

# Employee Maintenance and Emerging Issues in HRM

## Unit 11

## **Employee Health and Safety**

Employee health is the state of well-being. It not only includes physical well-beings but also mental and emotional well-being. Employee health encompasses the physical and mental status of employees.

Employee safety refers to providing a safe working environment for employees by incorporating safe equipment and safe procedures at work place to ensure worker safety.

Employee health and safety aim to create and maintain safe, healthy environments for employee to work and live in by identifying, assessing and controlling potential hazards and risks.

## **Significance of Employee Health and Safety**

1. Maintain values
2. Encourage good relationship
3. Maintain open communication
4. Promote open communication
5. Improve creativity
6. Improve team work

## **Employee Welfare**

### **Concept**

Employee welfare is a comprehensive term including various services, benefits and facilities provided to employees for their betterment.

Employee welfare concern with all benefits provided to the employees for their service in addition to their regular salary.

For example of employee welfare:

Canteen facility, drinking water facility, sanitation facility, maternity facility, providing first aid facility, limit working hours, education facility, transport facility

## **Objectives/ Importance of Employee Welfare**

1. Employee motivation
2. Retaining employees
3. Improve productivity
4. Maintain value
5. Develop image
6. Develop efficiency
7. Reduce trade union role
8. Improve living standard

## **Social Security**

### **Concept**

The social security benefits involve monthly remuneration provided to retired workers as retirement benefits, survivor's of death benefits and disabled payment benefits.

Social security Act 2075 “Social security means cash, allowance or support to be provided to the citizens entitled to social security pursuant to this Act”.

In Nepal, the following Nepali citizens shall have the right to get the social security allowance: senior citizens, indigent, incapacitated and helpless persons, helpless single women, citizens with disabilities, children and citizens unable to take care of themselves.

However, in the context of Nepalese organizations, there is no direct system social security for employees. There is the provision of gratuity, provident fund, citizen investment fund, medical leave surplus.

## **Types of Social Security Benefits**

1. Retirement benefits
2. Disability benefits
3. Survivor's benefits

### **1. Retirement benefits**

The retirement benefits incorporate retirement income to the employees at the age of sixty and thereafter.

Such benefits are provided in terms of pension, gratuity, provident fund, citizen investment trust, medical leave surplus and other benefits.

In context of employees of Government of Nepal, they get retirement benefits after the age of 58 or 30 years of service life.

The retirement benefits amount will differ based on employees' pre-retirement salary.

However, retirement benefits will be differed from institution to institution.

## **2. Disability benefits**

Disability benefits are payable to disabled employees and their dependents.

Amount of monthly benefits depends on pre-disability salary of employees. Such disability benefits may also be available to spouse.

## **3. Survivor's benefits**

Survivor's or death benefits incorporate amount payable to the employee's dependents regardless at time of death.

Such benefits may be provided for widow and children who have not attained the age of majority of disabled.



## Employee Grievances

### Concept

- ❖ Grievances means employee's dissatisfaction or feeling of personal injustice to his or her employment.
  - ❖ Employee grievances are resulted from the perception of unfair treatment on the job and differences in employee's expectations and managerial practices.
  - ❖ When employee's complaint is filed and brought to the notice of management. It becomes a grievance. The complaint may be related to wages, working hours , employment conditions, unjust practices of the managers and supervisor and promotion- related issues.
- “Grievance is formal complaint filed by an employee following an established grievance procedure.”- Wendell French

## **Grievances Handling and Redressal**

Grievances should be handled effectively and promptly to achieve organizational goals. The objective of grievance handling is to reduce or eliminate employee dissatisfaction.

1. Open door policy
2. Periodic employee meetings
3. Legal compliance approach
4. Grievance procedures (step- ladder grievance procedure)

## **1. Open door policy**

- ❖ In this policy, employees are invited to informally drop (walk-in) in the room of the higher level of management any time and talk over (express) their grievances.
- ❖ The problem is resolved in a mutually satisfying way.
- ❖ This policy is suitable for small organization where employees are directly linked with top management of the firm.

## **2. Periodic employee meetings**

- ❖ It is appropriate where employees are working as a team.
- ❖ Periodic meeting employees can share their problems with managers.

### 3. Legal compliance

❖ In this approach, the contract of employment is determined (designed) by management and employee. This contract is strictly followed from them. The process of handling grievance is specified in the contract. Generally, grievances are related to interpretation of the contract.

### 4. Grievance procedure

This procedure consists of several steps through which an employee can take his grievances to successively higher levels of management for resolution.

The steps in grievance procedure are:

- Step(1): Grievant  Supervisor
- Step(2): Grievant  Department Head
- Step(3): Grievant  Grievance Committee
- Step(4): Grievant  Chief Executive
- Step(5): Grievant  Voluntary Arbitrator
- Step (6): Grievant  labor court

# Employee Discipline

## Concept

- ❖ Discipline means following of rules and regulations.
  - ❖ Employee discipline relates to the behavior of employees.
  - ❖ Employee discipline means obedience to rules, regulations, procedures, and standards of acceptable behavior in the organization.
- “Discipline is a condition in the organization when employees conduct themselves in accordance with the organization’s rules and standards of acceptable behavior.”- Decenzo and Robbins

## **General Guidelines in Administering Employee's Discipline**

1. Discipline should be corrective
2. Discipline should be progressive
3. Discipline should be “hot stove” rule
4. Allow employee to give explanation

## **1. Discipline should be corrective**

Discipline action should be to correct an employee's undesirable behavior of the employees rather than punishment.

Punishment should be a means to achieve the goal of conformity to rules and acceptable standards of behavior.

## **2. Discipline should be progressive**

The type of disciplinary action depends upon the frequency and nature of the disciplinary problem.

A progressive disciplinary action follows a series of steps with a successive sequence of punishment.

A sequence of progressive disciplinary actions begin with an oral warning, written warning, suspension, pay cuts, demotion and only in the most serious cases dismissal.

### **3. Discipline should follow the “hot stove” rule (Immediate)**

The rule of “hot stove” holds the philosophy that any disciplinary action should be quick reactive, immediate thereby leaving no question of cause and effect.

This rule suggests that applying discipline is much like touching a hot stove.

In this rule, when one touches a hot stove.

- The burn is immediate
- The person had an ample warning (the person touching the stove has warning)
- The effect is consistent
- The effect is impersonal

Hence, the comparison between touching a hot stove is similar to administering discipline.

Similarly, the rules for disciplinary actions should be:



- Disciplinary actions should be immediately
- Employee should be given advance warning
- Disciplinary action should be consistent
- Disciplinary action should be impersonal

#### **4. Allow employee to give explanation (employee explanation)**

The employee should be given ample opportunity to clarify the matter before initiating any disciplinary action.

The employees accused of disciplinary problems should be given an opportunity for clarification of the situation. Then only the fair and equitable disciplinary action can take place.

## General Guidelines in Administering Employee's Discipline

1. Development of policy
2. Consistency in disciplinary actions
3. Corrective disciplinary action
4. Progressive disciplinary action
5. Tracking of disciplinary cases
6. Confidentiality of complaints
7. Legal perspective
8. Fairness
9. Complaints redressal system

## Emerging Issues and Challenges of HRM

1. Employee empowerment
2. Downsizing
3. Work life balance
4. Use of technology in HRM
5. Green HRM
6. e-HRM
7. Outsourcing HRM
8. Ethics in HRM (surveillance vs privacy)

# HRM in Nepalese Organization

Thank You