

## UNIT- IV

### NATURE AND SCOPE OF HRM

#### Functions and Objectives of HRM

The primary objective of human resource management is to ensure a continuous flow of competent workforce to an organization. But this is only a broad view. Exploring further, we can categorize objectives into four, which are analyzed as follows for a better understanding:



**Societal Objectives** The society may constrain rationality with regard to human resource decisions through laws for example, reservation and other laws that address social discrimination, health and safety of workers, morale, ideological bias and other such issues of societal concern.

**Organisational Objectives** The organisational objective is at the forefront of organisational strategy, coordinating and harmonizing organisation wide efforts and stressing on the role of human resource management in contributing towards organisational effectiveness. Human resource management is not an end in itself. It is a means to the end of increasing organisational capability. It assists the organisation in attaining its primary objectives. Simply stated, the department serves the rest of the organisation.

**Functional Objectives** On the functional side it sets the department's contribution at the level most apt suited in the organisational setting. Resources are wasted when human resource is either in excess or too scarce. The department function is to gain organisational fit with respect to human resource requirements. Empowerment is a core concept of the new management model. In an adaptive organisation, empowerment is preferred to delegation; ownership to responsibility. It is contended that authority and responsibility are formal aspects of organising. They are based on organizational properties and not individual capabilities. Empowerment and ownership are social aspects of organising. They are based on efficacy and initiative, and not just on roles and requirements. (Business E. Coach, 2005) Clear articulation of policy following wider philosophy is imminent for success of any organisational and that success of the free market. Philosophy binds an organisation internally, provides a focus to collective effort and helps competitors anticipate future moves of a company.

According to theorists, two main concerns regarding competitive philosophy are

- a) people- centered philosophy, and
- (b) unity and focus.

Sound human resource management determines the level of innovation or creativity in organisational processes. Organisational capability is a dynamic concept. To what extent it is promoted depends on the premium attached to the HR function by the management. Bob Garratt (1990) proposes a theory of organisations as "learning systems " in which success depends on the ability of managers to become "direction-givers" and on the organisation's capacity for learning continuously.

**Personal Objectives** It implies assistance rendered to employees in achieving their personal goals in so far as these goals enhance individuals' contribution to the organisation. Personal objectives of employees must be met if workers are to be retained and motivated towards better performance. If otherwise be the case, employee performance and satisfaction are likely to decline and employees could even contemplate leaving the organisation. Managing approach to employee benefits and compensation, employee records and personnel policies is an important aspect of human resource management (Mc Namara, 2005) There has to be a correlation between objectives and functions. William Werther Jr. and Keith Davis (1972) have attempted to link the two.

**HRM Objectives and Functions:**

<i><b>HRM Objectives</b></i>	<i><b>Supporting Functions</b></i>
1. <b>Societal Objectives</b>	1. <b>Legal compliance</b> 2. <b>Benefits</b> 3. <b>Union-management relations</b>
2. <b>Organisational Objectives</b>	1. <b>Human resource planning</b> 2. <b>Employee relations</b> 3. <b>Selection</b> 4. <b>Training and development</b> 5. <b>Appraisal</b> 6. <b>Placement</b> 7. <b>Assessment</b>
3. <b>Functional Objectives</b>	1. <b>Appraisal</b> 2. <b>Placement</b> 3. <b>Assessment</b>
4. <b>Personal Objectives</b>	1. <b>Training and development</b> 2. <b>Appraisal</b> 3. <b>Placement</b> 4. <b>Compensation</b> 5. <b>Assessment</b>

This is summarised in the following table: HRM Objectives Supporting Functions

**Human Resource Planning**

"HRP is process of forecasting firm's future demand and supply of the right type of people in the right numbers". HRM department should initiate the recruitment and selection process after HRP.

**Importance of HRP**

Importance of HRP can be highlighted by following points

1. **Future Personnel Needs**
  - Planning helps to determine future personnel needs
  - Surplus or shortage in staff is due to poor human resource planning
  - Public sector organizations facing problem of over staffing
  - Public sector organizations offering voluntary retirement scheme (VRS)
2. **Part of Strategic Planning**
  - All activities of HRM like HRP, hiring, remuneration, training must be matched

with strategic management

- HRP can facilitate strategic planning at two ends
- At the start, it provides information for strategy formulation like kind of skills, and numbers of people available to organization to pursue organization strategy
- At the end, it assist in making resource allocation decisions, creating structure, process and determine human resource need

### 3. **Creating Highly Talented Personnel**

- Now a days organizations need knowledge workers and professionals for intellectual jobs
- Technical and knowledge worker most often switch their job creating workforce shortages
- Adoption of new technology creates demand for technical and trained workers at the same time resulting into excess of non technical staff
- Management succession planning helps to decide who will replace/substitute the chief executive/top management?

### 4. **International Growth Strategies**

- Global expansion strategy relies on HRP. From where to recruit e employees (foreign, local, or reassignment) to fill key jobs
- HRP integrate HR plan with organization external & internal situations (cultural consideration, labor and employment laws)
- HR department often need to fill key jobs with expatriates, therefore, need to motivate, train, and compensate the m.

### 5. **Foundation for Personnel Functions**

- HRP provides essential information in development and implementation of personnel functions like recruitment, selection, transfer, postings, promotions, layoff, compensation, and training

### 6. **Increasing Investment in Human Resources**

- Investment perspective of human resource highlights the need of proper HRP
- Human Resources Planning help to make right investment decision in company's human resources

### 7. **Resistance to Change and Move**

- Employee resist to change and move
- HRP assists to plan well ahead employees' transfer/posting and movement from one place to other in smooth way
- Dedication, commitment and loyalty of employees can be assured

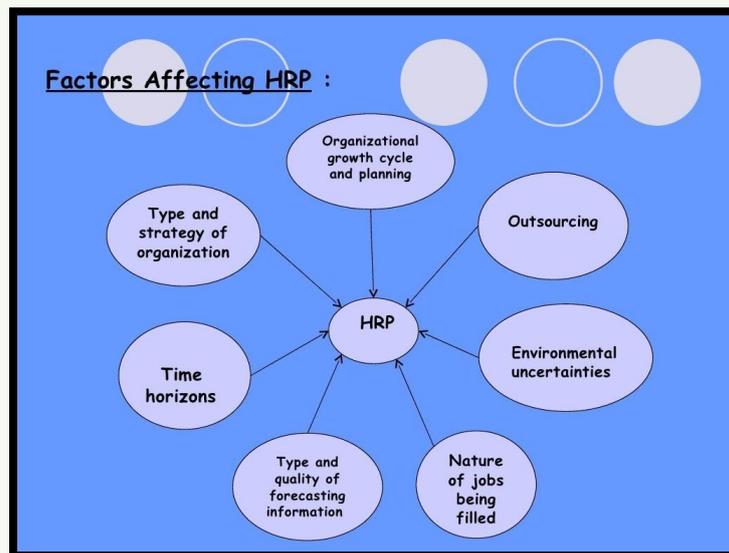
### 8. **Unite the Perspective of Line and Staff Managers**

- HRP identify and harmonize the purpose of HR staff and line managers
- For HRP, HR staff require input from Line manager as unit managers knows better the humn resource need of their department
- Effective communication between line and HR managers critical for successful HRP

### **Other Benefits**

- Top management has a better view of influence and impact of business decisions on HR dimensions
- HR cost can be lessen if human resource needs are known before time
- Enough time available to locate talent from market
- Inclusion of women and minorities
- Training and Development plans can be made well before time

## Factors Affecting HRP



- 1 Type and strategy of an organization
- 2 Organizational growth cycle and planning
- 3 Environmental uncertainties
- 4 Time horizon
- 5 Type and quality of forecasting information
- 6 Nature of job being filled
- 7 Outsourcing

### 1. **Type and strategy of an organization**

- Global expansion strategy mean hiring of employees whereas mergers and acquisition strategy means downsizing/layoff
- The decision whether to be proactive or reactive in HRP

### 2. **Organizational Growth Cycle**

- Small organization at the start of business may not have HRP
- In growth stage focus is on recruitment
- In declining phase HRP is reactive in nature and focus is on retirement, and layoff

### 3. **Environmental Uncertainties**

- Degree of uncertainty determines focus and time span of HRP

### 4. **Time Horizon**

- Short term and long term personnel plans depend upon level of uncertainty

### 5. **Quality of Information**

- HRIS and Job analysis information need to be in place that provide accurate and timely data for HRP

### 6. **Nature of Jobs being filled**

- Job vacancies exist due to retirement, separation, job hoping, promotion, and growth
- Managerial and technical positions are difficult to fill in
- Sufficient lead time is required to hire suitable candidates of vacant position

### 7. **Outsourcing**

- Sub contracting or outsourcing critical business activities limits new hiring in this case HRP is not much required

## **JOB ANALYSIS:**

Simple way to define, job analysis nothing but understanding the process of collecting information about a job. The process of job analysis results depending on two sets of data:

- i) Job description and
- ii) Job specification.

These data are recorded separately for references.

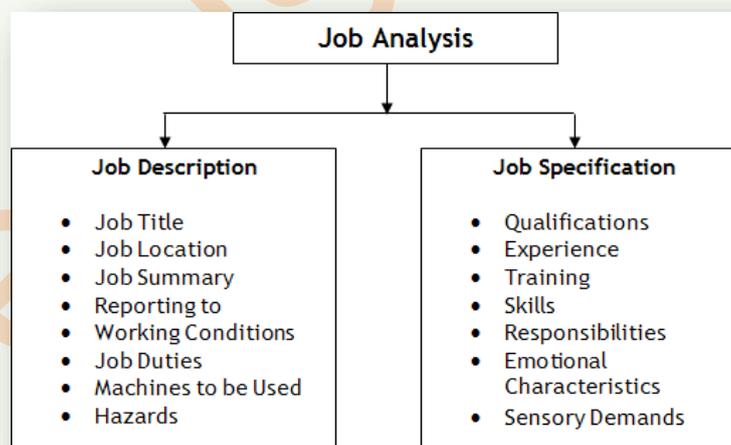
Let us summarise the concept of Job Analysis:

**A few definitions on job analysis are quoted below**

1. The Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. This analysis is having two important components are job descriptions and job specifications.
2. The Job analysis is a systematic exploration of the activities within a job. Also it is a basic technical procedure, one that is used to define the duties, responsibilities and accountabilities of a job.
3. The job nothing but collection of tasks that can be performed by a single employee to contribute to the production of some products or service provided by the organization. Every job has certain ability recruitments (as well as certain rewards) associated with it. Job analysis is the process used to identify these requirements.

Specifically, job analysis involves the following steps:

1. Gathering and Recording job information details
2. examination the job information for accuracy.
3. characters of job description based on the job data
4. By using the job information to determine the skills, abilities and knowledge that are required for the particular job.
5. Updating the information from time to time.



**Job Analysis**, A process of obtaining all pertaining job facts is classified into two i.e. **Job Description and Job specification**

**Job Description** is an important document, which is basically descriptive in nature and contains a statement of job Analysis. It provides both organizational information's (like location in structure, authority etc) and functional information (what the work is).

It gives information about the scope of job activities, major responsibilities and positioning of the job in the organization. This information gives the worker, analyst, and supervisor with a clear idea of what the worker must do to meet the demand of the job.

Who can better describe the characteristics of good job description?

Earnest Dale has developed the following hints for writing a good job description: –

- 1) The job description should indicate the scope and nature of the work including all-important relationships.
- 2) The job description should be clear regarding the work of the position, duties etc.
- 3) More specific words should be selected to show:-
  - a) The kind of work
  - b) The degree of complexity
  - c) The degree of skill required
  - d) The extent to which problems are standardized
  - e) The extent of worker's responsibility for each phase of the work

So we can conclude by saying that Job description provides the information about the type of job and not jobholders.'

#### **USES OF JOB DESCRIPTION: –**

There are several uses of job description, like

- Preliminary drafts can be used as a basis for productive group discussion, particularly if the process starts at the executive level.
- It helps in the development of job specification.
- It acts as a too during the orientation of new employees, to learn duties & responsibilities. It can act as a basic document used in developing performance standards.

#### **Contents of Job Description:**

Following are the main content of a job description it usually consist of following details or data.,

Job Description: A statement containing items such as

- Job title / Job identification / organization position
- Location
- Job summary
- Duties
- Machines, tools and equipment
- Materials and forms used
- Supervision given or received
- Working conditions
- Hazards

**Job identification or Organization Position:** – This includes the job title, alternative title, department, division and plant and code number of the job. The job title identifies and designates the job properly. The department, division etc., indicate the name of the department where it is situated and the location give the name of the place.

**Job Summary:** – This serves two important purposes. First is it gives additional identification information when a job title is not adequate; and secondly it gives a summary about that particular job.

**Job duties and responsibilities:** – This gives a total listing of duties together with some indication of the frequency of occurrence or percentage of time devoted to each major duty. These two are regarded as the "Heart of the Job".

**Relation to other jobs:** – This gives the particular person to locate job in the organization by indicating the job immediately below or above in the job hierarchy.

**Supervision:** – This will give an idea the number of person to be supervised along with their job titles and the extent of supervision.

**Machine:** – These will also gives information about the tool, machines and equipment to be used.

**Working Conditions:** – It gives us information about the environment in which a jobholder must work.

**Hazards:** – It gives us the nature of risks of life and limb, their possibilities of occurrence etc.

### **Job Specification:**

Job Specification translates the job description into terms of the human qualifications, which are required for performance of a job. They are intended to serve as a guide in hiring and job evaluation.

Job specification is a **written statement of qualifications, traits, physical and mental characteristics** that an individual must possess to perform the job duties and discharge responsibilities effectively.

In this, job specification usually developed with the co-operation of personnel department and various supervisors in the whole organization.

### **Job Specification Information:** –

The first step in the programme of job specification is to prepare a list of all jobs in the company and where they are located. The second step is to secure and write up Information about each of the jobs in a company. Usually, this information about each of the jobs in a company. Usually this information includes:

1. Physical specifications: – Physical specifications include the physical qualifications or physical capacities that vary from job to job. Physical qualifications or capacities
2. Include physical features like height, weight, chest, vision, hearing, ability to lift weight, ability to carry weight, health, age, capacity to use or operate machines, tools, equipment etc.
3. Mental specifications: – Mental specifications include ability to perform, arithmetical calculations, to interpret data, information blue prints, to read electrical circuits, ability to plan, reading abilities, scientific abilities, judgment, ability to concentrate, ability to handle variable factors, general intelligence, memory etc .
4. Emotional and social specifications: – Emotional and social specifications are more

important for the post of managers, supervisors, foremen etc. These include emotional stability, flexibility, social adaptability in human relationships, personal appearance including dress, posture etc.

5. Behavioral Specifications: – Behavioral specifications play an important role in selecting the candidates for higher-level jobs in the organizational hierarchy. This specification seeks to describe the acts of managers rather than the traits that cause the acts. These specifications include judgments, research, creativity, teaching ability, maturity trial of conciliation, self-reliance, dominance etc.

#### **Employee Specification: –**

Job specifications information must be converted into employee specification information in order to know what kind of person is needed to fill a job. Employee specification is like a brand name which spells that the candidate with a particular employee specification generally possess the qualities specified under job specification.

Employee specification is useful to find out the suitability of particular class of candidates to a particular job. Thus, employee specification is useful to find out prospective employees (target group) whereas job specification is useful to select the right candidate for a job.

#### **Uses of job specification: –**

Uses of this job specification;

- Physical characteristics, which include health, strength, age range, body size, weight, vision, poise etc.
- Psychological characteristics or special aptitudes:- This include such qualities as manual dexterity, mechanical aptitude, ingenuity, judgment etc.
- Personal characteristics or fruits of temperament – such as personal appearance, good and pleasing manners, emotional stability, aggressiveness or submissiveness.
- Responsibilities: – Which include supervision of others, responsibility for production, process and equipment, responsibility for the safety of others and responsibility for preventing monetary loss.
- Other features of a demographic nature: Which are age, sex, education, experience and language ability.
- Job specifications are mostly based on the educated guesses of supervisors and personnel managers. They give their opinion as to who do they think should be considered for a job in terms of education, intelligence, training etc.
- Job specifications may also be based on statistical analysis. This is done to determine the relationship between

1. Some characteristics or traits.
2. Some performance as rated by the supervisor

#### **Process of Job Analysis**

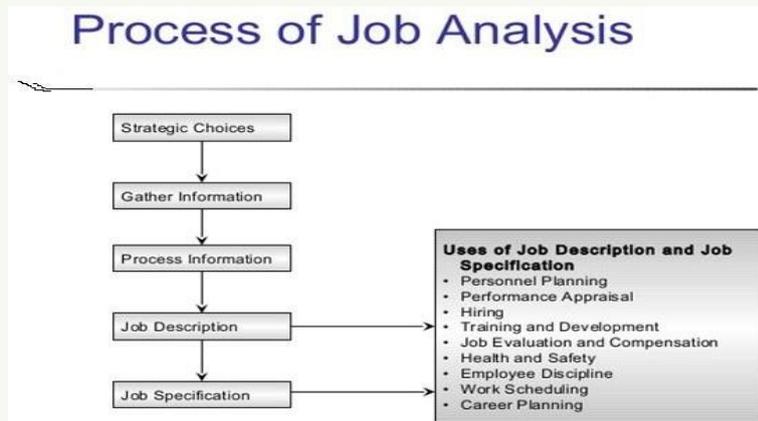
**Process 1:** Strategic Choices

**Process 2:** Collecting Information

**Process 3:** Processing Information

**Process 4:** Job Description

**Process 5:** Job Specification



**Strategic Choices: -**

**Extent of involvement of employees:** Extent of employee involvement is a debatable point. Too much involvement may result in bias in favor of a job in terms of inflating duties and responsibilities. Too less involvement leads to suspicion about the motives behind the job. Besides it may also lead to inaccurate information. Hence extent of involvement depends on the needs of the organization and employee.

**Level of details of job analysis:** The nature of jobs being analyzed determines the level of details in job analysis. If the purpose were for training programs or assessing the worth of job, levels of details required would be great. If the purpose is just clarification the details required would be less.

**Timing and frequency of Job Analysis:** When do you do Job Analysis?

- Initial stage, for new organization
- New Job is created
- Changes in Job, Technology and Processes
- Deficiencies and Disparities in Job
- New compensation plan is introduced
- Updating and upgrading is required.

**Past-oriented and future-oriented Job Analysis:** For rapidly changing organization more future oriented approach would be desired. For traditional organizations past oriented analysis would be required. However more future oriented analysis may be derived based on past data.

**Sources of Job Data:** For job analysis number of human and non-human sources is available besides jobholder himself. Following can be sources of data available for job analysis.

Non-Human Sources	Human Sources
Existing job descriptions and specifications	Job Analysis
Equipment maintenance records	Job Incumbents
Equipment design blueprints	Supervisors
Architectural blueprints of work area	Job Experts
Films of employee working	
Training manuals and materials	
Magazines, newspapers, literatures	

**Collecting Information: -**

Information collection is done on the basis of following 3 parameters

*Types of Data for Job Analysis:*

- Work Activities (Tasks details)
- Interface with other jobs and equipments (Procedures, Behaviors, Movements)
- Machines, Tools, Equipments and Work Aids (List, Materials, Products, Services)
- Job Context (Physical, Social, Organizational, Work schedule)
- Personal Requirement (Skills, Education, Training, Experience)

*Methods of Data Collection:*

- Observation
- Interview
- Questionnaires
- Checklists
- Technical Conference
- Diary Methods

*Who to Collect Data?*

- Trained Job Analysts
- Supervisors
- Job Incumbents

**Processing Information: -**

Once the job information is collected it needs to be processed, so that it would be useful in various personnel functions. Specifically job related data would be useful to prepare job description and specifications, which form the next two processes of job analysis.

**METHODS OF DATA COLLECTION:**

**Observation:** Job Analyst carefully observes the jobholder and records the information in terms of what, how the job is done and how much time is taken. It is a simple and accurate method, but is also time consuming and inapplicable to jobs involving mental activities and unobservable job cycles. The analysts must be fully trained observers.

**Interview:** In this analyst interviews the jobholders, his supervisors to elicit information. It can be Structured or Unstructured Interview. Again this is also a time consuming method in case of large organizations. Plus there is also a problem of bias.

**Questionnaires:** A standard questionnaire is given to jobholder about his job, which can be filled and given back to supervisors or job analysts. The questionnaire may contain job title, job holder's name, managers name, reporting staff, description of job, list of main duties and responsibilities etc. It is useful in large number of staffs and less time consuming. However the accuracy of information leaves much to be desired.

**Checklists:** It is more similar to questionnaire but the response sheet contains fewer subjective judgments and tends to be either yes or no variety. Preparation of checklist is a challenging job itself.

**Technical Conference:** Here a conference of supervisors is used. The analysts initiate the discussions providing job details. However this method lacks accuracy.

**Diary Methods:** In this method jobholder is required to note down their activities day by day in their diary. If done faithfully this technique is accurate and eliminates errors caused by memory lapses etc.

**Quantitative Methods of Job Data Collection: -****Position Analysis Questionnaire (PAQ): -**

PAQ is a highly specialized instrument for analyzing any job in terms of employee activities. The PAQ contains 194 job elements on which job is created depending on the degree to which an element is present. These elements are grouped together into 6 categories.

1. U – Usability / Use of Job
2. I – Importance of Job
3. T – Time
4. P – Possibility of Occurrence of Job
5. A – Applicability of Job
6. S – Specialty Tasks of Job

The primary advantage of PAQ is that it can be used to analyze almost every job. This analysis provides a comparison of a specific job with other job classifications, particularly for selection and remuneration purposes. However PAQ needs to be completed by trained job analysts only rather than incumbents.

**Management Position Description Questionnaire (MPDQ): -**

Highly structured questionnaire, containing 208 elements relating to managerial responsibilities, demand, restrictions and other position characteristics. These 208 elements are grouped under 13 categories.

PAQ and MPDQ yield standardized information about the worker and the job.

**Functional Job Analysis: -**

It is a worker oriented job analytical approach, which attempts to describe the whole person on the job.

**BARRIERS OF JOB ANALYSIS**

- Support from Top Management
- Single means and source, reliance on single method rather than combination
- No Training or Motivation to Jobholders
- Activities and Data may be Distorted

**JOB DESCRIPTION**

“Job Description implies objective listing of the job title, tasks, and responsibilities involved in a job.”

Job description is a word picture in writing of the duties, responsibilities and organizational relationships that constitutes a given job or position. It defines continuing work assignment and a scope of responsibility that are sufficiently different from those of the other jobs to warrant a specific title. Job description is a broad statement of purpose, scope, duties and responsibilities of a particular job.

**Contents of Job Description**

1. Job Identification
2. Job Summary
3. Job Duties and Responsibilities
4. Supervision specification
5. Machines, tools and materials
6. Work conditions
7. Work hazards

## 8. Definition of unusual terms

**Format of Job Description**

- Job Title
- Region/Location
- Department
- Reporting to (Operational and Managerial)
- Objective
- Principal duties and responsibilities

**Features of Good Job Description**

1. Up to date
2. Proper Job Title
3. Comprehensive Job Summary
4. Clear duties and responsibilities
5. Easily understandable
6. State job requirements
7. Specify reporting relationships
8. Showcase degrees of difficulties
9. Indicates opportunities for career development
10. Offer bird's-eye-view of primary responsibilities

**JOB SPECIFICATIONS**

"Job Specification involves listing of employee qualifications, skills and abilities required to meet the job description. These specifications are needed to do job satisfactorily."

In other words it is a statement of minimum and acceptable human qualities necessary to perform job properly. Job specifications seeks to indicate what kind of persons may be expected to most closely approximate the role requirements and thus it is basically concerned with matters of selection, screening and placement and is intended to serve as a guide in hiring.

**Contents of Job Specifications**

1. Physical Characteristics
2. Psychological characteristics
3. Personal characteristics
4. Responsibilities
5. Demographic features

Further the job specifications can be divided into three broad categories

*Essential Attributes*

*Desirable Attributes*

*Contra-Indicators – indicators hampering the success of job*

**Job Design**

**Job design** (also referred to as **work design** or **task design**) is the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder. Its principles are geared towards how the nature of a person's job affects their attitudes and behavior at work, particularly relating to characteristics such as skill variety and autonomy. The aim of a job design is to improve [job satisfaction](#), to improve through-put, to improve quality and to reduce employee problems (e.g., grievances).

## Factors affecting Job Design

A well defined job will make the job interesting and satisfying for the employee. The result is increased performance and productivity. If a job fails to appear compelling or interesting and leads to employee dissatisfaction, it means the job has to be redesigned based upon the feedback from the employees.

Broadly speaking the various factors that affect a job design can be classified under three heads. They are:

1. Organizational Factors
2. Environmental Factors
3. Behavioural Factors



### 1. Organizational Factors

Organizational factors that affect job design can be work nature or characteristics, work flow, organizational practices and ergonomics.

- **Work Nature:** There are various elements of a job and job design is required to classify various tasks into a job or a coherent set of jobs. The various tasks may be planning, executing, monitoring, controlling etc and all these are to be taken into consideration while designing a job.
- **Ergonomics:** Ergonomics aims at designing jobs in such a way that the physical abilities and individual traits of employees are taken into consideration so as to ensure efficiency and productivity.
- **Workflow:** Product and service type often determines the sequence of work flow. A balance is required between various product or service processes and a job design ensures this.
- **Culture:** Organizational culture determines the way tasks are carried out at the work places. Practices are methods or standards laid out for carrying out a certain task. These practices often affect the job design especially when the practices are not aligned to the interests of the unions.

### 2. Environmental Factors

Environmental factors affect the job design to a considerable extent. These factors include both the internal as well as external factors. They include factors like employee skills and abilities, their availability, and their socio economic and

cultural prospects.

- **Employee availability and abilities:** Employee skills, abilities and time of availability play a crucial role while designing of the jobs. The above mentioned factors of employees who will actually perform the job are taken into consideration. Designing a job that is more demanding and above their skill set will lead to decreased productivity and employee satisfaction.
- **Socio economic and cultural expectations:** Jobs are nowadays becoming more employee centered rather than process centered. They are therefore designed keeping the employees into consideration. In addition the literacy level among the employees is also on the rise. They now demand jobs that are to their liking and competency and which they can perform the best.

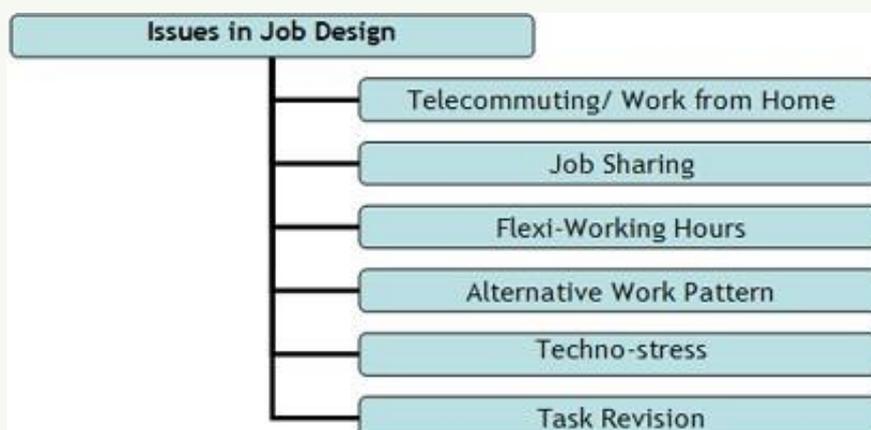
### 3. Behavioural Factors

Behavioural factors or human factors are those that pertain to the human need and that need to be satisfied for ensuring productivity at workplace. They include the elements like autonomy, diversity, feedback etc. A brief explanation of some is given below:

- **Autonomy:** Employees should work in an open environment rather than one that contains fear. It promotes creativity, independence and leads to increased efficiency.
- **Feedback:** Feedback should be an integral part of work. Each employee should receive proper feedback about his work performance.
- **Diversity:** Repetitive jobs often make work monotonous which leads to boredom. A job should carry sufficient diversity and variety so that it remains as interesting with every passing day. Job variety /diversity should be given due importance while designing a job.
- **Use of Skills and abilities:** Jobs should be employee rather than process centered. Though due emphasis needs to be given to the latter but jobs should be designed in a manner such that an employee is able to make full use of his abilities and perform the job effectively.

#### Contemporary Issues in Job Design:

Job design is a systematic organization of job-related tasks, responsibilities, functions and duties. It is a continuous process of integration of content related to job in order to achieve certain objectives. The process plays a vital role as it affects the productivity of employees and organizations. However, there are a number of existing issues emerged recently while designing the jobs in organizations. These are alternative work patterns that are equally effective in handling organization's functions.



**Telecommuting / Work from Home:** Telecommuting or work from home is considered as the best alternative of working from the actual office. The concept of virtual office is gaining more and more popularity because of ease and convenience associated with it. By using computer networks, fax machines, telephones and internet connection, employees can communicate and perform the job from home. It eliminates the need of coming to office everyday and offers employees the convenience to work at the comfort of their home.

Though there are lots of advantages associated with this working style but it suffers from many limitations. It allows employees to stay at home and manage their job tasks and functions without actually being present in the office but it doesn't allow them to communicate with other employees and establishing relationships with them. They only deal with machines whole day, thus lose creativity. Moreover, it is a great hindrance in their way as it does not allow skill upgradation.

**Job Sharing:** It is the second most preferable alternative of traditional working styles where two or more individuals share the responsibilities of a full time job. They divide the tasks, responsibilities and compensation according to their mutual consent. This option is generally used by women who are on maternity leave or have family and kids to look after but want to continue their job. These days, organizations are open to this kind of working style where two or more individuals can share a job.

**Flexi-Working Hours:** These days, organizations allow their employees to work according to the timings that suit them best. There are 3-4 working schedules and individuals can choose any one of them depending upon their availability. Employees can work in early hours as well as night hours. This is good for those individuals who have colleges or some other engagements during the day or specific hours of the day. The best part is that unlike telecommuting, flexi-timings give them chance to communicate with other employees too.

**Alternative Work-Patterns:** Companies these days allow their employees to work on alternate months or seasons. Though the concept is not that common in India but can be seen in European and American world of work. They also have the option of working two to three full days and can relax after that.

According to the latest concept, employees can work for fixed number of hours and then can attend to their personal needs during the left days.

**Techno stress:** Techno stress is the latest technology to keep a check on employees' performance even when they choose to work from home. Because of the introduction of new machines, their performance can be electronically monitored even when they are not aware of it.

**Task Revision:** Task revision is nothing but modification of existing work design by reducing or adding the new job duties and responsibilities to a specific job.

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