



Using HRM to Prevent the Need for Discipline

Presentation Slides

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Principles of HRM

Using HRM to Prevent the Need for Discipline

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Source



Source

Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L.
(2012). *Managing human resources (7th Ed.)*.
New Delhi: PHI Ltd.

Calming angry workers when you are the target (HR Specialist, 2012)

- “Abstain from interrupting
- Agree to the extent you can
- Acknowledge the problem
- Apologize to the extent that you can
- Act within your authority
- Assess the outcome”

Preventing the need for discipline with HRM

(Gomez-Mejia, Balkin & Cardy, 2012)

■ Recruitment & selection:

- Person-job fit
- “Checking references & gathering background information on applicants’ work habits & character”
- “Multiple interviews that involve diverse groups in the company can reduce biases that lead to poor hiring decisions.”
- Personality tests administered over a period of a few days to assess their disposition and ability to work as expected

Preventing the need for discipline with HRM (Contd.) (Gomez-Mejia, Balkin & Cardy, 2012)

■ HR planning:

- “Jobs should be designed to use the best talents of each employee”
- Job banding: “...[replacement of] traditional narrowly defined job descriptions with broader categories, or bands, of related jobs.”
- “Job descriptions & work plans should be developed to communicate effectively to employees the performance standards to which they will be held accountable”

Preventing the need for discipline with HRM (Contd.) (Gomez-Mejia, Balkin & Cardy, 2012)

■ Performance appraisal:

- Reasonable standards of performance appraisal criteria
- Provision of continuous feedback to subordinates with interventions as often and as promptly as required
- Proper documentation of employee appraisals to “... protect employees against wrongful discharge or discrimination suits”
- Ability of performance appraisals to “... measure employee behaviors in addition to performance outcomes so that employees receive feedback on the methods they use to achieve their expected performance goals”

Preventing the need for discipline with HRM (Contd.) (Gomez-Mejia, Balkin & Cardy, 2012)

■ Compensation:

- Perception of pay policies as fair by all employees
- “An appeal mechanism that gives employees the right to challenge a pay decision”