IVth Unit CR

**Career Planning: Definition, Features, Objectives and Benefits!**

**Definitions:**

1. A career may be defined as ‘ a sequence of jobs that constitute what a person does for a living’.

2. According to Schermerborn, Hunt, and Osborn, ‘Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment’.

3. Career planning is the process of enhancing an employee’s future value.

4. A career plan is an individual’s choice of occupation, organization and career path.

Career planning encourages individuals to explore and gather information, which enables them to syn­thesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy for work-life balance.

**Features of Career Planning and Career Development:**

1. It is an ongoing process.

2. It helps individuals develop skills required to fulfill different career roles.

3. It strengthens work-related activities in the organization.

4. It defines life, career, abilities, and interests of the employees.

5. It can also give professional directions, as they relate to career goals.

**Objectives of Career Planning:**

The major objectives of career planning are as follows:

1. To identify positive characteristics of the employees.

2. To develop awareness about each employee’s uniqueness.

3. To respect feelings of other employees.

4. To attract talented employees to the organization.

5. To train employees towards team-building skills.

6. To create healthy ways of dealing with conflicts, emotions, and stress.

**Benefits of Career Planning:**

1. Career planning ensures a constant supply of promotable employees.

2. It helps in improving the loyalty of employees.

3. Career planning encourages an employee’s growth and development.

4. It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.

5. It ensures that senior management knows about the calibre and capacity of the employees who can move upwards.

6. It can always create a team of employees prepared enough to meet any contingency.

7. Career planning reduces labour turnover.

8. Every organization prepares succession planning towards which career planning is the first step.

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Succession Planning

What Is Succession Planning?

Succession planning is a strategy for passing on leadership roles—often the ownership of a company—to an employee or group of employees. Also known as "replacement planning," it ensures that businesses continue to run smoothly after a company's most important people move on to new opportunities, retire, or pass away.

Succession planning can also provide a liquidity event enabling the transfer of ownership in a going concern to rising employees.

KEY TAKEAWAYS

* Succession planning is a strategy for passing on leadership roles—often the ownership of a company—to an employee or group of employees.
* Succession planning ensures that businesses continue to run smoothly after a company's most important employees retire and leave the company.
* Succession planning involves cross-training employees so that they develop skills, company knowledge, and a holistic understanding of the company.

How Succession Planning Works

Succession planning evaluates each leader’s skills, identifying potential replacements both within and outside the company and, in the case of internal replacements, training those employees so that they’re prepared to take over. Succession planning is not a one-time event; succession plans should be reevaluated and potentially updated each year or as changes in the company dictate.

In addition, businesses might want to create both an emergency succession plan, in the event a key leader needs to be replaced unexpectedly, and a long-term succession plan, for anticipated changes in leadership.

In large corporations, the [board of directors](https://www.investopedia.com/terms/b/boardofdirectors.asp), not just the [CEO](https://www.investopedia.com/terms/c/ceo.asp), will typically oversee succession planning. Also, in large corporations, succession planning impacts not just owners and employees, but shareholders as well. For small businesses and family-owned companies, succession planning often means training the next generation to take over the business. A larger business might groom mid-level employees to one day take over higher-level positions.

**Recruitment**

Succession planning starts with proper hiring practices with the goal of choosing candidates that are capable of rising the ranks as time goes on. For example, an experienced person from another company might be courted and groomed for an executive-level position.

**Training**

Training includes the development of skills, company knowledge, and certifications. The training might include having employees cross-train and shadow various positions or jobs in all the major departments. This process can help the person become well rounded and understand the business on a granular level. Also, the cross-training process can help identify the employees that are not up to the task of developing multiple skill sets needed to run the company.

In small companies, the owner alone may be responsible for succession planning.

**Benefits of Succession Planning**

There are several advantages for both employers and employees to having a formalized succession plan in place:

* Employees know that there is a chance for advancement and possibly ownership, which can lead to more empowerment and higher job satisfaction.
* Knowing that the company is planning for future opportunities reinforces career development among employees.
* Management's commitment to succession planning means that supervisors will mentor employees to transfer knowledge and expertise.
* Management keeps better track of the value of employees so that positions can be filled internally when opportunities arise.
* With succession planning, leadership and employees are better able to share company values and vision.
* With Baby Boomer business owners and leadership retiring in huge numbers, a new generation of leaders will be needed.
* Shareholders of publicly traded companies benefit from proper succession planning, such as the case when the next candidate for CEO is involved in business operations and is well respected years before the current CEO retires. Also, if investors observe a well-communicated succession plan, they won't sell the company's stock when the CEO retires.

Succession planning can also cultivate a new generation of leaders, thereby providing an [exit strategy](https://www.investopedia.com/terms/e/exitstrategy.asp) for business owners who want to sell their stake.

Special Considerations: Life Insurance

In a business partnership, one method of succession planning has each partner purchase a life insurance policy that names the other partner as the beneficiary. That way, if a partner dies at a time when the surviving partner would not otherwise have enough cash to buy the deceased partner’s ownership share, the life insurance proceeds will make that purchase possible. This type of succession plan is called a [cross-purchase agreement](https://www.investopedia.com/terms/c/cross-purchase-agreement.asp) and allows the surviving partner to continue operating the business.

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**WHAT IS CAREER DEVELOPMENT**

Gutteridge defines career development as the “outcomes of actions on career plans as viewed from both individual and organizational perspectives”. Breaking that down, career development is viewed from two points of view: the employer (the organization) and the employee (the individual).

The organization’s objective is to maximize its human resources productivity to achieve its goals, and career development aids in that outlook by ensuring the “best match between people and jobs”. The organization will place importance on how its employees are managing their respective careers, and will take steps that provide structure to the [employees’ progress on their chosen career paths](https://www.cleverism.com/ultimate-career-progression-guide/).

From the point of view of the employee, career development is very important, since it serves as a useful tool or even a launching pad for them to obtain their objectives, which could be anything from getting higher pay or receiving incentives and bonuses, to achieving job flexibility and satisfaction.

Another [definition](https://www.thebalance.com/what-is-career-development-525496) attached a more personal meaning to it, referring to career development as an entire process spanning over an individual’s lifetime that inevitably molds his work identity. It is a lifelong process, starting as early as that point in their childhood when, for example, a child saw a firefighter save someone from a burning building and, in complete awe, declares, “I want to be a firefighter when I grow up”.

The [definition](http://www.rusnauka.com/17_PMN_2014/Psihologia/14_169933.doc.htm) provided by Angelo J. Rivera ran along the same vein, but breaking it down further. He described career development as the evolution or development of a career, informed by the following:

1. Experience within a specific field of interest
2. Success at each stage of development
3. Educational attainment commensurate with each increment stage
4. Communications (the capacity to analytically reflect one’s suitability for a job through the cover letter, resume, and/or the interview process)
5. Understanding of career development as a navigable process.

All that being said, career development can be described simply as the ongoing or continuous process of managing one’s life, learning, and work (as a whole, not just work within an organization) in [order](https://myphotohunter.com/s/?q=order) to advance forward, toward a desired future.

**IMPORTANCE OF CAREER DEVELOPMENT**

Career development is fast becoming a catchphrase, not only among individuals and employees, but in organizations. Many of these organizations even go so far as establish career development programs for their workforce.

That is because they are now fully aware of the fact that career development is not something that benefits the individual alone, but also the organization.

Why is career development necessary?

* Career development aids in the adaptation to the changing nature of work and types of jobs
* Career development aids in the management of manpower requirements

Organizations are becoming more serious about implementing career development programs, because they want something that can address the various human resource problems and personnel issues that they encounter. Specifically, career development helps in:

**The identification and forecasting of manpower needs.**

Through career development, the organization can plan its structure more effectively and efficiently. Organizational audits are often conducted to see whether the current structure is working, or if there is a need to restructure and reorganize staffing.

The company will also be able to see whether they lack workers or need some skills for their operations.

**Ensuring a steady and continuous supply of qualified and talented workers.**

The best and most talented jobseekers prioritize applying to companies that are known to have solid career development programs.

Therefore, these companies will not have much difficulty attracting applicants when they have an open position, because they will be lining up.

**Ensuring a good fit between the job and the jobholder.**

This is one of the fundamental reasons why there is career development. In [order](https://myphotohunter.com/s/?q=order) to advance in his career, the jobholder has to make sure that he is able to perform the job very well, and one way to guarantee that is to actively pursue career development efforts aimed at improving oneself.

**Boosting employee motivation and job satisfaction.**

Employees who work in a company with a strong and positive stance on career development will feel more motivated to work. They will stay with the company, since it holds promise that there is a clear career path for them to follow.

Otherwise, they will simply look elsewhere for other, better, career opportunities. Their job satisfaction will be high, and this will have a domino effect on his individual productivity, and the overall organizational productivity.

**Career development promotes equity in the workforce.**

Thanks to career development programs, the playing field at the workplace may be leveled a bit. It promotes equity, where employees can have equal opportunities to improve themselves and advance their careers.

A similar situation is that of a multi-cultural workforce in an American company. The assumption would be that the American workers will have more opportunities to be promoted and rise up the ranks. But with a career development program firmly in place, even non-Americans can compete.

**Career development increases individual worker productivity.**

We mentioned this already: satisfied and motivated employees are likely to improve the quality of their work. Also, if they gain more knowledge and acquire [more skills through career development](https://www.founderjar.com/leadership-qualities/), they will be able to increase their productivity and contribute more to the organization.

**THE CAREER DEVELOPMENT PROCESS**

**1. Self-Assessment**

In Super’s development stages, this would be the exploration stage. You already have your self-concept. You know your personality type, interests, career values, skills, abilities and work style.

By assessing these, you will be able to realize what occupations will match your skills and your interests and preferences.

**2. Career Awareness**

This is where you start looking for job opportunities and [learning more about career paths](https://www.cleverism.com/job-profiles/). The individual will study or gain knowledge about the jobs. What are the skills required? What qualifications must the jobholder have? What are the opportunities for growth of that job in this organization? What about in another organization?

As the phrase implies, career awareness means you have to be knowledgeable about the career or job you are going to aim for.

**3. Goal Setting**

It’s time to have a clear career goal — one that reflects what you really want in a career. In goal setting, you will take these two into consideration:

* the results of your self-assessment
* the information obtained about the career

Combining the two will help you identify possible career directions that you will take. By setting career goals, you are giving your career development some direction. You are setting a target, or a point that you must arrive at in the future.

In this step, you should develop the following:

* **A career development action plan**, where you will outline in detail the steps that you will take in [order](https://myphotohunter.com/s/?q=order) to achieve your short- and long-term career goals.
* **A career vision statement**, which encapsulates or reflects what you want to achieve in your career. This statement is an articulation of what you aspired to be in your work life.

**4. Skill development**

So you are already employed in the company. You are doing your work, and you are doing it well. However, good performance is not the only factor that is considered [when you are up for a promotion](https://www.cleverism.com/when-and-how-to-promote-your-employees/). The company will want to hire someone who will continue to add value to the organization.

This means that you, the employee, should continuously develop yourself. You could try broadening your knowledge, or honing and improving your skill sets. Employers are more appreciative to employees who take the initiative to improve themselves, because this means that they are dedicated to their own career development.

UC Berkeley suggested the [70-20-10 rule](http://hr.berkeley.edu/development/career-development/skill-development) when it comes to developing your skills:

* **70% should come from on-the-job activities and action learning**. Hands-on and firsthand work experiences are still considered to be the best teachers or sources of instruction. You can do this by taking more active roles in the organization, such as project management, collaboration with other teams or departments, awareness of the jobs of other employees, job shadowing, and more.
* **20% should come from interactions with other people**, through mentoring, coaching, community service, and more. You will be surprised at how much you will learn from other people, even from outside the organization.
* **10% should come from trainings**, classes, coursework, seminars, conferences, and similar learning activities. This takes up only 10% because it is mostly theoretical in nature.

**5. Career Management**

In managing your career, you will focus on the following:

* **Building relationships.** Never discount the [importance of relationships in your career](https://www.cleverism.com/networking-guide-for-introverts/). In fact, most career development efforts fail due to lack of attention paid to relationship-building. The minute you enter an organization to work, you are already in the company of various people: your bosses and supervisors, your co-workers, the customers, and other third parties and word partners and collaborators. Networking is a very important business skill, and one that will definitely be very useful when you are trying to bring your career forward (or upward).
* **Continuous career planning.** Remember the career development plan you wrote earlier? That can change, depending on changing situations and circumstances. It goes without saying that your career plan may also need some changing or updating. What this means is that career planning is a continuous process, and may consist of a series of updating of the career development plan.
* **Setting new goals.** At several points in your career, you may find your priorities changing, which calls for setting new goals, getting rid of some, or tweaking others. Career needs may also change, and goals will have to be changed or updated.

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**TIPS FOR SUCCESSFUL CAREER DEVELOPMENT**

We are sharing with you several tips that will aid you in your career development.

* **Write down your goals and plans.** This is one way of crystallizing your career goals. For many people, it does not seem real unless it is spelled out and can be read aloud. By [writing](https://myphotohunter.com/s/?q=writing) it down, we are giving ourselves a written reminder, especially during those times that our priorities become confused and we forget why we are working in the first place. This is why it is recommended that you write a career development plan.
* **Re-evaluate your goals and objectives regularly.** Every three months, every six months, or even every year, whichever you deem to be more practicable, you should revisit your objectives and goals, and re-evaluate them. This way, you will be able to measure your progress objectively, and you will be able to assess whether a change in your goals is called for.
* **Undergo career development coaching.** There is nothing wrong with admitting that you need help in your career development. You have a career development plan all worked out, but you are aware that you are going to have difficulty carrying it out. Then get the services of a career development [coach](https://myphotohunter.com/s/?q=coach) who will guide you along. If you are not keen on the idea of hiring a professional career development consultant, you can look for a mentor. He could be someone in your organization, or someone whom you respect and can talk to about your work. It is preferable to choose a mentor who knows exactly about the work you do, someone who has already “been there, and done that”. You are sure to get valuable insights and input from him, and he will be in a better position to answer your questions and provide encouragement at the same time.
* **Accept your weaknesses.** The problem with some people during self-assessment is that they tend to focus on their strengths alone. They refuse to look at their weaknesses, thinking that it would hurt their chances of landing their dream jobs. However, it is very important to recognize these weaknesses, so you will know which areas to work on. Know where you suck at, so you know what to correct. Of course, this does not mean that you will completely ignore your strengths. Your objective would be to keep doing them better.
* **Develop a timeline for your career goals.** If you simply have a career goal that does not have a specific date within which you want to achieve it, there is a tendency that you will be lax about it. By making your goal bound by time, you will feel a sense of urgency in working toward your goal. You will be more motivated to reach that target. For example, some professionals create career development plans with a five-year window. In that plan, they will indicate all the steps they will take, and the milestones that they will have to complete along the way.
* **Look for skills development opportunities in all places.** Some employees are content obtaining their skills development within the company. You should take the initiative to look outside the organization. Try stepping out of your comfort zone. This will definitely make the learning process more memorable and, often, more effective. A key point here is to never stop learning.

Career development is one of the integral aspects of overall human development. Many people will not be able to find fulfillment and consider to have good human development if their careers are not given the attention they deserve. In fact, for them, their personal lives and careers go hand in hand. They cannot move forward with the one unless they also work on the other.

Counseling

INTRODUCTION

In this unit we will be dealing with counseling and guidance for career planning

and decision making. We start with definition and description of counseling and

guidance. Then we take up career planning and within this present the inter

relationship between counseling and career planning followed by presenting of

inter relationship between guidance and career planning. Then we take up decision

making and within this we put forward two principles viz., declaring a decision

and working a decision. Within declaring a decision we discuss the framing of

the decision, the right people and the right choice to make. Following this we

take up working a decision within which we discuss a complete set of alternatives,

values against which to make trade off and information that describes the value

of each alternative.

COUNSELING AND GUIDANCE

Counselling is a process that focuses on enhancing the psychological well being

of the client, such that the client is then able to reach their full potential. This is

achieved by the counsellor facilitating your personal growth, development, and

self understanding, which in turn empowers you to adopt more constructive life

practices.

The purpose of guidance is to provide ‘learning experiences to enable clients to

acquire knowledge, skills and competencies related to making personal,

educational and career decisions’

Guidance includes, but is not limited to, educational guidance and counselling

services staffed by trained professionals.

Career planning is a lifelong process, which includes choosing an occupation,

getting a job, growing in our job, possibly changing careers, and eventually

retiring. We will focus on career choice and the process one goes through in

selecting an occupation. This may happen once in our lifetimes, but it is more

likely to happen several times as we first define and then redefine ourselves and

our goals.

Career development and the career planning process include a number of specific

steps that help to identify personal skills and attributes. Finding out how those

skills can be utilised in the job market is accomplished by researching a number

of career fields that are of interest to you and then by gaining experience in those

fields and/or speaking to people currently working in the field.

Career counselors provide mainly career counseling outside the school setting.

Their chief focus is helping individuals with career decisions. Vocational

counselors explore and evaluate the client’s education, training, work history,

interests, skills, and personality traits. They may arrange for aptitude and

achievement tests to help the client make career decisions. They also work with

individuals to develop their job search skills and assist clients in locating and

applying for jobs. In addition, career counselors provide support to people

experiencing job loss, job stress, or other career transition issues.

Career guidance refers to services and activities intended to assist individuals of

any age and at any point throughout their lives, to make educational, training

and occupational choices and to manage their careers. Such services may be

found in schools, universities and colleges, in training institutions, in public

employment services, in the workplace, in the voluntary or community sector

and in the private sector. The activities may take place on an individual or group

basis and may be face to face or at a distance.

A decision is a choice between two or more alternatives. If you only have one

alternative, you do not have a decision.

Decision making can be regarded as the mental processes (cognitive process)

resulting in the selection of a course of action among several alternative scenarios.

Every decision making process produces a final choice. The output can be an

action or an opinion of choice.

Assessment in Counselling and Guidance

Counselling

Counselling is a process that focuses on enhancing the psychological well-being

of the client, such that the client is then able to reach their full potential. This is

achieved by the counsellor facilitating your personal growth, development, and

self-understanding, which in turn empowers you to adopt more constructive life

practices.

In simple terms, counselling involves one person (the counsellor) helping another

person (the client) to work through some difficult or painful emotional,

behavioural or relationship problem or difficulty. That is the form of individual

counselling.

Counselling may be helpful in a number of ways. It can enable you to develop a

clearer understanding of your concerns and help you acquire new skills to better

manage personal and educational issues. The counsellor can offer a different

perspective and help you think of creative solutions to problems. Sharing your

thoughts and feelings with someone not personally involved in your life can be

most helpful.

1) Confidentiality

The counsellor treats all the information shared by the client as confidential

material. The counsellors are involved in case consultations and supervision

for the purposes of best practice. These meetings involve discussion of clients

concerns with the aim of formulating the best possible assessment and

intervention plan. Where possible, the identifying personal information is

removed from the discussion.

Counselling takes place in a confidential meeting, in a quiet room, and is

subject to a code of ethics which specifies what the counsellor can and

cannot morally do in that context.

2) Restrictions on the Release of Information

Information that client share with the counsellor will not be released to anyone

outside without their prior written permission, except under certain unusual

and rare circumstances where the well being of client matters. Client is free

to discuss any concerns regarding confidentiality with the counsellor.

3) The Counselling Process

The counselling process depends upon the individual counsellor, the

individual client and the specific issue. However, there is a general

counselling process that the counsellors will follow:

• Background information collection

• Identification of core issues

• Case formulation

• Goal setting for the therapeutic process

• Implementation of intervention

• Evaluation of intervention

• Closure

Counseling and Guidancefor Career Planning andDecision Making

No further counselling is required at this time, if during the initial interview

you have been able to clarify your concerns and plan an appropriate course

of action.

Further appointments are needed to continue to explore the issues before

reaching a decision. A second appointment will be made with client by the

counselor.

Alternative services are appropriate and the counsellor will assist the client

to identify specific resources to consider and pursue.

4) Differing Counselling Approaches

Counsellors work from differing theoretical approaches. Different counsellors

will place varying levels of emphasis on behaviour, on thinking and/or on

emotional aspects. All counsellors have the central goal to assist the client

in increasing your sense of well-being.

5) Length of Counseling

Change does not happen quickly for most of us. The length of treatment

depends on a number of variables. Variables include: the severity of the

problem, the motivation of the client, the type of problem and the age of the

client. The more focused and limited the problem being addressed, the shorter

treatment can be. The more the treatment addresses healing emotional

injuries, the longer it is likely to take.

3.2.2 Guidance

The purpose of guidance is to provide ‘learning experiences to enable clients to

acquire knowledge, skills and competencies related to making personal,

educational and career decisions’ (Clark, 1999, p. 10)

Guidance includes, but is not limited to, educational guidance and counselling

services staffed by trained professionals. It can also include:

• Human resource development (HRD) work

• Assessment processes and appraisals by managers

• Advice and guidance from managers

• Advice and guidance from shop stewards or other trade union representatives

• Guidance which is a part of educational or training courses, both in-service

and provided externally

• Peer guidance and counselling, carried out by fellow-employees etc.

• Mentoring by appointing a more experienced person who can listen, advise

and give feedback when the mentee asks for this

• Self-assessment methods (paper or electronic)

• Information resources such as careers libraries

• Telephone helplines.

The activities of guidance that can be carried out or organised by employers

include:

Assessment in Counselling and Guidance

• Giving information on learning opportunities;

• Giving advice on the choice of learning opportunities;

• Assessing the educational and training needs of individual employees;

• Counselling to examine barriers to learning and ways to overcome these;

• Careers education in the sense of suitable courses to help employees progress

within the firm;

• Referral to other agencies, including professional guidance services;

• Feedback to learning providers on courses needed and the suitability of those

already on offer;

• Follow-up to find out what decisions were taken and what progress was

made by individual employees.

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What Is Absenteeism?

Absenteeism refers to the habitual non-presence of an employee at his or her job. Habitual non-presence extends beyond what is deemed to be within an acceptable realm of days away from the office for legitimate causes such as scheduled vacations, occasional illness, and family emergencies.

Possible causes of over-absenteeism include job dissatisfaction, ongoing personal issues, and chronic medical problems. Regardless of the root cause, a worker who exhibits a long-term pattern of being absent may tarnish his reputation, which may consequently threaten his long-term employability. However, some forms of absence from work are legally protected and cannot be grounds for termination.

Understanding Absenteeism

Absenteeism refers to absence from work that extends beyond what would be considered reasonable and normal due to vacation, personal time, or occasional illness. Companies expect their employees to miss some work each year for legitimate reasons.

However, missing work becomes a problem for the company when the employee is absent repeatedly and/or unexpectedly, especially if that employee must be paid while he or she is absent. Absenteeism is also a particular problem if an employee is missing in action during busy times of year, or during times when deadlines for major projects are approaching.

While disability leave, jury duty obligations, and the observance of religious holidays are all legally protected reasons for an employee to miss work, some workers abuse these laws, saddling their employers with unfair costs in the process.

Below are some detailed explanations of the top reasons absenteeism may occur;

**Burnout.** Overworked employees with high-stake roles sometimes call in sick due to high stress and lack of appreciation for their contributions.

**Harassment.** Employees who are habitually picked on—either by senior management personnel or fellow staffers are apt to ditch work, in order to escape the relentless unpleasantness.

**Childcare and eldercare**. Employees might have to miss extensive days of work if they are charged with watching loved ones when regular hired caregivers or babysitters become sick and are temporarily unable to fulfill their obligations.

**Mental illness**. Depression is the main cause of American absenteeism, according to statistics from the National Institute of Mental Health. This condition often leads individuals to abuse drugs and booze, which in turn causes further missed days of work.

**Disengagement.** Employees who feel dispassionate about their jobs are likely to blow off work, simply due to the lack of motivation.

**Injuries or illnesses**. Illness, injuries, and doctor's appointments are the main reported reasons employees don't come into work. The number of absentee cases dramatically rises during flu season.

KEY TAKEAWAYS

Absenteeism is broadly defined as employee absence from work for lengths of time beyond what is considered an acceptable time span.

Frequent causes of absenteeism include burnout, harassment, mental illness, and the need to take care of sick parents and children.

There are reasonable causes for short absences, including vacation or occasional illness, as well as obligatory responsibilities like jury duty.

Example of Absenteeism

For example, Angela is dissatisfied with her working environment and job responsibilities. She regularly calls in sick to work for days at a time, often missing five days each month, even though she does not have any actual chronic health problems. (For related reading, see "The Causes and Costs of Absenteeism")

[Important: Employers may discourage absenteeism by taking several proactive steps—such as rewarding good attendance, providing emotional support to employees, setting clear attendance expectations, and formalizing the organization's attendance policy in written documents—that all new employees must review and sign.

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**Change Management: Definition, Types and Benefits**

As an organization grows, there will be periods when changes take place, such as new products, mergers with other businesses, new work processes and the introduction of new technologies. To ensure the company receives the most benefit possible from an organizational change, it's helpful to make sure everyone involved in your company understands what to expect from a change and how to adapt to it. This requires a strong approach to change management that keeps employees informed. In this article, we describe what change management is and how to implement a change management plan at your program.

**What is change management?**

Change management is the process that makes use of resources, tools and strategies to help individuals properly prepare for a transitional period in a company. It is a plan put in place by an organization to help its employees embrace, adopt and properly utilize the change that has taken place, which benefits everyone involved. Effective change management may involve:

* Putting proper communication and training plans in place
* Managing possible resistance to the change
* Guiding employees toward a successful transition in the organization

**Related:** [**Operations Management: Everything You Need to Know**](https://www.indeed.com/career-advice/career-development/operations-management)

**Levels of change management**

Due to the importance of change to an organization's growth and profitability, you can look at change management from three levels: individual, organizational and enterprise.

**Individual change management**

Individual change management involves the proper understanding of change for each employee. Some individuals may initially resist change within their company. However, when you establish a change management plan that allows employees to fully understand each step in the transitional process, you can help them accept and benefit from a change more easily.

Individual change management also involves the following:

* Understanding what can help employees make a positive transition
* Effectively communicating the change and the goals that come with it
* Maintaining regular communication about what stage each change is in
* Providing training that employees need to undergo to make an effective transition
* Helping employees embrace the change by explaining the company-wide benefits it will bring

**Related:**[**Guide to People Management: Definition, Tips and Skills**](https://www.indeed.com/career-advice/career-development/guide-to-people-management)

**Organizational change management**

Organizational change management involves the plan and strategies put in place to implement change on a project level. This approach can support those who are responsible for implementing new organization-wide changes. In larger organizations, it may be easier to implement organizational change and entrust department managers and team leads with individual training. The following are some of the best ways to put the process of organizational change management in place:

* Establish groups within the organization that could benefit most from change
* Set clear objectives
* Define the ultimate goal of the process
* Understand how employees should adapt to the change
* Put a customized action plan in place that people can easily follow
* Get your staff members involved every step of the way
* Encourage employees to give suggestions during the change process

**Related:** [**Management Styles: Overview and Examples**](https://www.indeed.com/career-advice/career-development/management-styles)

**Enterprise change management**

Enterprise change management involves embedding the change into the core values of your organization. This way, the change becomes part of your company's culture. Enterprise-level change management can help your organization do the following:

* Operate distinctly from other market competitors, as it will always readily adapt to an ever-changing business terrain
* Increase the core competencies of the organization
* Improve the efficiency and effectiveness of employees
* Help employees learn what to do to optimize job performance in their different roles and capacities in your organization

**Related:** [**Core Values: Overview and Examples**](https://www.indeed.com/career-advice/career-development/core-values?from=careeradvice-US)

**Benefits of change management**

There are many benefits to organizations that implement effective change management, including:

* Increase in productivity and profitability for both employees and the organization
* Managers who are willing to devote the time and resources that are needed to support the change
* Regular information for important stakeholders, who will be encouraged to go to meetings and discuss issues concerning the change
* Greater support for suppliers
* Better experience for customers
* Increased morale and motivation from employees, as they are assured of the support from management
* Higher employee engagement and retention
* The chance for higher profits and the ability to stand apart from competitors
* The opportunity to respond to customers' needs and demands faster than usual
* Bringing together existing resources within the organization
* Helping the company anticipate future problems and respond appropriately
* The opportunity for leadership development in an organization

**How to conduct effective change management**

Follow these steps to ensure you're implementing an effective change management plan:

**1. Identify what the company needs to improve**

Find out what could benefit from a change in your company, since most change processes are meant to improve either a product, service or outcome. Proper identification of the areas that need improvement can help the change team set appropriate goals and plans for the company. This step will also help you identify the required resources that you can use for the change process.

**2. Present a good business case to stakeholders**

Make a proper and solid business case presentation to the various stakeholders in your company, which could include upper management, investors and others who either have direct or indirect influence over the organization. The main purpose of creating a strong case is to sell the change idea to stakeholders for approval and support, which can help lead to a smoother overall transition.

**3. Make a plan for the change**

Your plan for the change should include clearly identifying the starting point of the project, the process to follow and the endpoint of the change process. The change plan should also show what resources you plan to use and how you'll use them.

In addition, the plan should also identify the cost, scope and risks involved. It should highlight clear steps your company should take to complete each phase of the change.

**4. Make provisions for the needed resources**

The provision of the needed resources and funding is important so that your organization can implement a smooth and uninterrupted change. Some of these resources can include software systems, new equipment and improved infrastructures. Others can be educational tools and resources that help train staff for their new roles or responsibilities.

**5. Put in place a communication strategy that everyone can follow during the process**

Effective communication plays an important role in ensuring an effective change management process. There are always reasons to address some issues during the transition. Stakeholders should be informed of all developments during the process.

Situation reports need to be submitted to the appropriate leaders in the organization, and leaders should likewise regularly inform staff members of developments during the process. It can also help to hold regular meetings that allow everyone involved in the change process to express their concerns or share their ideas.

**6. Observe and manage resistance that may develop among staff members**

Changes in an organization can sometimes lead to resistance. Managing any resistance effectively can help you secure the success of the new change. Usually, this resistance is due to a fear of the unknown, which you can help ease by maintaining regular communication and ensuring everyone affected by the change process knows what to expect.

When implementing a change in your company, it's also important to consider and help prevent any risks that may come with the process. If staff members are concerned about risks like a reduction in the workforce or unfamiliar job tasks, they may resist large changes in your company. In this case, the best way to manage resistance is to ensure everyone is properly informed on how their jobs will adapt to the new change. You can do this by preparing learning tools and training seminars for everyone in the organization, which can lead to a smoother transition.

**7. Give recognition to individual and team success**

People in charge of the change process in an organization should give appropriate recognition to those who deserve it. This recognition can be given to teams or individuals who have contributed significantly to the success of the change process.

**8. Carry out a review of the process**

Change is an ongoing process in any organization, and it is important that whoever carries out any changes holds periodic reviews to discover how to adjust and identify problems that need solutions. Carrying out consistent reviews, measurements and analyses play a significant role in conducting an effective change process in your organization.

**Top Reasons for Resistance to Change**

* **Job Loss**. **Job loss** is a major reason that employees resist change in the workplace. ...
* Poor Communication and Engagement. Communication solves all ills. ...
* Lack of Trust. ...
* The Unknown. ...
* Poor Timing. ...
* How to Overcome Resistance and Effectively Implement Change. ...
* Conclusion.

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Approaches to Organizational Change

Organizational Change simply refers to alteration in the existing conditions of an organization. Even in most stable organizations change is necessary to maintain stability. The economic and social environment is so dynamic that without adapting to such change even the most successful organizations cannot survive in the changed environment. Therefore, management must continuously monitor the outside environment and be sufficiently innovative and creative to implement these changes effectively.

Approaches to Organizational Change

Two Approaches to Organizational Change

As organizational change is a complex process, therefore managers must approach it systematically and logically. Some organizational changes are planned whereas other changes are reactive. Planned change is designed and implemented by an organization in an orderly and timely fashion in the anticipation of future change.

Reactive change results from a reaction of an organization to unexpected events. In contrast to planned change, it is a piece-meal response to circumstances as they develop. External forces that the organization has failed to anticipate or interpret always bring about reactive change. Since reactive change may have to be carried out hastily, it increases the likelihood of a poorly conceived and poorly executed Program.

Planned change is always preferable to reactive change. Managers who sit back and respond to change only when they can no longer avoid it are likely to waste a lot of time and money trying to patch together a last-minute solution. The more effective approach is to anticipate the significant forces for change working in an organization and plan ways to address them. To accomplish this, managers must understand the steps needed for effective change.

Read More: Managing Planned Organizational Change Process

Comprehensive Model of Organizational Change

The comprehensive model of change have seven steps that can lead to effective organizational change. This model is useful for both planned and reactive organizational change. The seven steps of comprehensive model of organizational change are as follows:

Recognize need for change: The first step in this model is recognizing need for change. For marketing managers who anticipate needed . change, recognition is likely to come much earlier, as a result of marketing forecasts indicating new market potential, expert indications about impending socio-economic change or a perceived opportunity to capitalize on a key technological breakthrough. These managers tend to ‘initiate change because they expect it to be necessary in the near future in any case’.

Establish goals for change: The manager must then set goals for the proposed change. It is important for the manager to specify goals that the change is supposed to accomplish. The goals can be set to maintain or increase the market standing, to enter new markets, to restore employee morale, to reduce turnover, to settle a strike and to identify good investment opportunities.

Diagnose relevant variables: An important next step is diagnosing organizational variables that have brought about the need for change. Turnover, for example, may be caused by a variety of factors such as low pay, poor working conditions, poor supervision, better alternatives in the job market or employee job dissatisfaction etc. Thus, if turnover is the recognized stimulus for change, the manager must understand what has caused it in a particular situation in order to make the right changes. To carry out this diagnosis, the manager may discuss the situation with employees and other managers.

Select change intervention: After the manager has developed an understanding of the problem and its causes then he must select a change intervention that will accomplish the intended goal. An intervention is a specific change induced in an organization with the intention of solving a particular problem or accomplishing a specific objective. For example, if turnover is caused by low pay, then a new reward system is required and if the cause is poor supervision then interpersonal skills and training for supervisors is required.

Plan implementation of change: The manager must then carefully plan the implementation of change. Planning the implementation of change involves consideration of the cost of the change, how the change will affect other areas of the organization and the degree to which employees should participate in bringing about the change. Hastily implemented change can result in more harm than benefit. For example, if the change involves the use of new equipment, the manager should not make any changes that rely on the use of new equipment until it has arrived and been installed and workers know how to use it. Moreover, if change is thrust upon them too quickly, their resistance may stiffen.

Implement change: A systematically implemented change is more likely to proceed smoothly and to encounter fewer obstacles than is a change that is implemented too quickly and without adequate preparation.

Read More: Organization Change Management Models

Evaluate implementation: Finally, after the change has been implemented, the manager should verify that it has accomplished its intended goals. A change may fail to bring about the intended results. This may be due to inappropriate goals or inaccurate diagnosis of the situation or wrong

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**What Is Organizational Development?**

Organizational development can be defined as an objective-based methodology used to initiate a change of systems in an entity. Organizational development is achieved through a shift in [communication](https://corporatefinanceinstitute.com/resources/careers/soft-skills/communication/) processes or their supporting structure. Studying the behavior of employees enables professionals to examine and observe the work environment and anticipate change, which is then effected to accomplish sound organizational development.

**Benefits of Organizational Development**

Increasing productivity and efficiency comes with many benefits. One of the best ways to encourage positive results in these metrics is by using a well-thought-out organizational development structure. Organizational development is used to equip an organization with the right tools so that it can adapt and respond positively (profitably!) to changes in the market. The benefits of organizational development include the following:

**1. Continuous development**

Entities that participate in organizational development continually develop their business models. Organizational development creates a constant pattern of improvement in which strategies are developed, evaluated, implemented, and assessed for results and quality.

In essence, the process builds a favorable environment in which a company can embrace change, both internally and externally. The change is leveraged to encourage periodic renewal.

**2. Increased horizontal and vertical communication**

Of considerable merit to organizational development is effective communication, interaction, and feedback in an organization. An efficient communication system aligns employees with the company’s goals, values, and objectives.

An open communication system enables employees to understand the importance of change in an organization. Active organizational development increases communication in an organization, with feedback shared continuously to encourage improvement.

**3. Employee growth**

Organizational development places significant emphasis on effective communication, which is used to encourage employees to effect necessary changes. Many industry changes require [employee development programs](https://corporatefinanceinstitute.com/resources/careers/soft-skills/employee-training-and-development/). As a result, many organizations are working toward improving the skills of their employees to equip them with more market-relevant skills.

**4. Enhancement of products and services**

Innovation is one of the main benefits of organizational development and is a key contributing factor to the improvement of products and services. One approach to change is employee development – a critical focal point is a reward for motivation and success.

Successful engagement of employees leads to increased innovation and productivity. Through [competitive analysis](https://www.bigcommerce.com/blog/how-perform-competitive-analysis/), consumer expectations, and market research, organizational development promotes change.

**5. Increased profit margins**

Organizational development influences the bottom line in many different ways. As a result of increased productivity and innovation, [profits](https://corporatefinanceinstitute.com/resources/knowledge/accounting/what-is-net-income/) and efficiency increase. Costs come down because the organization can better manage employee turnover and absenteeism. After the alignment of an entity’s objectives, it can focus entirely on development and product and service quality, leading to improvements in customer satisfaction.

**Organizational Development Process**

A conventional approach in the organizational development process is the action research model. This model is used by many organizations to guide the OD process. It entails what its name describes – research and action.

However, there is much more to the OD process than just research and development. There are multiple loops used to transmit feedback, which makes an organization more responsive to change.

**Components of the Action Research Model**

The action research model comprises six key components:

**1. Problem diagnosis**

The organization development process begins by recognizing problems. The method of diagnosis usually takes the form of data gathering, assessment of cause, as well as an initial investigation to ascertain options.

**2. Feedback and assessment**

The feedback and assessment step often involves proper investigation of identified problems so that there is a deep understanding of the challenge at hand. This can include an appraisal of documents, [focus groups](https://corporatefinanceinstitute.com/resources/knowledge/other/focus-group/), customer or employee surveys, hiring consultants, and interviewing current employees. Information gathered is used to re-evaluate the challenges in the first step.

**3. Planning**

Once an organization defines and understands its challenge, an action plan is put together. The plan lays down all the intervention measures that are considered appropriate for the problem at hand. Usually, the measures include such things as training seminars, workshops, [team building](https://corporatefinanceinstitute.com/resources/careers/soft-skills/team-building/), and changing the makeup or structure of teams. Additionally, measurable objectives, which define the expected results, form an integral part of the overall plan.

**4. Intervention and implementation**

Once a plan is in place, the intervention phase commences. Since the organizational development process is complicated, implementation processes are a key element of the model. As an example, if training classes are preferred over other methods, test results will form the basis upon which the training process is evaluated. The objective at this point is to ensure the required changes take place. If that is not the case, feedback is assessed and used to bring about the required change.

**5. Evaluation**

As soon as the intervention plan is complete, the outcome of the change in the organization is assessed. If the required change does not take place, the organization looks for the cause. Adjustments are made to ensure the obstacle is eliminated.

**6. Success**

Success denotes that the desired change took place. A proper plan and efficiency standards are put in place to ensure that the new switch is sustainable. Ongoing monitoring is needed to ensure that implemented changes last. Furthermore, as markets and organizations change, new problems can arise, leading to the push for further development. Great organizations evolve continuously.

**Final Thoughts**

Organizational development is essential, as it helps organizations transition into a more productive phase. Change helps to bring new ideas and ways of doing things, and it ensures that an entity is innovative and profitable

**THE ORGANIZATIONAL DEVELOPMENT PROCESS**

To understand the organizational development process, we first need to know what organizational development is. As Gary McLean writes in his book “Organization Development: Principles, Processes, Performance,” determining what it presents a problem:

There is no standard definition of organizational development. What may be considered as legitimate organizational development practice by some may equally be perceived by others, legitimately, as being outside the scope of organizational development. How does the field continue exist and thrive when we cannot agree on its definition?

After examining several definitions proposed by others, he proposed the following definition of contemporary organizational development:

Organization development is any process or activity, based on the behavior sciences, that, either initially or over the long term, has the potential to develop in an organization setting enhanced knowledge, expertise, productivity, satisfaction, income, interpersonal relationships, and other desired outcomes, whether for personal or group/team gain, or for the benefit of an organization, community, nation, region, or, ultimately, the whole of humanity.

The Objective of Organizational Development Process

The objective of the organizational development process is to:

* identify and address problems instead of neglecting them.
* focus on human, social, relational, and structural changes.
* have a planned, proactive change in an organization, that addresses an identified problem.
* have a holistic approach to change, instead of  an uncoordinated piecemeal approach.
* establish measurable goals for organizational change.
* manage conflict, and increase trust and cooperation among employees.
* improve the organization's ability to solve problems.
* establish a process and culture of continuous improvement.

It achieves these goals through a structured approach to change that incorporates measurable goals and multiple feedback loops that ensure the correct solution is being applied in an effective manner

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**Job Evaluation Methods**

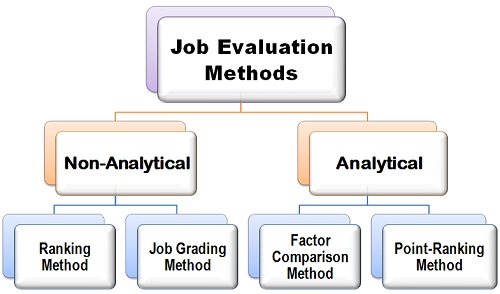
Definition: The Job Evaluation is the process of assessing the relative worth of the jobs in an organization. The jobs are evaluated on the basis of its content and the complexity involved in its operations and thus, positioned according to its importance.

The purpose of the job evaluation is to have a satisfactory wage differential.

Job Evaluation Methods

There are non-analytical and analytical job evaluation methods that are employed by the organizations to realize the worth of a set of jobs.

Job evaluation methods



Non-analytical Job Evaluation Methods

Ranking Method: This is the simplest and an inexpensive job evaluation method, wherein the jobs are ranked from he highest to the lowest on the basis of their importance in the organization. In this method, the overall job is compared with the other set of jobs and then is given a rank on the basis of its content and complexity in performing it.

Here the job is not broken into the factors, an overall analysis of the job is done. The main advantage of the ranking method is, it is very easy to understand and is least expensive. But however it is not free from the limitations, it is subjective in nature due to which employees may feel offended, and also, it may not be fruitful in the case of big organizations.

Job Grading Method: Also known as Job-Classification Method. Under this method the job grades or classes are predetermined and then each job is assigned to these and is evaluated accordingly.

For Example Class, I, comprise of the managerial level people under which sub-classification is done on the basis of the job roles such as office manager, department managers, departmental supervisor, etc.

The advantage of this method is that it is less subjective as compared to the raking method and is acceptable to the employees. And also, the entire job is compared against the other jobs and is not broken into factors. The major limitation of this method is that the jobs may differ with respect to their content and the complexity and by placing all under one category the results may be overestimated or underestimated.

Analytical Job Evaluation Methods

Factor-Comparison Method: Under this method, the job is evaluated, and the ranks are given on the basis of a series of factors Viz. Mental effort, physical effort, skills required supervisory

responsibilities, working conditions, and other relevant factors. These factors are assumed to be constant for each set of jobs. Thus, each job is compared against each other on this basis and is ranked accordingly.The advantage of this method is that it is consistent and less subjective, thus appreciable by all. But however it is the most complex and an expensive method.

Point-Ranking Method: Under this method, each job’s key factor is identified and then the subfactors are determined. These sub-factors are then assigned the points by its importance.

For example, the key factor to perform a job is skills, and then it can be further classified into sub-factors such as training required, communication skills, social skills, persuasion skills, etc.

The point ranking method is less subjective and is an error free as the rater sees the job from all the perspectives. But however it is a complex method and is time-consuming since the points and wage scale has to be decided for each factor and the sub factors.

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Techniques for designing jobs

Basically, there are four techniques used in the design of jobs. These include Job simplification, Job enlargement, Job enrichment and Job rotation.

Job simplification

Job simplification is a design method whereby jobs are divided into smaller components and subsequently assigned to workers as whole jobs. Simplification of work requires that jobs be broken down into their smallest units and then analysed. Each resulting sub-unit typically consists of relatively few operations. These subunits are then assigned to the workers as their total job. Many fast food restaurants such as McDonald's, Burger King and KFC use simplification because employees can learn tasks rapidly; short work cycles allow task performance with little or no mental effort and low-skilled and low-paid employees can be hired and trained easily.

On the negative side, job simplification results in workers experiencing boredom, frustration, alienation, lack of motivation and low job satisfaction. This, in turn, leads to lower productivity and increased cost.

Job enlargement

Job enlargement expands a job horizontally. It increases job scope; that is, it increases the number of different operations required in a job and the frequency with which the job cycle is repeated. By increasing the number of tasks an individual performs, job enlargement increases the job scope, or job diversity. Instead of only sorting the incoming mail by department, for instance, a mail sorter's job could be enlarged to include physically delivering the mail to the various departments or running outgoing letters through the postage meter.

Efforts at job enlargement have met with less than enthusiastic results. As one employee who experienced such a redesign on his job remarked, "Before I had one lousy job. Now, through enlargement, I have three!" So while job enlargement attacks the lack of diversity in overspecialised jobs, it has done little to provide challenge or meaningfulness to a worker's activities.

Job rotation

Job rotation refers to the movement of an employee from one job to another. Jobs themselves are not actually changed, only the employees are rotated among various jobs. An employee who works on a routine job moves to work on another job for some hours/days/months and returns to the first job. This measure relieves the employee from the boredom and monotony, improves the employee's skills regarding various jobs and prepares worker's self-image and provides personal growth. However, frequent job rotations are not advisable in view of their negative impact on the organisation and the employee..

Job enrichment

Job enrichment, as currently practiced in industry, is a direct outgrowth of Herzberg's Two Factor Theory of motivation. It is, therefore, based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement recognition, responsibility, advancement and growth. The basic idea is to restore to jobs the elements of interest that were taken away under intensive specialisation. Job enrichment tries to embellish the job with factors that Herzberg characterised as motivators: achievement, recognition, increased responsibilities, opportunities for growth, advancement and increased competence. There is an attempt to build into jobs a higher sense of challenge and achievement, through vertical job loading. 6 Job enrichment has four unique aspects:

It changes the basic relationship between employees and their work. Interesting and challenging work, as studies have proved, can be a source of employee satisfaction.

It changes employee behaviours in ways that gradually lead to more positive attitudes about the organisation and a better self-image. Feeling of autonomy and personal freedom help employees view their jobs in a favourable way.

It helps the employer to bring about organisational changes easily, securing employee cooperation and commitment.

Job enrichment can humanise an organisation. 'Individuals can experience the psychological that comes from developing new competencies and doing a job well. Individuals are encouraged to grow and push themselves.'

**Advantages and Disadvantages of Job Evaluation – According**

**Advantages****of Job Evaluation:**

i. Job evaluation is a logical and, to some extent, an objective method of ranking jobs relative to one another. It may help in removing inequalities in existing wage structures and in maintaining sound and consistent wage differentials in a plant or industry.

ii. In the case of new jobs, the method often facilitates fitting them into the existing wage structure.

iii. The method helps in removing grievances arising out of relative wages; and it improves labour-management relations and workers’ morale. In providing a yardstick, by which workers’ complaints or claims can be judged, the method simplifies discussion of wages to be explained and justified.

iv. The method replaces many accidental factors, occurring in less systematic procedures, of wage bargaining by more impersonal and objective standards, thus establishing a clear basis for negotiations.

v. The method may lead to greater uniformity in wage rates, thus simplifying wage administration.

vi. The information collected in the process of job description and analysis may also be used for the improvement of selection, transfer and promotion procedures on the basis of comparative job requirements.

vii. Such information also reveals that workers are engaged in jobs requiring less skill and other qualities than they possess, thereby pointing to the possibility of making more efficient use of the plant’s labour.

**Disadvantages of Job Evaluation:**

i. Though many ways of applying the job evaluation techniques are available, rapid changes in technology and in the supply and demand of particular skills have given rise to problems of adjustment. These need to be probed.

ii. Substantial differences exist between job factors and the factors emphasised in the market. These differences are wider in cases in which the average pay offered by a company is lower than that prevalent in other companies in the same industry or in the same geographical area.

iii. A job evaluation frequently favours groups different from those which are favoured by the market. This is evident from the observations of Kerr and Fisher. They observe, “the jobs which tend to rate high as compared with the market are those of janitor, [**nurse**](https://myphotohunter.com/s/?q=nurse) and typist, while craft rates are relatively low. Weaker groups are better served by an evaluation plan than by the market; the former places the emphasis not on force but on equity.”

iv. Job factors fluctuate because of changes in production technology, information system, and division of labour and such other factors. Therefore, the evaluation of a job today is made on the basis of job factors, and does not reflect the time job value in future. In other words, continuing attention and frequent evaluation of a job are essential.

v. Higher rates of pay for some jobs at the earlier stages than other jobs or the evaluation of a higher job in the organisational hierarchy at a lower rate than another job relatively lower in the organisational hierarchy often give rise to human relations problems and lead to grievances among those holding these jobs.

vi. When job evaluation is applied for the first time in any organisation, it creates doubts and often fears in the minds of those whose jobs are being evaluated. It may also disrupt the existing social and psychological relationships.

vii. A large number of jobs are called red circle jobs. Some of these may be getting more and others less than the gate determined by job evaluation.

viii. Job evaluation takes a long time to install, requires specialised technical personnel, and may be costly.

ix. When job evaluation results in substantial changes in the existing wage structure, the possibility of implementing these changes in a relatively short period may be restricted by the financial limits within which the firm has to operate

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**Major problems are:**

(i) Inaccurate or incomplete job data;

(ii) Negative reactions from Unions;

(iii) The need for employee understanding;

(iv) Acceptance and Support of the Evaluation Procedure.

**1. Inaccurate or Incomplete Job Data:**

If the information recorded in the job description is inaccurate or incomplete, the job evaluation will be inaccurate. For example, a job description may present an inflated picture of the actual job. The employees may believe that job descriptions do not reflect accurately the jobs actually performed; they will perceive the job evaluation procedures and the resulting wage and salary structure as unfair.

**2. Negative Reactions, from Unions:**

The attitudes of union leaders toward job evaluation may be favorable or unfavorable. In many cases it may not be supportive.

**3. The Need for Employee Understanding:**

Supervisors and higher management, as well as other employees, will need to understand, accept, and support the job evaluation system if it is to work.

**4. Acceptance and Support of the Evaluation Procedure:**

The challenge of a job evaluation program lies in selecting supervisors and other managers to participate in job evaluation committees and in obtaining their commitment of time and attention to the process. Broad participation is necessary for informed decisions and acceptance in the organization; on the other hand, large committees are expensive and sometimes unwieldy.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*What is Job Satisfaction?

It is the positive response of an individual towards his/her job. The higher this metric, the better it is for a company. It contributes to [employee engagement](https://blog.vantagecircle.com/definitions-of-employee-engagement/), retention, and optimized productivity.

Researchers categorize satisfaction in two forms. These are affective satisfaction and cognitive satisfaction.

Affective Satisfaction means a total of pleasurable emotions from the job. It also takes into account its effect on one’s life. Cognitive satisfaction means one’s happiness through rational means of the job like responsibilities, pay, designation, etc.

To better understand job satisfaction, it is vital to understand some key features. So, following are the three basic ones.

Features of Job Satisfaction

* Job satisfaction is intangible. Recognizing or measuring job satisfaction is only possible by understanding the way workers behave in the workplace.
* It is proportionate with one’s expectations and outcomes in the workplace and the management. When the results are in tune with the expectations, it creates job satisfaction and vice versa.
* Job Satisfaction and Employee Satisfaction are two different elements. Job satisfaction is with one’s feelings about his/her job. Employee Satisfaction is the feelings towards other individuals and the company.

Benefits of Job Satisfaction

Job satisfaction has many benefits to an organization. Some of the most notable are:

* Lowers voluntary turnover
* [Reduces Employee Absenteeism](https://blog.vantagecircle.com/employee-absenteeism/)
* Reduces long-term HR costs
* Contributes positive results towards [Employee Referral Programs](https://blog.vantagecircle.com/employee-referral-programs/)
* Boosts [Employee Productivity](https://blog.vantagecircle.com/employee-productivity/)
* Increases [Employee Retention](https://blog.vantagecircle.com/employee-retention-ideas/)

Understanding its benefits, job satisfaction is essential for every business.

Now, to the tough question of “how to improve job satisfaction”?

There are many common factors to improve satisfaction like salary, an [Employee Benefits Package](https://blog.vantagecircle.com/employee-benefits-package/), job security, working conditions, etc. These are the ones you might already know, so here’s something different for you today!

**Factors Affecting Job Satisfaction Besides the Obvious**

1. Age

Satisfaction has a significant relation with age. It means older workers have higher job satisfaction than newer employees.

It is because with longevity in career comes many benefits. These are [employee perks](https://blog.vantagecircle.com/employee-perks/), better work understanding, progression, ranks, etc.

All these translate to more satisfied employees in the workplace.

2. Leadership

Job satisfaction in leadership positions is often high. It’s because employees feel more valued when they are in a power position and can show their [leadership skills](https://blog.vantagecircle.com/leadership-skills-in-digital-age/).

A position of [leadership](https://blog.vantagecircle.com/leadership-quotes/) helps them be more productive at work. It builds high job satisfaction levels of your workforce.

Related Article: [8 Leadership Styles With Their Pros and Cons](https://blog.vantagecircle.com/leadership-styles/)

3. Challenges

Ethical challenges in an organization give the workers a chance to grow. It has a positive impact on their career trajectory and job satisfaction. Furthermore, these challenges also mean trust in management, which increases job satisfaction.

All these add up to build better employee job satisfaction.

4. Responsibilities

Job roles wherein a higher degree of responsibility are involved often adds to higher job satisfaction.

It is because people expect to feel valued and appreciated for work done. When an individual gets ample responsibility, it shows the management’s trust in him/her.

This helps in bringing about a sense of value and makes [employees happy](https://blog.vantagecircle.com/employee-happiness-workplace/).

But, if bombarded with lots of responsibility, it creates a negative effect. This negative effect gives rise to [employee burnout](https://blog.vantagecircle.com/employee-burnout/). It diminishes job satisfaction and [employee experience](https://blog.vantagecircle.com/employee-experience/).

A job satisfaction [survey](https://analyticsindiamag.com/data-science-job-satisfaction-survey-2019/) conducted for data scientists uncovered the following point. 53% of the respondents said that the work allotted to them was not in a fair manner.

It is important to note here that the amount of responsibilities delegated is fair.

5. Creativity in the Workplace

Routine work often bores a worker, which often leads to job dissatisfaction. Allowing a sense of [creativity in the workplace](https://blog.vantagecircle.com/creativity-at-work/) makes things interesting. It helps the workforce grow and puts a stop to a monotonous work cycle.

This sense of creativity gives the workers freedom wherein they can express their work better. It breaks the repetitive day to day cycle, which helps restore fulfillment and satisfaction.

6. Personal Interest

Having a personal interest in the job one does is an essential factor.  
It is because here, the job work is more of a hobby, which never ceases to bore the individual.

So, if your employees are truly passionate about their work, they will have higher job satisfaction. Here, you must put effort also into matching workers to their passionate field of work.

7. Flexibility

Flexibility in work is desirable for all employees concerned. A [flexible work environment and working hours](https://blog.vantagecircle.com/flexible-working-hours/) give the employees the gift of time, which boosts job satisfaction.

Moreover, everyone is productive in their own given time. As an organization, employers can receive more out of a flexible work environment.

8. Two-way Feedback

[Proper feedback](https://blog.vantagecircle.com/effective-feedback/) is vital for every individual to grow. It includes an organization as well. Feedback is a two-way [street](https://myphotohunter.com/s/?q=street) wherein it must be received professionally as well. Many organizations fail to address this and fall prey to [employee attrition](https://blog.vantagecircle.com/employee-attrition/).

An employee will record a higher sense of job satisfaction if the company listens to his/her feedback on the management. Here, when an employee’s voice is valued, it shows equality and professionalism. These attributes multiply employee satisfaction in the workplace.

9. Performance Management

Promotion is an aspect every worker works very hard for and aspires. For securing better employee satisfaction, it is not only enough to exercise [employee promotion](https://blog.vantagecircle.com/employee-promotion/).

It would help if you also did it at the right time. If an individual is working hard, then you must not keep the due promotion for long.

Usually, your interval in promoting employees should be less than the duration of average employee tenure. Say, an average tenure of your organization is three years. Here, your promotion appraisals should take place between 2 years.

If you feel an employee isn’t ready for a promotion, then you must train that individual. Adopting this method will bring a rise in the job satisfaction of your employees.

Related Article: [Employee Demotion- Meaning, Causes, Decision, How to Handle](https://blog.vantagecircle.com/employee-demotion/)

10. Trust

Most of the time, employers fail to deliver on the promises and contracts to employees. Despite the circumstances, it always has a very negative effect on employees. Delaying promised increment of promotion due to rising competition or lack of revenue is one such example out of many.

A loss of trust upon the employer by the employee leads to massive [job dissatisfaction](https://blog.vantagecircle.com/job-dissatisfaction/) and attrition.