



**INSPECTORS INLAND REVENUES
ACADEMY**

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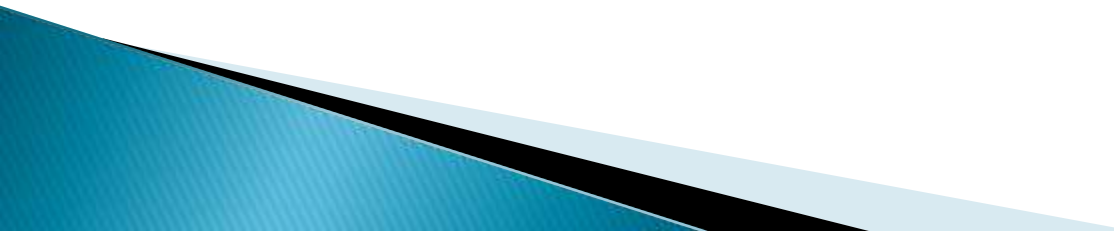
PERSONNEL ADMINISTRATION

Lecture by Honorable Dr. Qurat-ul-Ain Khan PhD in HRM

HRM Lecture 17

INTRODUCTION TO PUBLIC PERSONNEL ADMINISTRATION

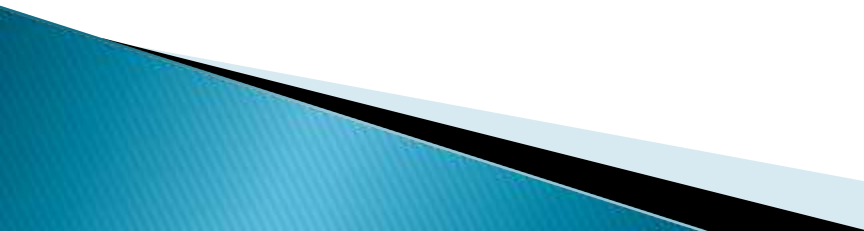
OBJECTIVES

- ▶ To introduce the concept of public personnel administration.
 - ▶ To distinguish the meaning and nature of public personnel administration.
 - ▶ To elaborate the functions and challenges of public personnel administration.
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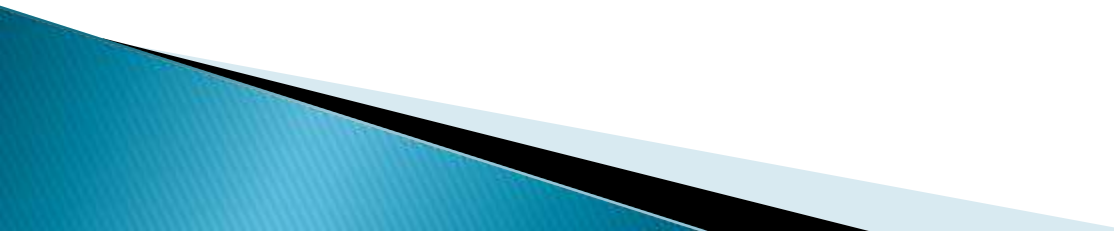
CONCEPT OF PUBLIC PERSONNEL ADMINISTRATION

- ▶ The task of government are increasing everyday. Development and welfare orientation have led to the expansion of government and its administrative machinery. As the task, responsibility and activities of organization whether public or private multiply, the demands of personnel, at every level, in terms of efficient discharge of their duties also rise.

MEANING OF PUBLIC PERSONNEL ADMINISTRATION

- ▶ Public Personnel Administration is that part of administration which concerned with people at work and with their relationships within an organization.
 - ▶ It is a branch of human resource management that is concerned with acquisition, development, utilization, and compensation of a public organization's workforce.
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NATURE OF PUBLIC PERSONNEL ADMINISTRATION

- ▶ Personnel function is crucial in any administrative organization. The organization cannot afford to ignore it. Hence it becomes a basic responsibility of the management, be in the government or in the socio-economic environment has its effect on management. The management environment keeps changing due to the changes that occur in the total socio-economic environment.
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FUNCTION OF PUBLIC PERSONNEL ADMINISTRATION

- ▶ There are ***four main functions*** of public personnel administration .
- ▶ The first is **Planning**, includes preparing staffing plans and budget, deciding how employees will be used, and setting pay rates.



- ▶ **Acquisition** is second , and refers to selecting and recruiting employees.



- ▶ *Development*, the third function, which involves employee training and advancement programs as well as performance evaluation.



- ▶ **Sanction**, the fourth Function, deal with employer-employee relationships, and may include workplace safety and handling grievances.



CHALLENGES OF PUBLIC ADMINISTRATION

❖ **COMPETITIVENESS**

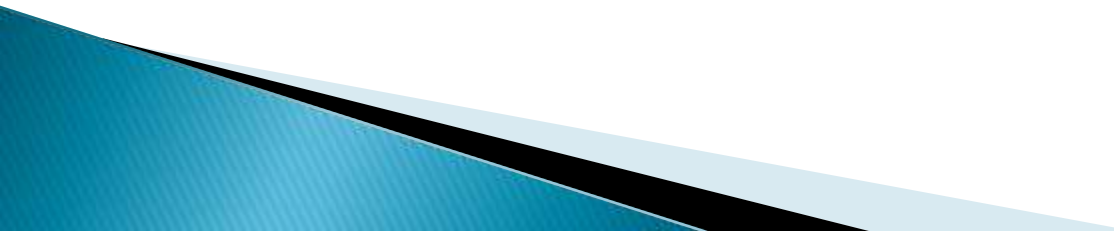
❖ **RESOURCE LIMITATIONS**

❖ **TECHNOLOGY**

❖ **VIOLENCE IN THE WORKPLACE**



WHAT IS COMPETITION?

- ▶ The act or process of competing
 - ▶ Relating to a situation in which people or groups are trying to win a contest or be more successful than others.
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COMPETITIVENESS

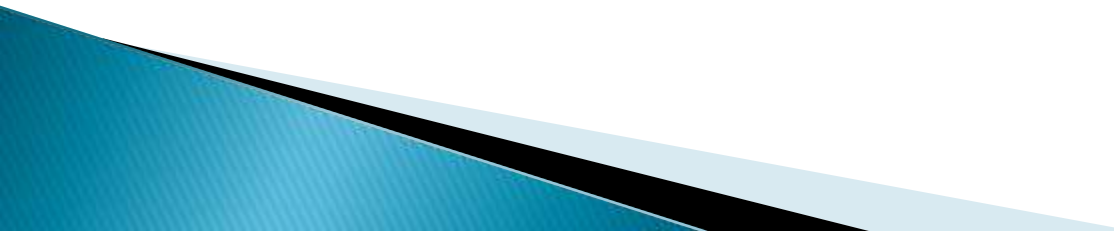


COMPETITIVENESS

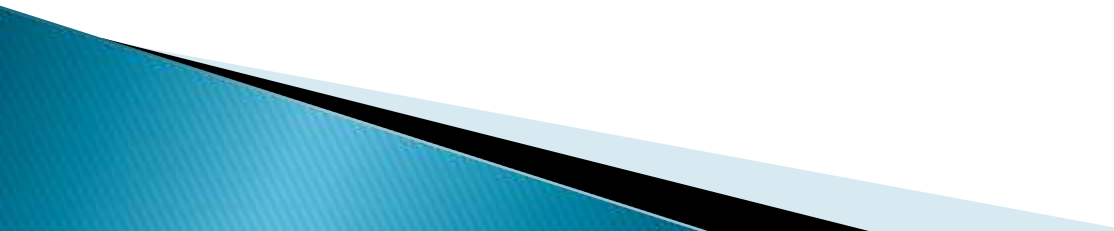
- ▶ Creates unhealthy rivalries that result in workers resenting one another, which is especially true if one person or team wins the competition.
- ▶ Competition can also create undue stress that may actually prove to be counterproductive to some workers effort.

SIGNS OF COMPETITIVE WORKPLACE

- ▶ **Productivity** - High productivity can be a sign of a competitive workplace, as workers who are trying to show that they can outdo each other work faster and more efficiently.
 - ▶ **Stress** - A stressful day-to-day environment can be a sign of a competitive work environment, especially when the success of some employees reflects poorly on their coworkers.
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- ▶ ***Defensiveness*** - Whether you're demonstrating to your employer that your work is as good as anyone else's, or you're responding to a coworker's competitive interest in your performance, a competitive workplace puts you in a position of constantly needing to prove your worth and defend your merits.
 - ▶ ***Secretiveness*** - An unhealthy competitive work environment is characterized by a reluctance to share information.
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Advantages of Competitive Workplace

- ▶ ***Production*** - as individual production numbers increase, so do those of the entire team of workers who seek to outdo one another.
 - ▶ ***Self-improvement*** - include actions like changing work habits to be more organized, using visualization and goal setting to achieve goals and simply performing higher quality work.
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- ▶ ***Teamwork*** - Competition can engender a sense of teamwork in the workplace when workers are placed in groups and asked to compete with one another, which can have a number of positive results that come from workers cooperating with each other.


Disadvantages of Competitive Workplace

- ▶ *Anxiety* - Work can be stressful. For an employee who doesn't stand out from the pack, a competitive workplace can increase the anxiety felt in the workplace.

- ▶ **Competition** - creates unhealthy rivalries that result in workers resenting one another, which is especially true if one person or team always wins the competitions.

This can result in a gap between the "haves" and "have nots" that may prove to be unhealthy in internal work relations.

Competition can also create undue stress that may actually prove to be counterproductive to some worker's efforts.

- ▶ **Poor Team Morale** - With teams that are already struggling with good teamwork and communication, a competitive workplace could further diminish team morale. This is also true if one person is a stand-out employee, and every incentive and award goes to him. Managers can't use competition alone to fuel more productivity, because teams that have poor bonds will resort to backstabbing and undermining behaviors to prevent others from getting the advantage. When a team loses morale, their team productivity also goes down. Competitive environments must be fostered with communications and team-building workshops.
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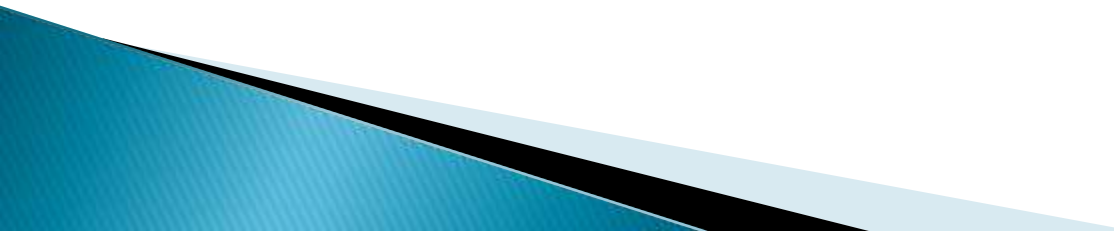
WHAT IS RESOURCE LIMITATIONS?

- ▶ “Resource limitation” is the lack of availability of necessary supplies required to maintain life, or a specific quality of life

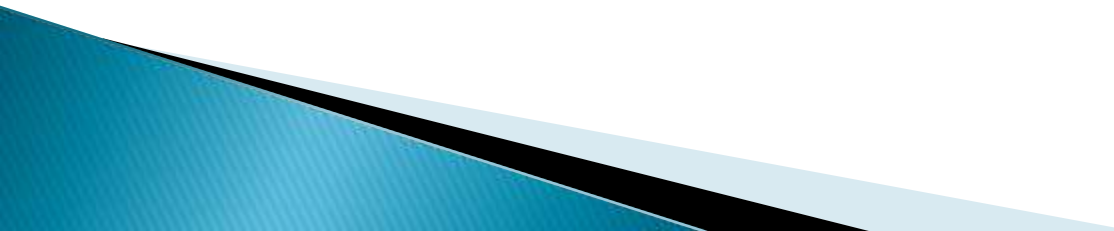
RESOURCE LIMITATIONS



RESOURCE LIMITATIONS

- ▶ Fewer resources mean agencies need to find ways to reduce cost.
 - ▶ As jobs are cut, tension develop in the organization. When cuts are made, expectations are not. Cuts also lead to declining morale and stress. Productivity of the organization is likely to suffer.
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WHAT IS TECHNOLOGY?

- ▶ The branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment.
 - ▶ Technology is a body of knowledge devoted to creating tools, processing actions and the extracting of materials.
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TECHNOLOGY



TECHNOLOGY

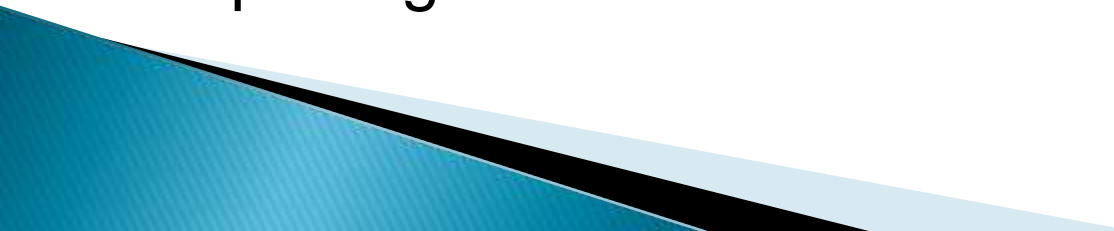
- ▶ *Cause Distraction at Work* – some companies have decided to block access to specific website like **Facebook, Twitter, Youtube** and **etc.** Because of the unlimited distraction they cause to employee.

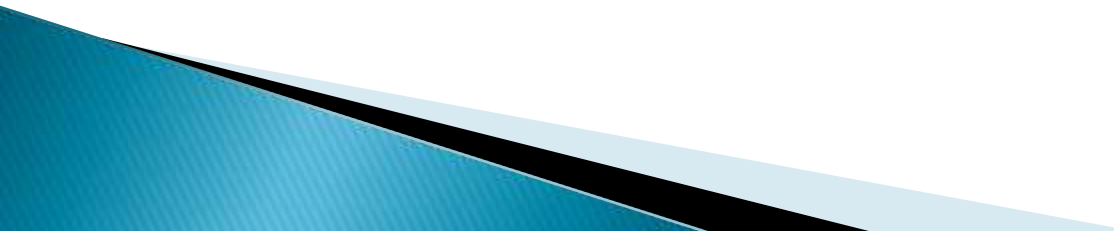


- ▶ *Makes Employee Lazy* – Since most task are automated by technology, many employees becomes lazy at work, technology kills their creativity and skills.

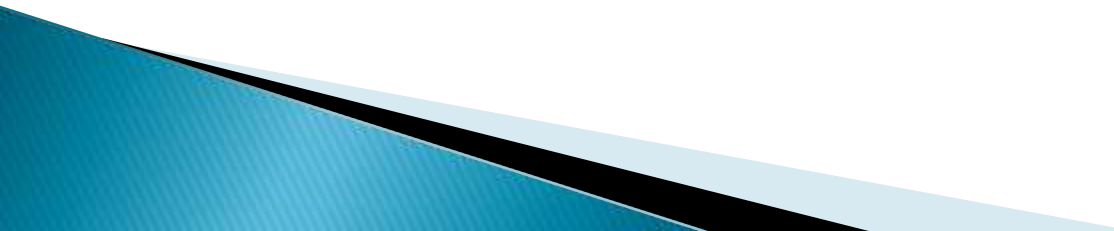


Advantages of Technology

- ▶ ***Improves communication*** - employees can use various communication tools to interact or exchange information at work.
 - ▶ ***Encourages Innovation and Creativity*** - employees can use internet technology to innovate ways of promoting their projects, programs, and activities.
 - ▶ ***Improves on Human Resource Management*** - It improves on the process of screening, recruiting and hiring new employees. Many human resource managers are using internet to advertise job openings.
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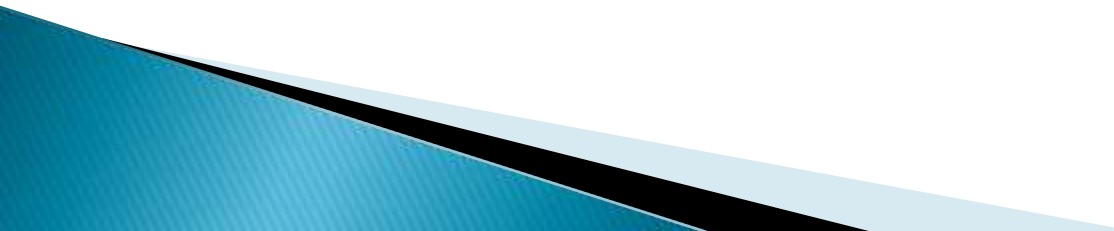
- ▶ ***Saves Time*** - use of internal networks at the workplace can help in sharing of gadgets like printers and scanners, so employees do not have to move to different departments to share technological tools.
 - ▶ ***Creates Mobility*** - the use of internet and computers to work has eliminated space and time boundaries. Employees can work from anywhere at any time, this mobility makes employees stay in control of their jobs.
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Disadvantages of technology

- ▶ **High Maintenance costs** - if business technology tools like computers are not well maintained, their performance will decrease and the process of buying new computers or any other business technology can even be more expensive.
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- ▶ ***Affects Workplace Relationships*** – Interpersonal communications are important in building workplace relationships because employees will get a chance to know each other in person, sometimes they can even share non-work related information, this type of interaction is killed by communication technology tools.
- ▶ ***It's Risky*** - all employees in important decision making positions will need access to private business information; this can pose as a threat, because it can be very difficult to monitor the usage and privacy of this information. Many employees come with flash drives at work, so they can transfer critical business information and use it for their own personal gains.

WHAT IS VIOLENCE?

- ▶ The exercise or an instance of physical force, usually effecting or intended to effect injuries, destruction, etc.
 - ▶ A violent act or proceeding.
 - ▶ “improper treatment”
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VIOLENCE IN THE WORKPLACE



VIOLENCE IN THE WORKPLACE

- ▶ **Threats and Blackmail** – Such as shaking fist, destroying property or throwing objects, and blackmailing.



- ▶ **Harassment** – Any behavior that demeans, embarrasses, humiliates, annoys, alarms or verbally abuses a person and that is known or would be expected to be unwelcome.



- ▶ **Sabotage** – a group can conspire or an employee can do acts that will cause you to fail or look back.



- ▶ **Indirect insubordination** – it's like you're tasked to head the committee and when called for a meeting, no one attended.



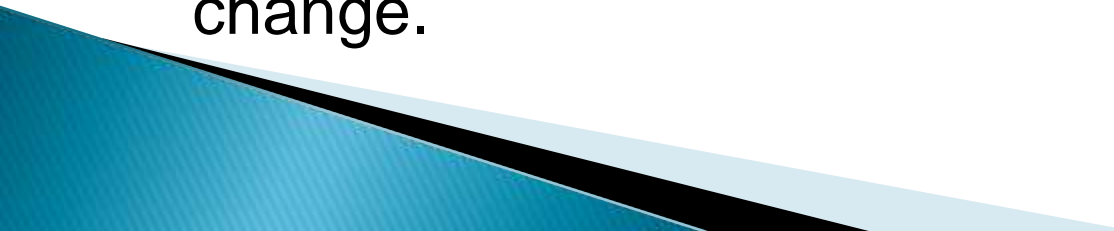
- ▶ **Verbal Abuse** – Swearing, insults or condescending language.



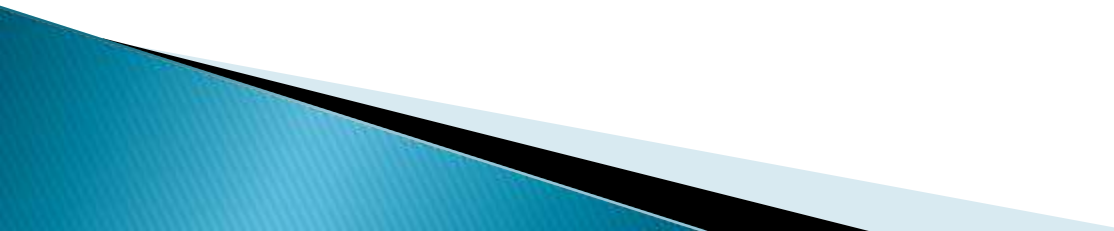
- ▶ **Physical Attacks** – hitting, shoving, pushing, kicking or any hurtful physical contact.



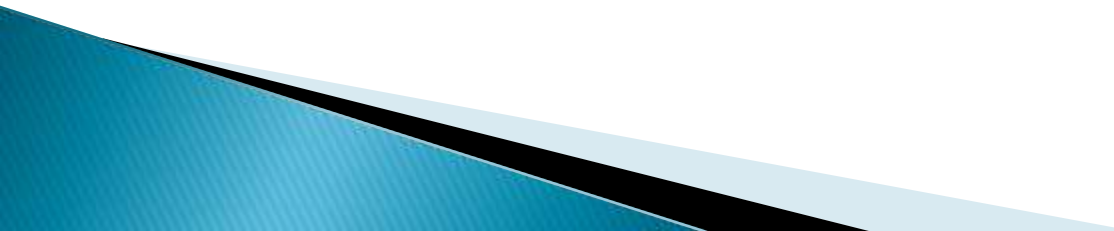
Work-related Factors that Increase the Risk of Violence

- ▶ Working with the public.
 - ▶ Handling money, valuables or prescription drugs
 - ▶ Carrying out inspection or enforcement duties
 - ▶ Providing service, care, advice or education
 - ▶ Working with unstable or volatile persons
 - ▶ Working in premises where alcohol is served
 - ▶ Working alone, in small numbers or in isolated areas
 - ▶ Working in community-based settings
 - ▶ Having a mobile workplace
 - ▶ Working during periods of intense organizational change.
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Elements of Workplace Harassment

- ▶ Use of Power
 - ▶ Intention is to Control
 - ▶ Have a strong personal dislike to the victim
 - ▶ Personal Attack
 - ▶ With Specific Objective – to get ahead of you, to get rid of you, to pass the blame on you
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Instigators of Workplace Harassment

- ▶ The Bosses
 - ▶ Sub-ordinates
 - ▶ Employees who are Tenured
 - ▶ Any Employee
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PUBLIC PERSONNELS

