

Business Manager

Vol. 22 No. 3 September, 2019 Single Copy Rs. 125/-

Making HR People Complete

Highlights of **CODE ON WAGES 2019**



GIG WORK & WORKER

Dave Ulrich & Prof. T.V. Rao on
The new roles of HR

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For strategic HR, it is important to set time to critically think about various present and future, planned, activities. HR must plan and envision as to what it will take in next two to five years down the lane for their department to not only be acceptable but exceptional. Operating on the wings of mediocrity no longer will cut it in today's highly competitive global economy. An article by **Chittranjan N Daftuar**

23 Decoding the culture

How do we decode the culture of an organization? How long will it take for someone to understand the culture of the organization he/she has joined? Is there a fixed time period that someone has to undergo to understand the culture of the organization? Can HR teach people what the culture is? An article by **Dazil Bennis Fernandez**

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27 Feminization in HR

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48 5 ways to make giving feedback easier

If a common objective is not established in the minds of the giver and receiver of feedback at the time of discussion, sharing feedback may not lead to the desired outcome. This will determine what is at stake for both parties. An article by **Shraboni Mazumder**

Solutions provided here are in context to narrated facts & not in general.

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helpLINE

Anil Kaushik | Management Expert -HR & IR

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RECENT IMPORTANT LABOUR JUDGMENTS



From the **Court Room**

58 Labour reforms to accelerate ease of doing business

Govt. has started re-working on labour reforms. Picking the thread from where it was left incomplete in last tenure, cabinet has approved the first Wages Code Bill in this direction. Govt. wants to re-craft about 44 labour laws in to four broad codes - wages, industrial relations, social security and industrial safety & welfare. The first one is ready again to be presented in parliament. An article by **H.L. Kumar**



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Handbook of Contract Labour (Regulation And Abolition) Act, 1970 **Authors** : V.K. Kharbanda & Vipul Kharbanda [pg.63]

Concept of Bonus
A Commentary on Payment of Bonus Act, 1965
Author : S.B. Rao, **Revised By** : V.K. Kharbanda & Vipul Kharbanda

Factories Act, 1948
Authors : V.K. Kharbanda & Vipul Kharbanda

Payment of Wages Act, 1936
Authors : V.K. Kharbanda & Vipul Kharbanda

RESPONSE

India's Best HR Magazine

Business Manager

Making HR People Complete

SEPTEMBER 2019

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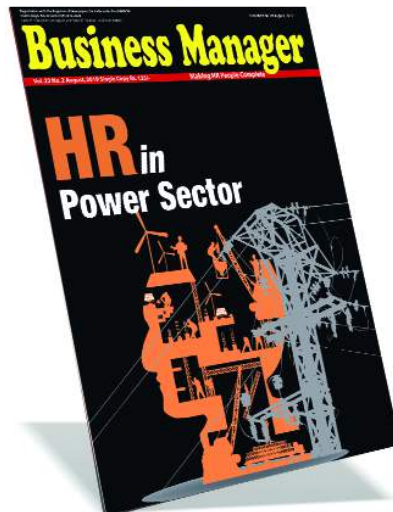
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AUGUST 2019 ISSUE

Time to revamp

The subject of HR issues in Power Sector, which you have taken up has hardly been discussed by any magazine earlier. Thanks to you. I have experienced this sector functioning and the real HR issues one faces. Because this sector has been primarily of heavy infrastructure and sites have been remote, the real challenge is of attracting and retaining the talent.

Now the situation has become worse because most of the field service and maintenance jobs have been outsourced. So in this area HR has little to contribute except compliance administration. Renewable energy sector has different challenges because new age talent is yet to be attracted for which HR has to revamp and redesign their HR processes and systems well in time.

P. K. Joshi

Road map

Naveen Kumar has very clearly pointed out the issues of HR involved in Power Sector and preparations, HR professionals have to make in this regard.

V.K. Murthy

Informative

Article on Union's right to demonstrate is very informative adding knowledge.

Gautam S.

Good insight

Good insights by HR Experts on HR issues of Power Sector. They are nurturing Human Values in this fast moving life.

Deepak Rohilla

Recognition

Many thanks Anil Kaushikji for recognising contribution of HR in Power Sector.

Indranil Banerjee

Adding value

Kudos to the BM team for such insightful feature on Power Sector. Great learning and adding value to HR professionals.

Deepanjan Dey

Interesting

"Sounds like an interesting concept"

Poonam Sharma

Good lesson

The case study can be a good lesson for any HR person while handling matter of sexual harassment.

Kiran Sharma

Admire

I liked HL Kumar's article on the current views of SC. I always admire his articles.

K. Soundarraj



Congratulations Mr. Deepanjan Dey

Joydeep Chakraborty

Greatfully this edition and nice.

Mukesh K

Looking forward to the great collection of insightful ideas.

LS Murthy

Wonderful edition.

Ashish Banka

"Congratulations Sanjay... apt insights"

Yashwant Bhaid

Huwaw congrats Kunal Dutta

Lenie Leona Sison

- ◆ Owned, Published and Printed by Anil Kaushik at Sun Prints, Ganpati Tower, Nangli Circle, Alwar - 301001 and Published From B-138, Ambedkar Nagar, Alwar - 301001 (Raj.) India. Editor : Anil Kaushik
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This issue of Business Manager contains 68 pages including cover

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Mob.: 09785585134, 07665913854

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Published on 1st of Every Month

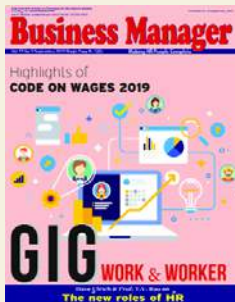
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FROM THE EDITOR'S DESK



September 2019

Vol. 22, No. 3

Informalisation of employment

Yes! It is very much here and penetrating. With rising of gig economy in India informalisation of employment is much faster in comparison to other parts of the world. Social life driven by technology along with new generation preferences has fuelled it as it has brought fundamental changes in the way we work. Emergence of gig economy is a clear departure from formalisation of employment or standard work relationship. Gig workers are involved in almost every sector. It has now become a major game changer.

But it also unfolds certain questions that need to be answered by all concerned. Who are gig workers? Why they prefer this kind of work? How this economy is going to benefit the business, worker and society at large? What are the side effects of this economy? Is it a working class being created that receives lesser pay and fewer benefits with no future liability on business establishments and so on?

Freelancers, independent contractors, self employment, work to assignment, on demand talent, temp. worker, unemployed or underemployed youth unable to secure salaried job struggling to make out daily earning- whatever name we give but it is a class of people who either due to flexible nature of work or making extra money to supplement their existing income or simply don't want to have full time employment. They could be any of those or none of them. Business is certainly going to benefit from this work culture by supplementing skills of existing workforce, to reduce cost and filling temporary vacancies and reduced remuneration.

For gig worker, it may be attractive for the time being but in long run it may create social imbalance, dissatisfaction and insecurity. Because neither such workers are protected from present employment regulations, nor have any health or social benefit covers. They are stripped from social and health security. Apart from this, possibility of exploitation of such working class cannot be ruled out unless Govt. wake up and start noticing this working class and make certain guidelines or regulations to suitably take care of their social and psychological security. Workers, unfortunately in developing countries with lower skills are at risk. It is to be ensured that most vulnerable workers are not exploited. On the other side, this economy may be good for the people who after completing a long stint in formal employment chose to enter in to this market.

HR professionals need to find answers of the questions, create a fine balance between business needs and gig workers growth with welfare and social security.

This edition cover story is on this emerging trend where experts attempt to find answers of intriguing questions and making a road map of future talent pool.

If you like it let us know. If not, well, let us know that too.

Happy Reading!

Anil Kaushik



What **motivates** your **employees?**



Motivating different personalities can be incredibly demanding. Whilst most teams comprise of very different personality types - all of whom require sophisticated and delicate handling to ensure we maximise their full potential, understanding what motivates these different personality types.

Dr. Aparna Sharma, Board Member, Thought Leader, Best Selling Author & Motivational Speaker, Mumbai

I will never forget an interesting example that my head hunter friend shared with me a few years ago. While taking a brief from a potential client, she looked at him in the eye and said something that really took him & later me by surprise. *"Actually, Rahul, more than anything, it's crucial that you find me a Scorpio."*

I thought she was joking with him but she was being completely serious.

She then added, *"We need a bit more bite around here. It's hard to motivate a team of obsessive Virgos while I'm such a dynamic Piscean!"*

This incident has been on my mind since then & I have been reflecting on my own experiences. While heading HR for different organisations, hiring the right people who gel well with the culture & have the right mindset across levels was the number one goal for the HR team as it is the first step towards building an effective organisation.

Creating an effective team environment is vital for any business to succeed. There's really no opportunity for personality clashes, and there's no way that a business will achieve its targets if, for whatever

reason, the team are not motivated.

How can we ensure that we are engendering the right culture within the organisation? How can we keep everyone motivated?

Motivating different personalities can be incredibly demanding. Whilst most teams comprise of very different personality types - all of whom require sophisticated and delicate handling to ensure we maximise their full potential, understanding what motivates these different personality types will not only make you a better

Reward and recognition whether it be through financial incentives, training and development or potential promotion and career advancement, are all important considerations as you create (and maintain) an effective team environment.

manager, but will encourage your employees to be the best versions of themselves at the workplace.

Reward and recognition whether it be through financial incentives, training and development or potential promotion and career advancement, are all important considerations as you create (and maintain) an effective team environment.

Should you find yourself in a position where you are bringing new people into your business, it is important that you take into consideration the personality and characteristic differences that may already exist within your team, or else you may inadvertently create a situation ripe for conflict. And whilst workplace conflict is both common and inevitable, unnecessary tension inside any business can be incredibly demotivating!

While many of us assume, money is the biggest driver for success, scientific studies show that financial rewards can restrict creative thinking & halt performance. In fact, emotions have a strong hold over an individual's desire to achieve, you can successfully inspire each of your employees by identifying and understanding their different personality types.

Isabel Briggs Myers identified 16 personality types with the help of Carl Jung called MBTI or 16 PF which is a widely known & used personality test.

The table below shows the 8 basic preferences of how people perceive the world around them and make decisions. 16 combinations are possible out of these & hence the name, 16 PF.

E	Extroversion
I	Introversion
S	Sensing
N	Intuition
T	Thinking
F	Feeling
J	Judging
P	Perceiving

Here's how six (6) of these types work, along with a few tips to motivate them.

1. The Visionary -

Visionaries want to analyze, understand and influence other people. They enjoy challenging ideas and love intellectual banter. They get very excited about new projects but then lose interest in routine aspects to seeing the project to completion. Visionaries are often vigorous debaters and may get carried away with always being right.

Motivate Visionaries by telling them it can't be done (they'll want to prove you wrong). Then step back and give them free reign to solve the problem. Encourage them to approach tasks in an unstructured way, placing few limitations on their ingenuity.

2. The Healer -

Healers are imaginary idealists, guided by their own core values and highly concerned with their own & others personal growth. They are interested in the larger good of the organisation, thereby its employees. They are loyal and adaptable. Motivate Healers by tapping into their creative mind and then pushing them to find an alternative approach to the problem that has not been thought of before.

3. The Provider -

Providers are warm hearted with a strong sense of responsibility and duty towards others. They are sensitive to the needs of others and are often the caregivers in the group. They prefer to work in a harmonious and co-operative environment. Motivate Providers by showing them how their job will improve the circumstances of others. In the job itself, provide them with plenty of structure and organization as they respond best to work that allows them to follow through and see results.

4. The Supervisor -

Supervisors are hardworking, keen to be in charge, are orderly, rule abiding and conscientious. They are not interested in theory or abstract ideas unless they can see how it applies to the task at hand. They are practical and organized. Motivate Supervisors by providing them with a list of clear, tangible outcomes so that they can see what they have to do. Encourage them to progress to management roles, as they need to be reminded that they are capable of progression.

5. The Inspector -

Inspectors are thorough and responsible with a well developed ability to concentrate. They are typically interested in upholding established systems rather than creating new ones. They tend to be introverted, but not isolated. They are keen to understand how they can participate and concern themselves with ensuring that standards are met. Motivate Inspectors by telling them that the completion of a task rests entirely on them. Work with them to create detailed plans of action that they can follow with little deviation.

6. The Performer -

Performers are spontaneous and energetic, warm and talkative. They particularly like to be centre of attention. Motivate Performers by telling them how impressed others will be if they complete the task. Let them be spontaneous in the workplace to address different situations as they deem fit. Each personality type has something unique to bring to your team/organization. Learn how to tap into each person's internal motivational fire to ensure your workplace is the most productive it can be. This is the magic mantra that has worked for me in building great teams. **EM**

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