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Glossary of Human Resource Management

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Glossary

- Achievement test.** A test that is held to measure the degree to which the candidate possesses knowledge, skills and attitudes with regard to the relevant job.
- Adapter role.** A role whereby HR department correctly anticipates changes and train employees to adapt to these changes.
- Advisory role.** Advisory role of the HR department is a role whereby the department provides advice to all the managers in respect of HRM.
- Agent method.** A method of layoffs in which layoff and hiring are done by a separate organisation on behalf of the organisation under a certain fee. This is called outsourcing alternatively.
- Apprentice training.** A training method that gives training to people who are new to the jobs which are craft jobs such as plumber, barber, machinist, carpenter, printer, electrician and tool and die maker.
- Appropriate employee/work force.** Employees of the organization who are competent, motivated, committed and involved.
- Aptitude test.** An examination that measures the candidate's capability of learning the duties and other related things of a particular job or acquiring certain competencies relating to a particular job.
- Arbitrary dates approach.** To evaluate job performances of all employees under the evaluator at different dates.
- Assessment centre.** A special selection method that uses multiple methods of selection and multiple evaluators lasting for one day or two days or several days.
- Audit or monitoring role.** A role whereby HR specialists check on the extent to which HR systems are being adhered.
- Autonomy.** The degree of independence and freedom the job holder has.
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- Background investigation.** A selection method that attempts to reveal real nature of the job applicant in terms of character, employment history, academic history or financial history.
- Bandwidth time.** All the possible hours of working per day under flex-time.
- Behaviour modelling.** A modern method of training primarily focusing on teaching interpersonal skills and cognitive skills.
- Behaviour modification approach to discipline.** A step-by-step procedure to be followed in practicing positive corrective discipline. This involves giving the offender an oral or written warning.
- Behavioural elements.** One category of elements of job design that is concerned with elements which lead to employee satisfaction.
- Behavioural Observation Scales (BOS).** A method of performance evaluation in which directly related job behaviours are put on 5-point scales and the evaluator is to check on scales how often the employee was actually observed engaging in the behaviours.
- Behaviourally Anchored Rating Scales (BARS).** A method of performance evaluation in which behaviours directly related to the job are arranged on certain scales and job performance is rated by selecting behaviours relevant to the employee being considered.
- Behaviours.** The ways the employee acts in relation to the job. They include particular activities carried out in performing the job.

Benefit. An indirect reward paid by the organisation to the employee because he/she is a member of the organisation.

Blind advertisement. A recruitment advertisement that does not reveal the name and address of the organisation.

Bonus. One-time payment, usually per year to the employee as an additional income.

Buddy system. A method of utilizing an experienced employee of the organisation to induct a new employee.

Career anchors. Self-perceived talents and values guiding a person to make his/her career decisions.

Career development. A process by which an employee undertakes personal improvement actions in order to accomplish a career plan (the career goal and the career path to reach that goal).

Career goal. A job that is expected by the employee to get.

Career management. The HRM function that plans and develops careers of employees for the benefits of employees and the organisation.

Career path. The sequential pattern of jobs that forms a career of an employee.

Career planning. A process by which an employee chooses career goals and determines career paths to achieve those career goals.

Career plateau. A state where an employee has no upward movements further.

Career. A series of jobs that a person had in his/her life.

Case study method. A managerial training method that gives training through a written description of a problematic situation that requires to be analysed for solution.

Central tendency. An evaluator error that occurs when the evaluator rates an employee averagely on many or all PE criteria though he/she has not performed averagely.

Centralisation. Centralisation in the HR department involves concentration of HR decision-making authority within top management of the department.

Checklist method. A method of performance evaluation under which the evaluator is required to choose statements from the list of statements relating to the job.

Coaching. A training method in which a senior manager or an expert works as the coach and trains a trainee or a few trainees on the job.

Coherence. In the HRM context, coherence refers to a state in which all the HRM functions (relevant schemes or systems developed for implementation in a particular organisation) fit together well and logically so that they form a united whole.

Collective bargaining. A process in which employer's representatives/managers and worker representatives/trade union meet, discuss and attempt to negotiate about working conditions and terms of employment. The purpose of collective bargaining is to reach an agreement what is called collective agreement.

Combined salary and commission plan. A plan of the sales incentives that includes a straight salary and a commission.

Competence/competency. An individual's capability or ability of performing a certain task or a role or a job successfully.

Competency approach to job analysis. An approach focusing on the competencies which individuals should have to perform jobs successfully.

Competitive advantage. The ability that an organisation can have a relatively better market share and then a better profit or rate of return on investment compared with its competitors.

Compressed workweeks. A non-traditional work schedule in which employee works for fewer days per week but more hours for each day of working.

- Compulsory consultation.** A state that it is compulsory for manager to consult the human resource manager before making any decision relating to his/her subordinates.
- Conceptual competency.** The ability to understand the organisation as a total entity and the ability of defining phenomena, imagining, analysing, synthesising, theorising, planning and organising.
- Concurrent authority.** A form of higher legitimate power delegated to the human resource manager compared with compulsory staff consultation. A state where manager is not in a position to take a human resource decision without getting the approval of the human resource manager.
- Concurrent validity.** The extent to which the test scores obtained by current employees relate to some measure of their job performance.
- Consistency.** A criterion stating that decisions should be consistent with business strategy.
- Conspect reliability.** The extent to which two interviewers agree with their evaluations about the interviewees.
- Construct validity.** The extent to which the construct (a special concept that is basically abstract and is believed to be a determinant of job performance) is related to job performance.
- Constructive termination.** Purposefully the employer influences the employee so that he/she leaves the organisation permanently.
- Content validity.** The extent to which the test adequately represents what is involved in the job being considered.
- Continuity.** A criterion that states that bases for decisions should not be changed within a short time.
- Core time.** A time when all employees must be present under flex-time system.
- Corrective discipline.** Activities carried out to deal with rule infractions in the way that will discourage future infractions.
- Cost leadership.** A strategy in which an organisation gains a competitive advantage by providing the same services or goods as its competitors, but at a lower cost.
- Critical incident method.** A managerial training method that gives training through a short description of a very important event that involves at least a problem needed to be solved.
- Critical incidents method.** A method of performance evaluation under which the evaluator prepares and maintains a logbook for employees with the intention of recording important incidents of negative and positive behaviours and results when they occur over the period of evaluation.
- Culture shock.** A strong feeling of fear or distress of the new employee owing to a significant difference between the organisational culture and his/her own home or previous organisational culture.
- Decentralisation.** Decentralisation in the HR department involves distributing HR decision-making authority to managers who are at middle and first level management in the department.
- Delphi technique.** A forecasting technique of HR demand that solicits estimates from a group of experts having HR department planner acting as an intermediary. The HR estimate is based on the consensus of opinion of the expert group that is usually obtained from several rounds of soliciting.
- Demotion.** The appointment of an employee who is currently working in the organisation to a job that is lower than the job being performed by him/her.
- Depth of a job.** Authority and responsibilities for planning and controlling the job.

- Development.** Making the employee ready to perform a future job of higher rank.
- Differential piecework.** A type of individual incentive plan in which employee is paid a piece rate for each of the units up to a standard output and a higher piece rate for each of the units produced over the standard.
- Disciplinary investigation.** A systematic and fair inquiry conducted by the organisation in respect of a rule violation (serious) with the objective of determining whether the rule violator is guilty or not evidently.
- Discipline interview.** A face-to-face formal session between the manager and the offending employee and this represents a higher level of concern with a breach of rule/s. This interview implements corrective discipline in terms of written warning or other more severe penalty.
- Discipline meeting.** A face-to-face discussion between the manager and the employee who has violated the rule or rules. This involves punitive discipline in terms of oral warning.
- Dismissal.** The moving of an employee out of the organisation permanently on disciplinary ground.
- Displacement effect.** A negative result of grievances: employee work time diverted from production tasks to grievance processing.
- Division of labour.** This element of job design refers to breaking works into their smallest parts and employing separate persons to do each part separately.
- 5Ds.** An individual approach to managing stress that includes five developments (*develop* a right attitude about your stress, *develop* right interaction with your work life and non-work life, *develop* a right physical competence to cope with your stress, *develop* opportunities to change your stressful environment, and *develop* your related knowledge and skills).
- Dual-career couple.** A family where both husband and wife are working and are concerned with careers.
- Effective utilization.** Employment of human resources for organizational effectiveness, which is the extent to which goals of the organization have been realized.
- Efficiency elements.** One category of elements of job design that is concerned with elements which lead to minimise time, effort and cost which are needed to perform a particular job.
- Efficient utilization.** Optimum use of employees by eradicating (or minimizing) wastage.
- Employee discipline management.** A systematic process of controlling and influencing all employees in the organisation to achieve and maintain standards of behaviour (rules of behaviour, alternatively the code of behaviour at work) in order to accomplish organisational goals and objectives.
- Employee induction.** The HRM function that systematically and formally introduces new employees to the organisation, the jobs, the work groups to which they will belong and the work environment where they will work.
- Employee mentoring programme.** A special programme designed to induct, train and develop the new employee so that he/she intends to stay within the organisation for a long time. It involves use of mentor who is a well-qualified and experienced senior employee.
- Employee performance evaluation.** The systematic process of identifying, measuring, influencing and developing job performance of the employees in the organisation in relation to the set norms and standards for a particular period of time in order to achieve various purposes.

- Employee productivity.** The relationship between employee inputs and outputs.
- Employee welfare management.** The group of activities involved in the development, implementation and maintenance of a fair and adequate system of facilities and comforts to enhance standard of living of employees.
- Employee welfare.** All the facilities and comforts provided by the employer to the employees for enhancing their economic state, social status, health, efficiency and effectiveness.
- Employment function.** The combination of recruitment function and selection function.
- Employment test.** An examination specially held to assess the degree of the suitability of the job applicant for the job vacancy.
- Ergonomics.** A job design technique that considers matching physical setting of work with physiological characteristics of the employees.
- Essay appraisal.** A method of performance evaluation under which the evaluator writes an essay in respect of the employee's job performance.
- Ethics of PE.** Moral beliefs and rules about right and wrong behaviour of evaluators.
- Evaluator manual.** A handbook that tells evaluator how to do performance evaluation.
- External employee referrals.** Informing present employees who are working in other organisations about job vacancies and requesting them to recommend their friends or relatives or other qualified persons seeking jobs.
- External equity.** Degree to which pay received by an employee in an organisation is related to pays received by similar employees in other organisations.
- External recruitment policy.** Procuring candidates to fill vacancies from outside of the organisation.
- Extrapolation.** A forecasting technique of HR demand that is based on past data and an attempt is made to find a trend that might continue into future. Based on the trend, forecast is developed.
- Face validity.** The degree to which the test appears superficially what it is supposed to measure.
- Factor analysis sheet.** A special form used to evaluate a job under the point system.
- Factor comparison method.** A quantitative job evaluation method that evaluates several selected jobs (called key jobs) according to several evaluation factors and then evaluates other jobs based on results of evaluation of the key jobs.
- Feedback.** The extent to which clear information of results of the employee's efficiency and effectiveness is provided.
- Field review method.** A method of performance evaluation under which a personnel management specialist does the evaluation of an employee.
- First-In-First-Out (FIFO).** A method of layoffs which involves doing first layoff of the employee who had been hired first.
- Fixed time approach.** To evaluate employees' performances within a certain period of time that may be one day or two days or several days depending on the number of employees and workload of the evaluator.
- Flexible welfare services plan.** A welfare plan that allows employees to select the facilities and comforts which match with their individual needs.
- Flex-time.** A non-traditional work schedule in which employee works for a certain number of hours (usually eight) per day but varying times of starting and ending the daily work.
- Flex-tour.** A form of flex-time in which employees are required to choose starting and ending times from an established list of various options.

Forced distribution method. A method of performance evaluation under which the evaluator is required to sort employees into different classifications (approximate gradings such as best 10 percent, next 20 percent, middle 40 percent, next 20 percent and lowest 10 percent).

Formal expert survey. A technique of HR demand forecasting that surveys managers who are experts about their department's future employee needs and centralises information obtained.

Formal grievance settlement procedure. A written guideline to action setting forth a list of chronological steps to be followed in handling employee grievances.

Functional authority. A form of authority that gives line authority to the human resource manager with regard to some specified HRM functions.

Functional HRM metrics. Statistics used to measure the degree of successful performance of functions of HRM.

Gainsharing incentive plan. A group incentive programme under which employees and the organisation share financial gains obtained due to improvements of productivity and profits according to a predetermined formula.

Gliding time. A form of flex-time that has no particular flex option to be selected by the employee. The employee can come at any time during flex-hours and leave the organisation at any time during flex-hours.

Graphic rating scales. A method of performance evaluation under which the evaluator is supposed to provide a subjective evaluation of an employee's performance along a scale from very poor to excellent or from very low to very high.

Grievance handling. To accept and solve grievances effectively (in order to maintain good labour-management relationship and employee motivation) and efficiently (minimising wastage of resources including time of handling).

Grievance. Any discontent or dissatisfaction arising from a feeling or a belief of injustice felt by an employee or a group of employees in connection with the work environment.

Group technique. A job design technique that focuses on designing jobs to be performed by groups of employees. Team contemporary approach or team working method are two alternative terms.

Halo effect. An evaluator error that occurs when an evaluator appraises an employee high or low on many or all criteria because of one criterion.

Harshness. An evaluator error that occurs when the evaluator tends to be too harsh in evaluating performance.

Hazards. Those aspects of the work environment which suddenly or slowly and cumulatively (and often irreversibly) lead to deteriorate health of an employee.

Head hunter. A special recruiter that tries to locate and attract the best or excellent people in the industry to apply for job vacancies of the client organisation on a fee.

Health and safety management. All the activities involved in protecting and promoting physical and mental health of the employees so that they can perform jobs efficiently and effectively.

Health. A state where physical and mental problems, which impair general and special activities of a person, do not exist within that person.

Hiring. The process of appointing the candidate selected to the post/job which is vacant.

- Hoarding.** A problem due to promotions that occurs when a superior hides or keeps a subordinate because the release of the subordinate hampers or reduces the efficiency and effectiveness of the superior's department.
- Hot stove rule.** A useful guide for corrective discipline that states that disciplinary action should have the same characteristics as the penalty a person receives from touching a hot stove and these characteristics are warning, immediacy, consistency and impersonality.
- HR field.** An area or a major system of HRM consisting of several functions and a major work for which a separate HRM specialist can be employed.
- HR generalist.** A human resource management person who is competent in several fields or areas in HRM because of performing many HRM functions or areas.
- HR requisition sheet.** A special form used for the purpose of obtaining special requests from managers in respect of filling job vacancies.
- HR scorecard.** A framework that links HRM with strategic objectives and shows the causal link between HRM and strategic objectives in a quantitative way. It is an evaluative technique that attempts to measure HRM contribution to achievement of strategic goals of the organisation.
- HR specialist.** A human resource management person who is highly competent in one particular field of HRM because of usually specialising in one area of HRM.
- Human relation competency.** The ability of understanding and dealing with people without creating disorders, conflicts and confusions.
- Human resource department.** A special section of an organization established under the leadership of a manager specialized in HRM for ensuring that HRM is properly performed throughout the organization.
- Human resource management.** The efficient and effective utilization of human resources to achieve goals of an organization.
- Human resource manager.** Manager who is responsible for the HRM function of an organization.
- Human resource planning.** The process of determining future employee needs and deciding steps or strategies to achieve those needs for the purpose of accomplishing organisation goals and objectives.
- Human resource.** Employees working for an organization who possess unique characteristics.
- Ideal profile matching model.** A general selection approach that involves development of an ideal profile, match of candidates with the ideal profile and selection of the candidate who matches best with the ideal profile (assuming there is one vacancy to fill).
- In-basket technique.** A training method under which the trainee is given a special box that includes a number of business papers such as memoranda, reports, letters, e-mails and telephone messages that would typically come across a manager's desk, and is required to act on the information contained in these business papers.
- Incentive.** A type of reward that is paid to encourage the employee to increase his/her productivity (normally beyond the normal level of productivity).
- Individual character.** The aggregate of all of the relatively persistent moral qualities person has that combines to form his/her real nature. It is the degree to which a person has virtues (responsibility, respect, honesty, patience etc.) and vices (greed, jealousy, anger, stinginess, hostility etc).

Individual incentive plans. A broad category of incentive plans which focus on individual job performance and then incentives are paid individually.

Individual interview. An interview consisting of one interviewer and one interviewee.

Industrial relations. A wider concept relatively that involves all the feelings and dealings among workers and their organisations (trade unions); employers and their representatives; the Government and its agents (Labour Ministry, Labour Department etc.); employer federations; and union associations.

Informal forecast. A technique of forecasting demand for HR under which future demand for human resources is determined without a systematic base and it is done quickly and randomly.

Informal talk. A sort of counselling to be followed in case of a non-serious offence done for the first time or second time. It is not punitive.

In-house union. Union set up within one organisation that accepts members working in that organisation only (alternatively called enterprise union).

Innovator role. A role whereby HR department provides up-to-date application of current techniques and developing innovative approaches to HR problems.

Inputs equity. Degree to which pay received by a particular employee in an organisation is related to his/her inputs used to perform duties of the job.

Intelligence test. A test that is held to assess the degree of general reasoning ability of the job applicant.

Interitem consistency reliability. The degree of reliability showing the consistency of answers given by the persons to all items in a test paper (or a part relating to a major concept or construct).

Internal consistency. The consistency or coherence of the scores obtained by job candidates across the question items.

Internal employee referrals. Requesting current employees who are working for the organisation concerned to send suitable job applicants for the job vacancies.

Internal equity. Degree to which the pay is related to the relative worth of jobs. Similar pays must be paid for similar jobs and dissimilar pays must be paid for dissimilar jobs. Dissimilarity of pays must be equal to dissimilarity of jobs.

Internal recruitment policy. Procuring candidates to fill vacancies within the organisation itself.

Interview. A face-to-face, oral and observational evaluation method of appraising an applicant's acceptability with regard to a certain job.

Job analysis checklist. A special form used to collect data about jobs and job holders.

Job analysis. A systematic investigation of jobs and job holder characteristics in order to create a collection of information that can be used to perform various HRM functions.

Job cycle approach. To evaluate employee's job performance after he/she finishes all the duties of the job for one time.

Job description. A document that describes duties and responsibilities, working conditions and other aspects of a particular job.

Job design. The function of arranging tasks, duties and responsibilities into an organisational unit of work for the purpose of accomplishing the primary goal and objectives of the organisation.

Job enlargement. To increase the scope of a job by including a new related duty or duties in addition to the current duties. Horizontal loading is an alternative term.

Job enrichment. To increase the depth of a job by expanding authority and responsibility for planning and controlling the job.

- Job essentiality.** Degree to which the job is important or critical to the overall success of the organisation.
- Job evaluation.** A systematic process of determining the relative worth of jobs which are available within an organisation.
- Job exclusivity.** Degree of difficulty in replacing the job holder.
- Job grading/classification method.** A job evaluation method in which job classes (larger groups) and grades (smaller groups) are created and then existing jobs are analysed and grouped according to the predetermined classes and grades. These classes are arranged according to the order of relative importance.
- Job inflation.** A possible behavioural problem at job analysis. Employees may tend to inflate the importance of their jobs with an intention of getting higher pay or higher status or better title/more prestigious title.
- Job involvement.** The degree to which the employee takes part in the job.
- Job needs analysis.** A systematic attempt to identify training needs at the level of job.
- Job posting and bidding.** Notifying job vacancies inside the organisation and calling for applications from the working employees within the organisation.
- Job pricing.** The activity of assigning pays to a hierarchy of jobs in terms of their relative value to the organisation.
- Job ranking method.** A job evaluation method under which jobs are ranked from the most important to the least important according to the degree of relative contributions given by each job to achieve the organisational success.
- Job rotation.** To shift an employee from one job to another job within a certain period of time without limiting the employee to do a particular job only.
- Job satisfaction.** The extent of enjoyment an employee feels towards his/her job.
- Job sharing.** A part-time employment arrangement whereby two or more part-time employees share one full-time job.
- Job specification.** A document that specifies key qualifications an individual needs to perform a particular job.
- Job.** A grouping of similar positions which have same duties and responsibilities.
- Job-hopping.** A practice of an employee in which he/she frequently changes jobs (within a shorter time).
- Joint consultation.** A method of worker participation in which management and workers get together to discuss about problems of concern to both and, where appropriate, make decisions acceptable to both parties.
- Labour relations.** A narrower concept relatively that involves all the feelings and dealings between unions and managers in an organisation.
- Labour-Management Relationship (LMR).** Perceived degree of how well labour unions and managers in an organisation feel and behave towards each other.
- Last-In-First-Out (LIFO).** A method of layoffs which involves doing first layoff of the employee who had been hired last.
- Layoff.** A temporary stoppage of the employment of an employee due to a reason or reasons which is/are generally not controllable by the management of the organisation.
- Learning curve.** A curve that shows the relationship between level of learning of an individual and time spent on that learning.
- Learning principle.** A guideline to be followed to develop a more successful training programme. It makes learning more effective.

- Learning.** The process of acquiring knowledge, skills and attitudes so as to create a relatively permanent change in learner's behaviour.
- Legal compliance.** The extent to which management of employees is done in accordance with labour laws.
- Leniency.** An evaluator error that occurs when the evaluator is too easy in his/her evaluation of job performance of an employee.
- Letter of appointment.** A special letter given by the employer to the new employee containing terms and conditions of employment.
- Line authority.** Legitimate power for giving orders to others to carry out.
- Line manager.** Manager who manages a line department which makes or distributes the organisation's goods or services.
- Loose employee market.** A market condition where the employee supply is abundant.
- Lump-sum merit pay.** An individual incentive plan under which a single lump-sum merit pay is given to an excellent employee at the time of job performance review and this pay is not added to the base pay.
- Macro requirements.** Conditions to be met at the national level for enhancing LMR.
- Management by Objectives (MBO).** A method of performance evaluation that deals with determining objectives to be accomplished by the employee within a certain period of time and assessing the degree of success in accomplishing those objectives.
- Management inventory.** A document that catalogues education, experience and competencies of a manager.
- Management of incentives.** The process of development, implementation and maintenance of a fair and adequate system of incentives.
- Management.** A process that deals with efficient and effective utilization of resources in order to achieve goals of an organization.
- Managerial straitjacket.** A possible behavioural problem at job analysis that limits management flexibility to assign new duties to an employee because employees may reject to perform duties which are not mentioned in the job description.
- Maxiflex system.** A form of flex-time that has no core times and all the hours of working are flexible.
- Mediator.** A role whereby HR department works as a conflict handler.
- Medical examination.** A special selection test that focuses on the physical fitness of the job candidate.
- Meditation.** A strategy used for managing stress that involves pondering or reflecting.
- Merit pay.** A type of individual incentive plan that gives a pay increase awarded to an employee based on his/her individual job performance (outstanding).
- Merit.** The degree of efficiency and effectiveness of the employee. It is the value of the employee for organisational success and progress of success.
- Micro requirements.** Conditions to be met at the organisational level for enhancing LMR.
- Mission statement.** A formal statement of the purpose of a particular organisation. It shows the reason or reasons for existence of the organisation being considered.
- Mixed interview.** An interview that has a blend of structured questions and unstructured questions.
- Motivation.** The extent to which employee exerts the needed effort to perform his or her job successfully.
- Multiple career.** All the jobs a person has held in more than one certain field of professions.

Multiple choice method. A method of performance evaluation that has four or five statements under each performance evaluation criterion and the evaluator is supposed to select the statement which best applies to the relevant employee.

Multiple cut-off model. A general selection method that have a cut-off point with regard to each of the selection criteria to be considered for selection and to be selected for filling the job vacancy. This model is an improved version of ideal profile matching model.

Multiple time-series design. An extension of the pre/post-measure control-group design with a difference that measuring happens at several times.

Negative approach. An approach of penalising an offender with the objectives of retaliation, dismay, shame or discredit.

Nominal Group Technique (NGT). A technique that uses a group of seven to fifteen people who are competent for the purposes of identifying training needs of the organisation and/or a particular job or a particular group of employees and prioritizing those training needs identified.

Nonmonetary incentives. Incentives which do not involve money. Incentive rewards (gift certificates, time off etc.) and recognition awards (plaques, employee of the month etc.) are two major nonmonetary incentives.

Objective criteria. Factors of evaluation which are quantifiable distinctly.

Occupational accident. A sudden event which causes a physical injury or physical injuries to an employee or two employees or more working on the employment in the organisation.

Occupational disease. An ailment that catches an employee due to the reason of performing tasks, duties and responsibilities of his/her job.

Ombudsman. A method of handling grievances in which a special respected, neutral person is appointed to cope with grievances. He/she will accept grievances and facilitates towards settling the grievances.

On-the-job training. A training method under which training is given by allowing the trainee to perform duties of the job. Alternative term is job instruction training.

Open advertisement. A recruitment advertisement that gives the name of the organisation which wants to recruit and the address of the organisation.

Open-door policy. A method of handling grievances that allows every employee to see the chief executive officer of the organisation with grievance to settle.

Organisational incentive plans. A broad category of incentive plans which focus on entire organisation performance and then incentives are paid organisationally.

Organisational needs analysis. A systematic attempt to identify training needs at the level of the organisation.

Organization. A formal group of two or more people who function in an official structure that was set purposefully to accomplish a certain goal or goals (common).

Organizational citizenship. The degree to which the employees are willing to engage in non-official behaviours that help the organization achieve its goals as they love or wish its success and progress.

Paired comparison method. A method of performance evaluation under which the employees are evaluated in pairs taking an employee at a time and completing him/her against every other.

Panel interview. An interview consisting of more than one interviewer.

Parallel-form reliability. The degree of reliability obtained by giving two comparable tests to the same group of persons at two different times. Alternative term is equivalent form reliability.

Participative approach. An approach that can be used for informal talk under which both discipline controller and offending employee get together, discuss and find a solution in order to avoid future rule violations.

Pay management. The HRM function that deals with development, implementation and maintenance of a base pay system that is fair.

Pay secrecy/openness. The act of not revealing/revealing pay information to employees.

Pay survey. A type of research that deals with collection and analysis of information about wages and salaries being paid by similar/competitive organisations to employees who are doing similar jobs.

Pay. Major payment given by the employer to an employee for the contribution or service rendered by that employee. It may be called wage or salary.

PE interview. A performance review session that gives evaluatee feedback in respect of his/her past performance assessed and improvement of future performance.

PE renewal. Revision of the PE programme to keep it dynamically alive and productive according to the result of the PE review.

PE review. Measuring the degree of effectiveness and efficiency of the PE programme and determining what should or should not be done in the future as a result of such measurement.

Penalties. Actions that follow rule violations or infractions. Alternatively called as sanctions.

Perceptual-motor technique. A job design technique that considers matching requirements (tasks and duties) of the job with mental abilities and characteristics of the employees.

Performance evaluation criterion. A measure or factor of identifying success of job performance.

Person needs analysis. A systematic attempt to identify training needs at the level of employee.

Person/job fit. To match characteristics of the employee with characteristics of the job.

Personal prejudice. An evaluator error that occurs when excessively low or high ratings are given by the evaluator only to a certain evaluatee or certain evaluatees because of race, age, sex, religion, cast, personal relationship, jealousy, dislike etc.

Personality test. An examination that attempts to identify personality (psychological characteristics) of the candidate.

Personality. It is about values, preferences, likes, and dislikes of a person. It includes your talk, your physical appearance, your walk, and other unique features.

Point allocation method. A method of performance evaluation under which the evaluator is given a total number of points and is required to allocate these points among employees in the group according to the relative worth.

Point matrix. The way of allocating points among the critical factors, sub critical factors and the levels under the point system.

Point system. The most appropriate job evaluation method in which jobs' relative worth is evaluated according to a systematic quantitative procedure that takes into account several specific factors and their levels. This method uses points for factors and levels.

Policy initiator and formulator. A role whereby HR department initiates and formulates new policies regarding HRM issues.

- Politicalisation.** Politicalisation of labour unions refers to a situation where labour unions become more political or involved in politics rather than becoming engaged in the protection and promotion of the standard of living of their union members.
- Position.** A collection of tasks, duties and responsibilities to be performed by one person.
- Positive approach.** An approach of penalising an offender with the objective of reformation.
- Post-employment vetting.** A systematic attempt done to make sure that someone is suitable for a particular post after hiring.
- Post-measure.** Assessing success of the training programme after ending it.
- Practicability.** The degree to which the test can be used for selecting a particular person or persons to fill job vacancies.
- Practical or work sample text.** An examination that measures how well the candidate can do a sample of actual duties on the job.
- Pre/post-measure control-group design.** A good training evaluation approach in which the exact impact of training on performance is determined by using two groups, i.e, control group (to which training is not given) and experimental group (to which training is given).
- Pre/post-measure.** Assessing the training programme's success before the training and after the training as well.
- Predictive validity.** The extent to which the test relates to some measure of job performance.
- Preventive discipline.** Activities carried out to encourage employees to adhere to organisational rules in order to prevent from breaches of them.
- Primary equity.** Degree to which pay is capable of meeting primary needs of the employee.
- Probationary period.** A certain period of time during which a new employee, who was hired for a permanent post, works for an organisation. During this period the new employee will have to prove that he/she is capable of performing the job successfully in order to get confirmation.
- Problem solving.** A PE feedback interview type that involves a participative problem solving in which an active and open dialogue is established between the evaluator and the evaluatee, focusing on performance problems.
- Problem-solving interview.** An interview that has a set of questions that the applicant will have to face actually or may have to face on the job if he/she is placed on that job.
- Product differentiation.** A strategy in which an organisation gains a competitive advantage by producing a good or service that is preferred by customers.
- Professional technique.** A job design technique by which jobs are designed according to a certain accepted profession.
- Profit sharing.** An organisational incentive plan that shares profits with all the employees of the organisation.
- Programmed instruction.** A training method that allows the trainee to learn through self study and it involves distance learning.
- Progressive discipline.** A discipline programme, which progresses from the least severe to the most severe in terms of disciplinary actions.
- Promotion.** The advancement of an employee who is currently working in the organisation to a job that is higher/greater than the job being performed by him/her. Essentially there must be an increase of the pay and a better/more prestigious job title in case of a movement to be called as a promotion.

Quality of work life. The degree to which employee expectations are met by the job and the job environment. It includes level of well-being enjoyed by employees by fulfilling their expectations relating to the jobs. Also it is the extent to which all employees have the opportunity of presenting their ideas, suggestions, and opinions before making decisions which affect them.

Quasi method. A method of handling grievances in which a human resource specialist represents the grievant and attempts to find a solution for the grievance to a certain degree of satisfaction of the grievant.

Quasi-promotion. A type of promotion that does not have a change with regard to duties and responsibilities.

Rank order method. A method of performance evaluation that requires the evaluator to rate employees from the best to the worst on some given criteria.

Ratio analysis. A forecasting technique of HR demand that makes forecasts based on the ratio between some causal factor and the number of employees required.

Real shock. A strong feeling of distress of the new employee owing to realizing that the expected state is different from the actual state. Reality shock is an alternative term.

Realistic job preview. A method of providing deliberately actual information to the applicant or the new employee with regard to the job, the organisation's expectations of the job holder and the work environment.

Recency effect. When the evaluator's ratings are heavily influenced by results and/or behaviours done and/or exhibited by the evaluatee near the end of the PE period, the error of recency effect occurs.

Recruitment message. A notice used to notify people that there are job vacancies in the organisation and to invite them to apply for the vacancies.

Recruitment. The process of finding and attracting suitably qualified people to apply for employment.

Reliability. The extent to which the test produces consistent results when it is repeated to the same person or group of persons.

Replacement chart. A visual representation of successors in the event of job vacancies. Succession chart is an alternative term.

Replacement summary. A document in which successor for a job vacancy has been decided and mentioned with his/her relative strengths and weaknesses.

Resignation. A quit or giving up the job by an employee.

Results. Outcomes or outputs produced by the employee.

Retirement. A form of employee separation that involves leaving an employee from the organisation after he/she has reached the age at which a pension can be obtained.

Retrenchment. The permanent termination of the employment of an employee or the employments of employees due to a surplus of employees within the organisation. An alternative term is redundancy.

Rewards. A generic term to include wages and salaries, incentives, and welfare facilities and benefits. Compensation and remuneration are two alternative terms.

Role playing. A training method that gives training by allowing learners to act out a particular situation.

Rules. Official instructions in respect of what employees must and are allowed to do and what they are not allowed to do.

Safety. Protection of the physical health of employees from the danger of accidents.

- Sandwich approach.** An approach that can be used for informal talk under which a corrective comment (negative) is sandwiched between two positive comments in order to make the corrective comment more acceptable to the offender.
- Scientific technique.** A technique that groups a limited number of small parts to create a job which is specialised. Mechanistic approach is an alternative term.
- Scope of a job.** Contents of the job or amount and variety of duties.
- Selection ratio.** The proportion of job applicants selected and hired to the number of job applicants for a certain job.
- Selection.** The process of making the choice of the most appropriate person from the pool of job applicants recruited to fill the relevant job vacancy.
- Self evaluation and discussion.** A method of performance evaluation under which the employee himself or herself does evaluation and later the superior modifies it during the discussion.
- Self-discipline.** The ability of an employee to control himself/herself and to make himself/herself behave in the expected way without needing management to tell him/her what to do.
- Seniority.** The length of time an employee has served for the organisation.
- Sensitivity training.** A training method that gives training in a group setting in order to enhance interpersonal skills.
- Shift.** A group of employees who work for a period of time during the day or evening or night, and then replaced by another group of employees in order to continue producing a certain good or providing a certain service.
- Skill variety.** The extent to which the job requires use of different skills.
- Skills builder.** An assignment or an exercise that aims at allowing the trainee to develop a certain skill or certain skills rather than knowledge.
- Skills inventory.** A document that catalogues education, experience and competencies of a non-manager.
- Socialisation.** A period of adjustment in which the new employee learns what is expected by the organisation and tries to become a part of social fabric of the organisation.
- Specialisation.** An employee's concentration on one particular type of work so that he/she secures an expertise in that type of work.
- Split-half reliability.** The degree of reliability obtained after dividing the test into two parts.
- Stability.** Consistency of the examination scores obtained by the same person when repeated over two or several times.
- Staff authority.** Legitimate power for giving advice and suggestions.
- Staff manager.** Manager who manages a staff department which provides line managers with necessary instructions, facilities and supports to produce and distribute the organisation's goods or services efficiently and effectively.
- Staffing table.** A short-term HR plan that specifies job vacancies by type and number which need to be filled.
- Standard hour plan.** A type of individual incentive plan under which the employee is paid an incentive if he/she completes a work or job in less than the standard time.
- Standard of living.** The level of well-being enjoyed by people by fulfilling their legally and morally acceptable needs.
- Standardisation.** Discover the 'one best way' to do a particular duty/job with more simplicity and lower cost through studies, informing that best way to every employee to accept and having each employee to follow it.

Standards. Levels of successful and unsuccessful performance with regard to a performance evaluation criterion. They indicate rating scales.

Statutory welfare. Welfare services to be given by the organisation according to legal requirements imposed by the Government.

Stock options. An employee ownership plan that gives employees the opportunity to buy the company's stock at a previously fixed price.

Straight commission plan. An incentive plan that rewards the employee by paying an incentive based on a percentage of sales made by that employee.

Straight piecework. A type of individual incentive plan in which the employee is paid a sum for each unit produced by him/her.

Straight salary plan. An incentive plan that gives a fixed salary to the sales employee irrespective of the value of sales or number of units sold.

Strategic HRM metrics. Statistics used to measure the degree of success of accomplishment of the strategic goals and objectives of HRM.

Strategic HRM. Formulation and implementation of HR systems which generate appropriate competencies, appropriate behaviours and appropriate results of employees at all levels so that the organisation will be able to achieve vision, mission and strategic goals. The purpose of SHRM is to generate or enhance competitive advantage or support achievement of strategic needs/goals of the organisation.

Strategic management. A systematic process of defining organisation's philosophy, vision, mission and objectives, and determining a strategy for achieving its vision, mission and objectives. Purpose of strategic management is to accomplish a sustainable competitive advantage.

Strategic metrics. Statistics used to measure the degree of success of accomplishment of the strategic objectives of the organisation.

Strategy. The organisation's long-term plan (strategic plan) for how it will match its internal strengths and weaknesses with its external opportunities and threats to achieve or maintain or enhance a competitive advantage.

Strategy-oriented HRM system. A system of HRM functions, strategies and actions which leads directly to achieve the strategic objectives, mission and vision of the organisation. It is a system of HRM functions directly linking with the strategic needs of the organisation to achieve and enhance the competitive advantage.

Stress interview. An interview that has questions which are asked intentionally to annoy, embarrass or frustrate the applicant with the purpose of examining the ability of the candidate to face such questions.

Stress. What an employee experiences internally in response to an event or a situation or a thing he/she finds difficult to deal with. It is the pressure or strain an employee feels in life.

Structured interview. An interview that includes a predetermined set of questions that is addressed to each applicant.

Subject competency test. A paper and pencil type examination designed to evaluate the candidate's knowledge and skills on a particular subject acquired usually as a result of classroom education or standardized instruction.

Subjective criteria. Factors of evaluation which are not quantifiable distinctly.

Succession planning. The process of deciding replacements to fill job vacancies.

Task identity. The extent to which the job involves doing some complete piece of work.

Task significance. The extent to which the job has an impact on other employees' works.

- Task-based approach to job analysis.** An approach that focuses on analysing jobs in terms of tasks, duties, responsibilities and key qualifications needed to perform those tasks, duties and responsibilities.
- Team incentive plan.** A collective incentive plan which gives an incentive bonus to all team members when certain production or service standards are met.
- Team incentive plans.** A broad category of incentive plans which focus on group job performance and then incentives are paid collectively.
- Technical competency.** The ability to use tools, techniques and methods to perform a task or an activity.
- Telecommuting.** An alternative work schedule whereby the employee works at home usually using a computer.
- Tell-and-listen type.** A PE feedback interview type where the evaluator allows the evaluatee to explain reasons, excuses and defensive feelings regarding performance ratings, by enhancing two-way communication.
- Tell-and-sell type.** A PE feedback interview type where the evaluator tells the degree to which the evaluatee has performed the job during the period and sells him/her steps to be taken for improvement, by allowing for one-way communication only.
- Termination.** The complete end of service of an employee by the employer. This is a type of employee separation that may be initiated and finalised either by the management of the organisation or by the particular employee whose service is ended permanently.
- Test-retest reliability.** The degree of reliability obtained by giving the same test to the same group of persons (job candidates or employees) at two different times.
- The scatter plot.** A forecasting technique of HR demand that is used to help identify the relationship between a measure of business activity and the number of organisation's employees graphically.
- Tight employee market.** A market condition where the employee supply is scant.
- Trade union.** A formal organisation of employees established with the primary purpose of protecting and enhancing the well-being of its members.
- Training and development.** Formal process of changing employee behaviour and motivation in the way that will enhance employee job performance and then organisational overall performance. It formally and systematically provides new learning to increase employees' capabilities so as to increase their current job performance and future job performance as well.
- Training.** Making the employee ready to perform the current job.
- Traits.** Particular qualities or characteristics the employee possesses.
- Transfer.** The moving of an employee within the same job/class/grade. Moving may be from one job to another job, from one place to another place, from one time to another time, or from office to field or vice versa.
- Type I structure of HR department.** Organizational structure of the HR department usually adopted by a small growing organization where head is in the first line management.
- Type II structure of HR department.** Organizational structure of the HR department usually adopted by a medium-size organization where head is in the middle management.
- Type III structure of HR department.** Organizational structure of the HR department usually adopted by a large organization where head is in the top management.

Understudy. A training method in which a senior manager trains a junior manager on the job so that the senior manager is replaced by the junior manager at a later time.

Uniformity. A criterion stating that similar decisions for the same issue should be made by all managers in the organisation.

Union multiplicity. A situation where there are more than one trade union existing at organisational level.

Unit forecasting. A forecasting technique of HR demand that uses a 'bottom up' approach under which each unit head prepares relevant unit's employee needs and finally the CEO prepares the plan of employee needs for the whole organisation basing on units' needs.

Unitary career. All the jobs a person has held in a certain field of employment or a certain profession.

Unstructured interview. An interview that does not have a predetermined set of questions and in which different questions are asked from applicants depending on their backgrounds and responses.

Vacation of employment. A type of terminations that occurs due to a long absence of the employee without authorized leave raising the reasonable inference that he/she does not intend to return to work.

Validity. A test's validity is the extent to which the test measures what it intends to measure.

Vestibule training. A training method that involves simulation. Training is given in an artificial place.

View point. A standpoint referring to the way of thinking about a thing in particular.

Vision. A mental picture or dream of the long-term future of the organisation in which one imagines how organisational affairs should be different from the way they are now.

Walk-ins. Job seekers who come to the organisation in search of jobs.

Welfare programme. A scheme that has been developed for a particular welfare service. A welfare scheme consists of objectives, policies, rules, budget and other elements.

Work sharing. An alternative work schedule whereby all employees have to share a condensed work (reduced number of working hours per day).

Work simplification. To reduce the scope of the job by removing some duties (increasing specialisation).

Worker reaction effect. A negative result of grievances: reduced worker effort as a reaction to the perceived unfair administration of the employment contract.

Write-ins. Job seekers who write to the organisation by sending their applications.