure of retiring employees and co-workers leaving the company can have significant consequences.
- Good succession planning will provide an assurance that the company will have a backup pool of talent ready to carry out new roles in case of retirements, exits etc.
- Succession planning is the only human resource management tool which can aid in determining the current and future needs of the organization in terms of its human capital.

Succession Planning Strategies

Below are the key practices organizations can adopt towards the implementation of succession management plan.

- **Talent Management**

Talent management is the process of identifying, developing, recruiting and deploying talented people who can make a difference in organizational performance. There is no shortage of talented people but there is a shortage of people who know how to identify, develop, recruit and retain talent.

- **Training and Development**

Organizations that have sound training and development program find it easier to recruit and retain high quality staff. This is because trained workers are likely to be more flexible and able to undertake a range of jobs within the organization. Organizations should therefore ensure that there is a good training and development program in place to equip staff with new and improved working skills.

- **Reward Management**

It is concerned with the formulation and implementation of strategies and policies with the purpose of rewarding employees fairly, equitably, transparently and consistently in accordance with their value to the organization. Rewards play a more significant role in staff retention since if employees do not find their work to be rewarding, they will most likely begin to look for other alternatives. Managers should ensure that the reward policy in place is attractive enough to prevent staff from becoming dissatisfied causing them to quit in search for career development opportunities.

- **Career planning and development**

Career planning plays a key role in ensuring organizations attain and maintain their competitive advantage through matching of employees' skills and abilities with specific roles. For organizations to ensure continued

quality performance and good succession management, career planning process should be undertaken structuring positions in line with defined roles and responsibilities.

CHAPTER NINE

ORGANIZATIONAL TRAINING

Introduction

Organizational training is how an organization evolves and improves the efficiency and effectiveness of its systems and processes by transferring knowledge. Employees are taught about the organization's specialized systems, processes and tools through organizational training. Therefore, organizational training is the process of transferring knowledge within an organization. The main purpose of this training is to develop the skills and knowledge of people so as to perform their roles effectively and efficiently.

Methods of training used in organizations

There are various training methods to choose from but to achieve training objective, a trainer should base their selection on the following factors;

- (i) **Training Objectives:** Any chosen method should align with what is to be achieved whether it's skill acquisition, behavior change or knowledge enhancement.
- (ii) **Learners Needs:** Consider the learners' prior knowledge and gaps to be filled.
- (iii) **Content Complexity:** The complexity and nature of the content can influence the choice of a training method.
- (iv) **Resources and Budget:** Evaluate the available resources including time, money and materials.
- (v) **Duration and Flexibility:** Consider how much time is available for training and whether learners need a flexible schedule. Some methods are better suited for intensive, short-term training, while others work well for ongoing, self-paced learning.
- (vi) **Learning Environment:** Training environment e.g. On-site, virtual or blended learning environments have different requirements and benefits.

- (vii) **Engagement:** Choose methods that will motivate learners keeping in mind that interactive method often leads to higher engagement and motivation compared to passive methods like lectures.
- (viii) **Trainer Expertise:** Assess whether the trainers or facilitators have the necessary expertise and skills to deliver the chosen method effectively.

Principles Guiding the Choice of a Training Method

Any training method chosen should;

- Allow active participation of trainees
- Help the trainees transfer learning experiences from training to the job situation.
- Provide the learners with knowledge of results about their attempts to improve.
- Provide some means for the learners to be reinforced for the appropriate behavior.
- Provide the learners with an opportunity to practice and to repeat when needed.

- Motivate the learners to improve their own performance.
- Help learners increase their willingness to change.

Training methods can be categorized into two main categories namely; **on the job training methods** and **the off the job training methods** as discussed under;

1. On-the-job-training: This training method is mainly suitable in training employees in crafts, trades and technical areas and is normally done by keeping the unskilled or semi-skilled worker under the guidance of skilled workers. The increasing labor costs in industries have made it essential that even a simplest job should be carried out in the most economical manner. On-the-job-training methods include the following;

a) Job rotation: This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and

gains experience from his supervisor or trainer in each of the different job assignments. Though this method of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshop jobs. This method gives an opportunity to the trainee to understand the problems of employees on other jobs and respect them.

b) Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

c) Job Instruction: This method is also known as training through step by step. Under this method, trainer explains to the trainee the way of doing the jobs, job knowledge and skills and

allows him to do the job. The trainer appraises the performance of the trainee, provides feedback and corrects the trainee.

d) Committee Assignments: Under the committee assignment, group of trainees are given tasks and asked to solve an actual organizational problem. The trainees solve the problem jointly. This method develops team work in an organization.

e) Induction Training/ Orientations: Also known as orientation training given for the new recruits in order to make them familiarize with the internal environment of an organization. It helps the employees to understand the procedures, code of conduct, policies existing in that organization.

f) Simulation: The simulation method of training is most famous and core among all of the job training methods. In the simulation training method, trainees are trained on the designed equipment or machine seems to be really used in the field or that job. But those equipment or machines are specifically

designed for training trainees and making them ready to handle them in the real field or job. This method of planning is mostly used where very expensive machinery or equipment is used for performing job or to handle that job. The simulation method has been used widely for the purpose of training airplane pilots on an airplane simulator to make them ready to handle and fly an airplane.

- g) **Apprenticeship Training:** This method is widely in use industries such as metal, printing and building construction, among others. Apprenticeship training may go on for four to five years. The worker is usually absorbed by the concerned industry after training period is over. They get practical knowledge while working on the job and theoretical knowledge in the class room lecture. The workers get some stipend during their training period. It is the oldest and traditional method of training in crafts, trades and technical areas. The mechanical apprentice program in an organization, for example, may take four

years. Progress reports are periodically submitted. Like other employees, an apprentice is also entitled to bonus, vacation and other facilities.

h) Internship Training: In this method of training students get practical training while they study. A proper liaison is established between the technical institutions and business houses where students are sent during their vacations. Thus, there is a balance between theory and practice and students get practical Knowledge while studying.

The Advantages and Disadvantages of On-Job-Training-Methods

Advantages

- The workers learn the job in actual conditions rather than the artificial conditions.
- It motivates employees to learn.

- It is less expensive and consumes less time.
- The training is under the supervision of supervisors who take keen interest in the training program.
- The production does not suffer under this method.
- The trainee learns rules and regulations while learning the job.
- It takes less time as skill can be acquired in a short period.

Disadvantages

- The training may be relatively disorganized and haphazard.
- The supervisors may not be in a position to devote time and hence faulty training may take place.
- The experienced trainers may not be available.
- There may be lack of motivation on the part of the trainee to receive training.

2. Off-the-job-training: Under this method, a trainee has to leave his place of work and devote his entire time for training purposes.

He does not contribute anything towards production during training. This type of training may be arranged in the enterprise or may be acquired from specialized institutes offering such training.

Methods employed in the Off-The-Job-Training are as follows;

Lectures or class room method: In lecture method one person explains different aspects of a program. The technical or special information can be given in a simple way through lecture system. The audio-visual aids can be used to make the lecture simple and interesting to the trainees. This method is suitable when a large number of trainees are to be trained at a time.

Audio-visual: This training method involves providing training through the use of Films, Televisions, Video, and Presentations. This method of training is suitable in education institutions to train their students in subjects to

understand and assimilate easily and help them to remember forever.

Vestibule training: This method of training is used in training technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipment or tools to certain place where training is provided, but not work place. Vestibule training allows employees to get a full feel for doing task without real world pressures. Additionally, it minimizes the problem of transferring learning to the job. Vestibule training is provided to employees when new or advanced equipment or tools introduced in to the organization to do a particular job by using them. For this purpose, such equipment is brought to a separate place to give demonstration and train how to use and that handle it by employees safely.

The conference method: A conference is a formal meeting conducted in accordance with an organized plan, in which the organizers seek to develop knowledge and understanding by obtaining considerable participation of trainees. A subject matter is deliberated by the participants. The trainees explain the facts, principles or concepts on specific topical areas takes. They pool their knowledge and try to find solution to the problem or develop new ideas as per the inference of the discussion. This method is suitable for analyzing problems and issues and examining them from different viewpoints. It is sound method for the development of conceptual knowledge and finding solutions to specific problems.

Case studies: It is a written description of an actual situation in the past in same organization or somewhere else and trainees are supposed to analyze and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates good interest among them. Case is

later discussed by instructor with all the pros and cons of each option. It is an ideal method to promote decision-making abilities within the constraints of limited data.

Role playing: During a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and training. This method is also called ‘role-reversal’, ‘socio-drama’ or ‘psycho-drama’. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals. The role players have to quickly respond to the situation that is ever changing and to react to it as they would in the real one. It is a method of human interaction which involves realistic behavior in an imaginary or hypothetical situation. Role playing primarily involves employee-employer relationships, hiring, firing, discussing a grievance problem, conducting a post appraisal

interview, disciplining a subordinate, or a salesman making presentation to a customer.

Advantages and disadvantages of off-the-job training

Advantages

- Trainers are usually experienced enough to train
- It is systematically organized
- There are a lot of opportunities for social networking with other trainees from other organizations.
- Individuals are more likely to complete training because of no work pressure.
- Off-the-job training can bring new ideas into the business

Disadvantages

- There is a risk that the newly trained employee will leave the business
- It may not be based on experience

- It is expensive compared to the on-job training method
- Productivity is lost while the trainee is away from their role.

CHAPTER TEN

ORGANIZATIONAL CHANGE

Introduction

Organizational change refers to reviewing and modifying management structures and business processes as well as transitioning individuals and teams within an organization towards a certain future state. To attain a competitive edge, organizations need to be customer oriented and do things in a unique way keeping in mind the quality of products and services they ought to deliver.

Change happens every day in business and in our personal lives and every organization has to experience change. Organizations need to be able to innovate rapidly and continuously implement improvements. Some examples of organizational change include;

- New methods of doing work
- New product or process

- New organization structure
- Change in span of management
- Changes in personnel policy or employee benefits
- Changes in overall organization design.

Features of organizational change

- Organization change takes place because of internal and external forces. The internal forces may create instant change, whereas the external forces may result in the gradual change.
- The effect of change in any one part of the organization creates about the fundamental change in the entire organization.
- The effect of change on various parts takes place in varying degree and rates meaning the effect of change will not be similar in every part of an organization.
- Successful change initiatives often involve employees at all levels to foster support and reduce resistance

- It is usually part of the continuous improvement process where the organization regularly assesses its performance and makes adjustments where necessary.

Importance of Organizational Change

- Work environment is constantly evolving due to changes in consumer preferences, technological advancements, competition, and regulatory requirements, organizational change allows companies to adapt to these shifts and remain competitive.
- Organizational change involves costs reduction, elimination of inefficiencies and increased productivity.
- By restructuring or adopting new technologies, organizations can better utilize their resources, including human capital, financial assets, and technology.
- Change initiatives often involve empowering employees with new skills, responsibilities

and opportunities for growth, leading to a more motivated and capable workforce.

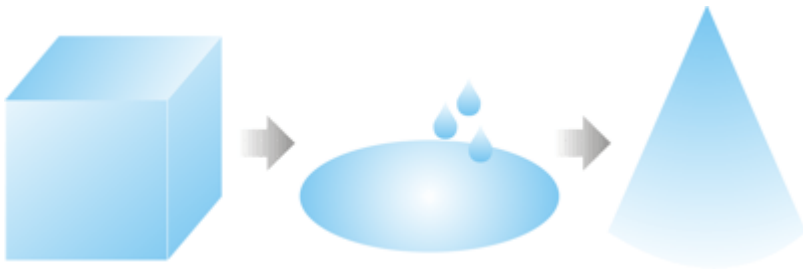
- Organizations that proactively manage change are better placed ahead of their competitors because of embracing new strategies and technologies.

Theories of change

One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the 1950s and still holds true today. Kurt Lewin's (1951) is therefore a noted organizational theorist who proposed a change model that became one of the major theories of organizational change; his model is one of the models which have received considerable attention in studying change. He proposed that changes result from the impact of a set of driving forces upon restraining forces.

Lewin's change management model

Lewin's model involves a three-stage process of change namely **unfreezing, changing and refreezing**. Change is a common thread that runs through all businesses regardless of size, industry and age. The world is changing fast and as such organizations must change quickly too. Organizations that handle change well will thrive while those that do not may struggle to survive. Organizational change can be explained by using an analogy of changing the shape of a block of ice to a desired shape.



Lewin's model is easily understood with a metaphor of ice. Let's say you have a cube of an ice but you need a cone. First you melt the ice to

make it amenable to change (unfreeze). Then mold the iced water into the shape you want (change). Finally, you solidify the new shape (refreeze) to get a cone.

Unfreezing: This first stage of change involves preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating.

The most important thing here is making employees understand why the existing way of doing things cannot continue. This could be as a result of poor company image, huge turnovers and worrying customer satisfaction surveys: These therefore show that things have to change in a way that everyone can understand.

Changing: After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways of doing things. People start to believe and act in ways that support the new direction.

The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company.

Refreezing: When the changes are taking shape and everyone has embraced the new ways of doing things the organization is ready to refreeze. Management should now anchor the changes into the culture where the management identifies what supports the change and the barriers to sustaining it. The management should also develop ways to sustain the change through ensuring leadership support, creating a reward system, adequate staff training, establishing feedback systems and adapting the organizational structure as necessary.

Forces of change in an organization

There are two sets of forces affecting organizational functioning; internal and external as explained below.

1. External forces

External forces of change cover political, environmental, socio-cultural, technological, economic and legal forces. Information technology has changed how organizations operate. New business models, such as e-commerce, outsourcing and virtual collaboration, would not be possible without high-speed communications facilitated through internet. Government regulations, labor laws dictate hiring process, employee remuneration, training, promotion and demotion decisions.

- **Technology:** Technology is the major external force which calls for change in organizations. Adoption of technology has a profound impact on organization's success

hence managements should continuously invest in regular training since employees' skills are becoming obsolete more quickly.

- **Economic environment:** Economic recessions, inflation, shifts in consumer spending can force organizations to adapt by cutting costs, changing pricing strategies or diversifying revenue streams. As businesses operate on a global scale, they face competition from international markets, which may drive changes in strategy, supply chains and operations.
- **Socio-cultural changes:** Evolving consumer attitudes and behaviors such as the growing demand for sustainable products can drive changes in product development, marketing and corporate social responsibility. Shifts in population demographics such as aging populations or increasing diversity may require changes in workforce management, customer targeting and product being offered. Every society has different socio-cultural

characteristics based on the region, ethnics, and settlement. All these factors have high influence on the way businesses operate or will operate in the future.

- **Political and legal forces:** Political environment within and outside the country has a huge impact on organizations. New laws and regulations, such as environmental standards, labor laws, data protection require organizations to change their practices to ensure compliance. Changes in government policies, such as taxation or trade tariffs can call for changes in organizational strategy and operations.

2. Internal forces

The internal environment of an organization refers to events, factors, people, systems, structures and conditions inside the organization that are generally under the control of the organization. The company's mission statement,

organizational culture and style of leadership are factors typically associated with the internal environment of an organization. As such, it is the internal environment that will influence organizational activities, decisions and employee behavior and attitudes. Changes in leadership style, organization's mission or culture can have a considerable impact on the organization thus amounting to change. Major internal causes of change are as explained below:

- **Nature of the work force**

The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. Workers who are in the age group of 45 and above value loyalty to their employers while those who are in their mid-thirties to below 45 are loyal to themselves. The youngest generation of workers is loyal to their careers.

The 21st century has been described as an era where organizations should learn to manage

diversity since the profile of workforce is also changing very fast. The new generation of workers has better educational qualifications; they place greater emphasis on human values and question authority of managers. Their behavior has also become very complex and leading them towards organizational goals is a challenge to the management. The employee turnover is also very high which again puts strain on the management.

- **Leadership Changes**

A change in leadership, such as a new director or executive team, often brings new strategic priorities, management styles and cultural shifts. Leadership may introduce new visions or directions for the organization causing changes in processes, goals and employee engagement.

- **Workforce Dynamics**

The need to address skill gaps within the workforce especially with the advent of new technologies can drive training programs, recruitment efforts or changes in roles. Changing

expectations from employees such as demands for greater flexibility, work-life balance or inclusivity can drive organizational changes in policies and practices.

- **Existing Culture**

As organizations grow the need to align organizational culture can lead to changes in values, behaviors and communication styles. Low levels of employee engagement or satisfaction may call for change in management practices, work environments including compensation structures.

- **Performance Issues**

Poor performances may drive cost-cutting measures, restructuring or shifts in business strategy. Identifying inefficiencies in processes, supply chains or customer service can lead to organizational change aimed at improving performance.

- **Technology**

The desire to foster a culture of innovation may lead to changes in organizational structure, collaboration practices or investment in research and development. Continuous innovation is often necessary to meet changing market needs and stay ahead of competitors.

CHAPTER ELEVEN

JOB ANALYSIS

Introduction

Job analysis is the process of getting information about jobs such as what the worker does, how he gets it done, why he does it, skill, education and training required, relationship to other jobs, physical demands and environmental conditions. It also involves collecting information about a job i.e., responsibility, necessary skills, outcomes and work environment of a particular job and to finally deciding the qualifications, skills and knowledge required for an employee to perform a particular job.

Purpose of job analysis

Job analysis is conducted to establish and document human resource activities such as developing effective training program, selection of employees, setting up of performance standards and performance appraisal and

employee remuneration system or compensation plan as discussed below:

Recruitment and selection: Job analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and technical, physical, emotional and personal skills required to carry out a job in desired fashion.

Determining training needs: Job Analysis is key in developing; training content, assessment tests to measure effectiveness of training, equipment to be used in delivering the training and methods of training such as job mentoring, computer-based, seminars and classroom methods.

Compensation: Job analysis plays a vital role in deciding the pay packages for employees. It aids in determining skill levels, work environment such as hazards, physical effort, responsibilities which directly affects compensation of employees in different categories.

Performance review: Job analysis can be used in performance review to identify or develop; Goals and objectives to be met, performance standards, evaluation criteria and individual output.

Training and development: Through providing information about what a job entails i.e., knowledge and skills required to perform a job gives the management easy time in designing training and development.

Contents of job analysis

Before job analysis process begins, it is very necessary to decide on the type of content or information to be collected and why. Some of these key contents include;

Job content: It contains information about various tasks included in a specific job. It is a detailed account of actions which an employee needs to perform during his or her tenure.

Job context: Job context refers to the situation or condition under which an employee performs a particular job. The information collection will include; working conditions, risks involved, whom to report, who will report to him or her, hazards, physical and mental demands.

Job requirements: These include basic but specific requirements which make a candidate eligible for a particular job. The collected data includes; knowledge, Specific skills and competencies.

Job analysis Process

Job analysis involves various phases as discussed below;

Planning: This is the first step of job analysis where organizations define the goals and parameters guiding the process. This includes identifying the specific objectives they aim to achieve through the job analysis, such as

improving recruitment processes, enhancing job performance, or ensuring legal compliance.

Data Collection: This step involves collecting detailed information about the job being analyzed using methods like; interviews, questionnaires, observations and review of existing documents.

Data Analysis: This phase involves reviewing and categorizing information gathered during data collection phase with the aim of extracting information that will inform subsequent steps like job holder's duties and responsibilities, skills and competencies required, performance standards and work environment.

Documentation: This phase takes the form of job descriptions and job specifications. Job Description outlining the essential aspects of the job, including a summary of the job's purpose, duties, responsibilities, reporting relationships, and performance expectations and Job

Specifications covering qualifications and requirements necessary to perform the job.

Validation: This phase ensures accuracy and reliability of analysis results. It involves seeking feedback and input from experts who are well-versed in the job being analyzed.

Methods of conducting Job Analysis

There are several methods of conducting job analysis therefore choosing one or a combination of more than one method depends on the requirements and objectives of the job analysis process.

Most common methods of job analysis include:

Observation method: Observation is the method in which an analyst or information collector watches keenly on the activities of employees or movements of machinery and

equipment. Analyst closely monitor employee for several days as they perform their duties, attend meetings and evaluate their workload to understand the role's essential functions. During the process the analyst do take detailed notes about the role, including what tools they use, how long they spend on tasks and who they interact with to complete their jobs.

Interview method: The interview method is when the analyst questions an employee about their role. Some of these questions include; the system they use, the processes followed and how they apply their skills to achieve results. Analysts may interview several people in the same role to get a more holistic view of the responsibilities. The employee under this method comes up with different ideas towards their working style, problems faced by them and uncertainties or insecurities faced.

Questionnaire method: In this method the analysts create a series of questions for employees to answer about their jobs. The main

aim is to understand their perceptions in regards these roles and identify any existing gaps. These questions can include asking employees about how they spend each day, what their priorities are and how they effectively perform their duties.

Diary method: In this method analyst do request employees to record their daily job activities. Employees maintain daily logs of their job activities, recording tasks and time spent. Analysts later study the diary of each employee and summarize the required information.

Critical incidents: This method is based on the job holder's past experiences on the job. They are asked to describe the past incidents related to their jobs including; what led to the incident and the situation in which it occurred; what the employee did that was particularly effective or ineffective; the perceived consequences or results of the behavior. The incidents reported by the job holders are then classified into various categories and analyzed in detail. The job analyst requires a high degree of skill to analyze the

incidents appropriately described by the job holders.

Outcomes of job analysis in human resource management

The major outcomes of job analysis are Job description, Job Specification as discussed below;

Job description

A job description is the written description or statement outlining the components of the job assigned to the job holder. It provides the detail information regarding task, activities, responsibility and authority associated with the concerned job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job.

Components of job description

This is a formal document defining responsibilities or what an employee is supposed to do in a given job. It describes the job not the job holder and contains job title, job purpose, job duties and responsibilities, working conditions as discussed below.

Job Title

This is a brief description of the job which reflects the content, purpose and scope of the job.

Job Duties and Responsibilities

This section contains a description of the duties and responsibilities assigned to the job; They describe the fundamental nature of the job which occupies a large proportion of the employee's time. It covers the following;

- The outcome of tasks
- Reference areas of decision-making, where one will influence or impact

- Identify areas of direct or indirect accountabilities
- Describe the nature of contact, the people contacted, and the extent to which the incumbent will interact with others within and outside of the University
- List job duties that reflect the position requirements and ensure they are not based upon the capabilities of any one individual

Working condition: Job description also provides us information about the working environment and condition. Such conditions can be cold, heat, dust, wetness, moisture, fumes, proper light, inside organization or outside organization.

Job specification

A job specification is a written statement of the skill required to accomplish a particular job. It describes the academic qualification, skills, experiences and expertise necessary to perform a job in order to meet the job standards. It also specifies the physical, psychological, personal,

social and behavioral characteristics of the job holders.

Contents of job specification

Being a list of recommended qualities for a person to qualify for a given position it identifies the skills, traits, education and experience a candidate might need to qualify for that job as discussed under;

Required experience

This job specification is where employing organizations might include the required experience in the exact role or relevant experience in similar roles. Entry-level positions may not specify any experience but higher-level jobs might require some years of experience in managerial roles.

Required education

A job specification can indicate the level of education required to qualify. Education requirements may include general accomplishments like a diploma, bachelor's degree or master's degree in a specific area of study. This ensures the employee has the proper context and knowledge to perform their roles successfully.

Required certification

Besides academic and experience some positions may require certification in different fields. This might align with responsibilities in the job description.

Required skills

Hiring managers, employees and human resources professionals may work together to establish the skills they want candidates to have. Skills can be what people might need to complete their job tasks and they can center on how the

candidate may fit on a team or reflect a company's culture. Skills included in a job specification can also vary based on job level.

CHAPTER TWELVE

EMPLOYEE WELFARE

Introduction

Employee welfare means anything done for the comfort and improvement of employees over and above the wages paid i.e., the efforts made to make life worth living for workmen. It includes various services, facilities and amenities provided to employees for their betterment.

According to the ILO, employee welfare should be understood to mean such services, facilities and amenities which may be established in the vicinity of undertakings to enable the persons employed in them to perform their work in a healthy environment.

The basic features of employee welfare program

- Employee welfare includes various facilities, services and amenities provided to workers

for improving their health, efficiency, economic betterment and social status.

- Welfare measures are in addition to regular wages and other economic benefits available to workers due to legal provisions and collective bargaining.
- Employee welfare measures are flexible and ever-changing. New welfare measures should be added to the existing ones from time to time.
- Welfare measures may be introduced by the employers, government, employees or by any social or charitable agency.
- The purpose of employee welfare is to bring about the development of the whole personality of a worker to make him a good worker and a good citizen in the organization.

Objectives of Employee Welfare

Employee welfare is increasingly being appreciated throughout the civilized world. The concept of welfare is a dynamic one and perceived differently in different countries

according to the prevailing value system, social institution, degree of industrialization and the general level of social and economic development. Some of these objectives are;

- To improve the life of the working class bringing about holistic development of the worker's personality. Employee welfare is in the interest of employee, employer and the society as a whole.
- To enable workers to perform their work in a healthy and favorable environment thus improving their efficiency and morale.
- To develop a sense of responsibility and dignity amongst workers and thus making them good citizens of the company.
- To improve employee retention since when employees, feel supported and valued by their management they are more likely to stay with the company for the long term.
- To improve their sense of belongingness, satisfaction and loyalty thus reducing turnovers

- To improve on talent attraction since candidates in the job market do choose organizations that offer comprehensive welfare packages.

Types of Employee Welfare

Employee welfare covers a wide range of services, benefits and facilities provided by employers to ensure well-being of their workers. They are categorized into different types as discussed below;

Statutory welfare

These are welfare measures that are legally required by government regulations and must be provided by employers. They include:

- Minimum Wage Laws
- Health and Safety Regulations
- Social Security Benefits
- Working Hours

Voluntary welfare

These are welfare measures that employers voluntarily offer beyond what is legally required.

They voluntarily provide welfare amenities to the employees besides the statutory facilities as they are more concerned with the welfare of their employees. Facilities for recreation, medical treatment, free meals or subsidized meals, schooling facilities for children, sports and games are provided by many organizations.

The voluntary welfare facilities may also be classified into those provided within and outside the factory premises.

(i) Welfare and amenities within the factory premises (**Intra-mural welfare**)

(ii) Welfare and facilities outside the factory premises (**Extra-mural welfare**)

Intra-mural welfare services

These are welfare measures provided within the organization or workplace aimed at improving

the work environment and employee comfort including;

- Provision for latrine and urinals
- Provision of rest shelters and canteens
- Arrangement of drinking water
- Uniforms and protective clothing
- Medical Facilities
- Safe Working Conditions

Extra-mural welfare Services

Welfare measures provided outside the organization to support employees' personal and family lives and they include;

- Maternity benefits
- Education facilities
- Housing facilities
- Recreational facilities
- Holiday/leave and travel facilities
- Transport to and from the place of work.

Principles of employee welfare program

The following are generally given as the principles to be followed in setting up a sound employee welfare program;

- The program should satisfy the needs of workers. This means that the manager must first determine what the employees' needs are. Extreme care and serious research should go into the decision of whether or not to offer a particular employee welfare service.
- The program should address all aspects of employee well-being, including physical, mental, financial and social health.
- The program should focus on preventive measures like health screenings, wellness programs and safety training to avoid issues before they arise.
- The management should ensure cooperation and active participation of workers in formulating and implementing the program
- There should be a periodical assessment or evaluation of the program and necessary

timely improvement on the basis of feedback from different stakeholders.

- The welfare program should be sensitive to cultural, religious and personal values of employees ensuring that all offerings are inclusive and respectful.

CHAPTER THIRTEEN

EMPLOYEE WELLNESS

Introduction

The Italian physician Bernardini Ramazzini (1633-1714) first coined the concept of wellness and the effects of work exposure on workers and the correct preventive measures to help improve employee well-being. A lot of health problems and injuries were recorded during the Industrial Revolution era, half a century after Ramazzini's death.

Wellness is the act of practicing healthy habits in order to attain a sound physical and mental health outcome, so that instead of just surviving employees are thriving. It is also an active process of making choices toward a healthy and fulfilling life.

The specific importance of wellness program includes;

- Regular exercise and proper nutrition can help prevent a variety of ailments including cardiovascular disease, obesity and fall risk behaviors. Wellness programs are provided to employees as a preventive measure to help avoid illness while improving and maintaining the general health of the employees. This can be accomplished through education, communication and a supportive work environment.
- The program also positively affects employee morale and job satisfaction hence quality performance and high productivity
- Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, how workers feel about their work, their working environment, the climate at work and work organization.
- Offering counseling services, mindfulness workshops, mental health days can lead to reduced stress amongst employees

- It leads to improved recruitment and retention since employees nowadays seek companies that offer comprehensive wellness programs as part of their benefits package.

Components of Workplace Wellness Program

➤ Physical Wellness:

Encourage regular physical activity through fitness classes or gym access to improve overall health and fitness levels.

➤ Mental Health Support:

Provide access to mental health resources, counseling, and stress management workshops to support employees' emotional well-being.

➤ Preventive Health Programs:

Promote vaccinations to prevent the spread of illnesses and protect employees' health.

➤ **Health Education:**

Offer information and support for healthy eating habits, including access to nutritious snacks and balanced meals.

➤ **Work-Life Balance:**

Support a healthy work-life balance through flexible schedules and policies to reduce burnout and improve overall job satisfaction.

Different work place wellness programs

➤ **Flexible Work Schedules**

Having flexible working hours is a key aspect of a wellness program that caters to the diverse needs of the workforce. It acknowledges the significance of work life balance and empowers employees to manage their responsibilities

effectively, resulting in increased engagement and a more harmonious workplace environment.

➤ **Financial Wellness Programs**

Employee financial stress is addressed through ensuring the existence of a robust financial wellness programs. Employers should ensure there are workshops and planning tools for retirement and financial management to empower their workforce make informed decisions. Financial well-being supports employees to navigating through challenges, reducing financial stress-related absenteeism and promotes a stable and secure work environment, aligning personal financial goals with overall job satisfaction.

➤ **On-site Fitness Center**

Establishing on-site fitness centers is a tangible way to promote physical activity among employees. Encouraging utilization through incentive programs enhances participation and underscores the organization's commitment to

health. Access to on-site fitness facilities not only improves physical well-being but also boosts morale among employees. This initiative reflects a holistic approach to employee wellness, creating a positive workplace culture centered on health and vitality.

➤ **Health Screenings**

Conducting regular health screenings and biometric assessments is crucial for assessing and managing employee health. Providing information on health risk assessments helps in tailoring personalized wellness plans. This proactive approach not only identifies potential health issues but also enables organizations to implement targeted interventions, reducing healthcare costs, and fostering a culture of preventive health measures within the workplace.

➤ **Employee Assistance Programs**

This is a strategic move to support employees' emotional well-being. Offering counseling services and mentorship programs as part of EAPs ensures a comprehensive approach to mental health support. Periodic surveys help in evaluating the effectiveness of these programs, creating a supportive environment that addresses emotional challenges and enhances overall job satisfaction and productivity.

➤ **Team-Building Activities**

Organizing team-building activities is instrumental in fostering social well-being among employees. Including physical exercises or wellness challenges in these events integrates health-conscious practices into the workplace culture. Such activities not only strengthen team bonds but also promote a shared commitment to well-being. Periodic surveys gauge the effectiveness of these initiatives, ensuring that team-building events contribute positively to

both the social fabric and overall job satisfaction within the organization.

➤ **Healthy Food**

Implementing healthy food at work is pivotal for enhancing employee wellness. By offering nutritious food options in the workplace, organizations positively impact both physical health and mental well-being. A well-balanced diet fosters sustained energy levels, cognitive function, and overall vitality. This initiative not only contributes to reducing health-related issues but also creates a supportive environment, reinforcing a culture of well-being and mindfulness. Healthy food choices align with holistic employee wellness, promoting a positive and energetic workplace.

➤ **Smoking Cessation Programs**

Introducing smoking cessation programs is a proactive measure to tackle poor health behaviors in the workplace. Providing comprehensive support and incentives for

employees participating in these programs not only contributes to a healthier workforce but also reduces health-related costs. By promoting a smoke-free environment and offering assistance in breaking the habit, organizations demonstrate a commitment to employees' well-being, positively impacting both physical and mental health.

CHAPTER FOURTEEN

BRAIN DRAIN

Introduction

This is a substantial emigration or migration of individuals which can result from turmoil within a nation, the existence of favorable professional opportunities in other countries, or from a desire to seek a higher standard of living. Brain drain can be described as the process in which a country loses its most educated and talented workers to other countries through migration. This trend is considered a problem, because the most highly skilled and competent individuals leave the country and contribute their expertise to the economy of other countries. The country they leave can suffer from economic hardships because those who remain don't have the knowledge required to make a difference in the country's economy. Brain drain can also be defined as the loss of the academic and technological labor force through the movement of human capital to more favorable geographic,

economic or professional environments. More often the movement occurs from developing countries to developed nations.

Causes of Brain Drain

There are various causes of brain drain but they differ depending on the country that is experiencing it. The main causes include seeking employment or higher paying jobs, political instability and seeking better quality of life. Causes of brain drain can be grouped into two broad categories; push factors and pull factors.

The **push factors** are negative characteristics of the home country that form the impetus for intelligent people migrating from lesser developed countries. In addition to unemployment and political instability, some other push factors are the absence of research facilities, employment discrimination, economic underdevelopment, lack of freedom and poor working conditions.

Pull factors are the positive characteristics of the developed country from which the migrant

would like to benefit. Higher paying jobs and a better quality of life are examples of pull factors. Other pull factors include superior economic outlook, the prestige of foreign training, relatively stable political environment, a modernized educational system to allow for superior training, intellectual freedom and rich cultures just to mention but a few.

- Lack of access to quality education and advanced studies is one of the main obstacles and reasons for which people migrate therefore the government should invest in the education system. Providing qualitative postgraduate and doctorate studies may be an option for stopping people from going elsewhere.
- Lack of competitive salaries for high-skilled occupations is another reason stimulating brain drain. Reforms such as investments for promoting the private sector development and job creation need to be undertaken that would create a favorable environment for skilled works to remain in the country.

- Discrimination among marginalized groups is yet another reason contributing to brain drain. The focus is particularly on skilled females who are the ones without much support. Investment in programs that develop female and increase their opportunities for career development and employment must be considered by the government to help the country retain their talents.

N/B the problem of brain drain must be closely analyzed as the reasons differ from country to another. However, the governments should design policies that foster job creation, create stability and improve the overall standards of living for their citizens.

Negative Effects of Brain Drain

When brain drain is prevalent in a developing country, there may be some negative repercussions that can affect the economy. These effects include but not limited to:

- Brain drains causes developing countries to lose the ability to progress. Talented people are born, raised and educated in their country but when that time comes to give back to the community, they leave and seek employment elsewhere transferring all the acquired skills to that country.
- The departure of skilled workers can weaken developing countries depriving them of important skills and workforce.
- The investment in higher education is lost as highly skilled workforce leaves the country and become assets in other developed countries.
- With all the graduates leaving homeland there is a question as to whether their skills are being utilized in the country of destination because there are possible chances of brain wastage.
- A shortage and exodus of skilled workers may lead to loss of confidence in the economy causing citizens to desire to leave rather than stay.

- Loss of the country's investment in education leading to shortages of important, skilled workers and potential future entrepreneurs.

Positive effects of brain drain

Some of the positive effects of brain drain include;

- Better employment opportunities for educated and skilled workers that may not be available in their home country.
- The migrant's country will prosper as more money i.e.; the foreign exchange will enter the country.
- Having a lot of people living abroad, but still continuously contributing to their origin country through remittances and investments can benefit the country.
- Providing incentives such as tax incentives to attract these people to come back to their home country and contribute with their gained knowledge and earned capital would greatly help the country in economic development.

Types of brain drain

There are three types of brain drain: -

- **Organizational:**

This is the Migration of highly trained employees from large corporations when they perceive that the future of those companies is unstable or doesn't match their ambitions.

- **Industrial:**

This refers to Migration of skilled workers from one industry to another.

- **Geographical:**

This is the Migration of trained individuals and college graduates from one location to another.

Ways to prevent brain drain

Brain Drain has become a problem facing many organizations within the globe. The intelligent, skilled and competent individuals have always

been seen migrating to the developed nations in search for better working conditions. Poverty, corruption, lack of incentives in their motherland are some of the pull and push factors that have made them leave their home countries. All organizations are called upon to be in cognizance with the basic strategies that can help tackle the issue of brain drain. The following initiatives can be employed to reduce brain drain:

- **Rural Development**

Development of every country starts from the village level because the majority of the population lives in those sides of the country. The government should always ensure that the youth get job opportunities direct from their vicinities to avoid them flowing to urban areas looking for what to sustain them. This will raise the rate of unemployment and hence hikes the crime rates. Employment opportunities can be created in education sectors, agriculture, women empowerment, handicrafts where highly skilled youth can contribute to the development and also earn a decent income through their contribution.

- **Proper payment policy**

Job satisfaction is always gauged by the salary an employee earns. The way salary scales are structured is one of the factors that drive brain drain as the employee finds the payment attractive in the other countries. This calls for proper placement and transparent salary structures to be put in place with proper monetary incentives.

- **Work Culture**

Most organizations in developing nations lack strong work cultures and principles. Some positions are politically dictated leading to stress and anxiety among the employees. In looking for decent work environment a big number of employees have always moved to developed nations in lieu of staying with improper work cultures.

- **Proper placements**

During recruitment and placement process organizations are called upon to take utmost care to resolve any form of improper placements in

various departments. An employee should be placed based on their skills and academic merit. The designation and position assigned to an individual plays a very crucial role in the performance and efficiency of work.

CHAPTER FIFTEEN

EMPLOYEE RETIREMENT

Introduction

Retirement refers to that part of any person's life when they choose to leave their work-life behind permanently. Many people decide to quit their workforce when they are old or sick and are not able to contribute as expected. A retired person can be an older person who has left his or her job and has stopped working completely. In Kenya, the mandatory retirement age is 60 years for public officials while that for persons living with disabilities is 65 years. The Public Service Commission in 2009 reviewed upwards the mandatory retirement age for civil servants to 60 years from 55 years.

Types of employee retirement

There are three types of employee retirement:

Traditional Retirement

Traditional retirement is where an employee closes the door on work and never looks back. This kind of retirement requires saving early and often investing prudently for growth while tapping Social Security benefits as a backstop. One should save as much as possible to reach their desired standard of living.

Semi-Retirement.

Semi-retirement generally refers to the transition period between full-time employment and complete retirement. Here, retirees usually work fewer hours and spend more time pursuing their interests without the restrictions of a full-time job. Employees who choose semi-retirement typically leave their chosen career but continue to work in some form of employment which has flexible hours that can allow them spend more time enjoying leisure activities.

Temporary Retirement.

An employee may take several months to travel before parachuting back to the world of work. In this type of retirement savings don't have much time to grow because savings are not continuous. People who want this option only retire for short periods and often work for years in one field or career and then take time off for a while.

How to prepare for retirement.

The following are key guidelines that one can follow in preparation for retirement;

- **Start saving, keep saving and stick to your goals.**

If you are already saving whether for retirement or any other goal, keep going. Saving is a rewarding habit and if you're not saving it's time to get started. Start small if you have to and try to increase the amount you save each month. The sooner you start saving the more time your money grows. Devise a plan, stick to it, set goals

and remember it's never too early or too late to start saving and most importantly make saving for retirement a priority.

- **Know your retirement needs.**

Retirement is expensive and so experts estimate that you will need 70 to 90 percent of your preretirement income to maintain your standard of living when you stop working. Take charge of your financial future and remember the secret to a secure retirement is to plan ahead.

- **Contribute to your employer's retirement savings plan**

If your employer offers a retirement savings plan sign up and contribute all you can. Find out about the plan e.g., how much you would need to contribute and how long would you need to stay in the plan to get that money.

- **Learn about your employer's pension plan**

If your employer has any pension plan in place check to see if you are covered by the plan and understand how it works. Ask for an individual benefit statement to see what your benefit is worth. Before you change jobs find out what will happen to your pension benefit. Also learn if you will be entitled to any benefits from your spouse's plan.

Causes of early retirement

- Health is the key driver of early retirement
- Layoffs or business closure.
- Changes in finances-economic status

Exit interview

This is an interview held with an employee about to leave the organization, typically in order to discuss the employee's reasons for leaving and their experience during their employment tenure. An exit interview is a conversation between an

employee and their employer likely a human resource representative. This is an opportunity to discuss job satisfaction or offer feedback on policy and direction. Employers can conduct an exit interview in person, virtually or via an exit interview form.

Objectives of exit interview

- To learn where the company can improve.
- To make sure employees leave feeling good about their service.
- To encourage the employee to stay under new circumstances.
- To assess the overall employee experience within your organization.
- To identify opportunities to improve retention and engagement.
- To give the employer the chance to tie up any loose ends with an employee who is leaving.

CHAPTER SIXTEEN

CURRENT TRENDS IN TODAY'S WORK ENVIRONMENT

Introduction

Continuous changes in technology, economic, social and psychological understanding and structures have huge influence on human capital and their management. Current models of HRM suggest that expectations about HR roles are changing as organizations are striving to make the HR function more strategic. Human resource management is a function in organizations designed to maximize employee performance in service of employer's strategic objectives. It has evolved considerably over the past years and experienced a major transformation in form and function primarily within the past two decades. The world of work is rapidly changing calling for a thorough understanding of the implications of globalization, work-force diversity, changing skill requirements, corporate downsizing, continuous improvement initiatives, re-engineering, decentralized work sites and

employee involvement which have financial implication to organizations. Driven by a number of significant internal and external environmental forces, HRM has progressed from a function with minimal impact to what many scholars and practitioners today regard as a source of sustained competitive advantage for organizations operating in a global economy.

Top trends in today's work place

Some key trends in the world of work are as discussed below;

➤ Globalization

In the modern business environment, companies are forced to approach the way they conduct business activities with a more external focus. Not only are business partnerships extending across regional, national and continental borders, but international standards are also increasingly becoming the norm. The rise of multinational corporations places new requirements on human resource managers. The growth of liberal cross-

border trade, the use of communications technology and the expansion of transnational companies are not likely to let up. Attracting global talent requires staying abreast of new strategies for finding and attracting talent.

➤ Strategic Human Resource Development and Talent Management

The importance of managing Human Resource Development from a strategic point of view has evolved very rapidly over the past decades. However, it is now more difficult than ever to strategically plan HRD over the long term. The changes in the business environment are so rapid and unpredictable that strategic HRD must be aligned on a more regular basis and should be flexible enough to accommodate changes in the work environment. In addition, major strategic decisions, such as whether to outsource the organization's training activities wholly or partially, have to take costs savings and business improvements into consideration. Moreover, the

worldwide skills gaps have forced companies to institute aggressive talent management strategies to attract, develop and optimize the available talent in both the broader marketplace and specific industries.

➤ **Electronic, Mobile and Social Learning**

An increasing number of organizations worldwide are using electronic learning (e-learning) to facilitate the learning process. The latest technology, such as multimedia, computer-based training, virtual classrooms, Internet training and video-conferencing, is being used. In fact, the rapid advancement in technology has resulted in e-learning being transferred from computers to laptops to smaller devices, such as iPads and smart phones.

➤ **Management and Leadership Development**

It is evident that the role of managers and leaders is changing dramatically. Managers were previously expected to plan, direct, staff and control. Now, however, they must learn to govern, coach, empower and lead. This necessary paradigm shift requires new skills and behaviors on the side of management. If managers are not trained and developed to embrace and internalize the new managerial requirements, they will find it difficult to adapt to a fast-changing business environment. World-class companies need highly talented leaders and managers. It is therefore not surprising that the growing field of mentoring and coaching is popular among leading companies worldwide.

➤ **Performance Consulting**

The ongoing shift from traditional training to workplace performance is another international trend. Key features include linking organizational

culture and bottom-line business results, benchmarking performance as well as satisfying client needs. The HRD professional is no longer a trainer, but becomes a performance consultant by virtue of their new role of assisting the rest of the organization in improving their performance. Developing people at the center of efforts to improve performance remains an ongoing challenge, in particular getting people to perform better in a fast-changing environment.

➤ **Career and Performance Management**

The traditional system of career management is no longer applicable in the modern business environment. The time has gone when an individual would join a company and work for that organization for more than ten years. Rather, moving from one organization to another more frequently, is becoming the norm rather than the exception. In addition, an individual is also more likely to move into different positions that are not necessarily related to one another. Flexible work practices are also contributing to the erosion of full-time employment. More part-time staff are being employed, which will have a significant effect on Human Resource Development.

A significant trend in the area of performance management has been the shift from traditional single-rater performance appraisal to 360-degree or multi-rater feedback systems as the modern approach to performance management. Multi-rater performance feedback is used when a person receives performance ratings from a range of parties, such as supervisors, peers and subordinates and, in some cases, even customers.

➤ **Employment Equity and Diversity Training**

With the increasing importance of aligning training to international business practices comes the realization that training across cultures has some potential pitfalls. If training is conducted without prior consideration to cultural differences, the outcomes can be disastrous. Various organizations globally have embarked on major diversity management initiatives to address these issues. A holistic approach to diversity management is advocated, one that recognizes a diversity initiative as a process of organizational change that is associated with the acknowledgement of diversity as an important business strategy. The importance of diversity training as an important tool in supporting diversity initiative and the ultimate goal of employment equity is increasingly emphasized.

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