



IMPORTANCE OF HR PRACTICE FOR IMPROVING QUALITY OF WORK AND IMPROVING PRODUCTIVITY IN INDUSTRIES

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Abstract

Indian industries are facing competition both from imports and multinational companies in the competitive markets. The new competition is in terms of reduced cost, improved quality, products with higher performance, a wider range of products and better service, and all delivered simultaneously. Generally in an Indian perspective manufacturing is a support activity for making and have got little top management attention. Most of industries still very far from world class standard. Due to this, Indian industries are forced to maintain quality management with people alignment towards organisational objectives in the term of continuous improvement, defect prevention, reduction of variation and timely delivery with adequate productivity.

My paper high lights the important of innovative HR practice and employees participation (from low level to higher level) towards organisational goals and objectives. To achieve this, multiple skills of employees, attitude, knowledge, behaviour, culture, training and development are playing vital role in an organisation. The human multiple skills and culture play significant role to eliminate the barrier while implementing new thought and new concept for improving productivity with excellence.

Indian industries are forced to upgrade the current technology to meet international standard, but we cannot achieve the goals with out supporting human knowledge, behaviour and attitude of people. So, the concept of people oriented management is very popular and results are getting favourably towards organisation the industrial conflicts can be minimised through the cordial relationship between workers and management.

The best HR policy and practices will lead to achieve the multiple machine concepts to improve the productivity. It helps to maintain TPM concepts and work place improvement. On the job training and performance appraisal for unionised employees will lead to achieve efficiency of organisation in the decided manner and bring out talented people under an umbrella. It is one of valuable key for improving motivation of employees which helps to identify the talented people. Currently, most of the Indian industries are adapting time scale promotion and rewards instead of good systematic performance appraisal to the unionised employees. So, most of the employees are hesitating to work beyond specified work, resulting – volunteer movement being reduced among the employees.

My paper covers the concept of innovative strategy in HR practice relating the terms of employees motivation, method of holistic approach in management, training and development of people and providing welfare measure, changing culture of employees, changing behaviour, improving attitude, knowledge, skills, education etc, these are leading to enhance the efficiency of an organisation with improve the brand name of product in the world which helps to sustain the product long term in the competitive challenging market.

Introduction

People in any organisation manifest themselves, not only as individuals but also through group interactions. When individuals come to work place, they come without only technical skills, knowledge etc but also with their personal feelings, perception, desires, motives attitude, aptitude, values etc. therefore employee management is an organisation does mean management of not only technical skill but also other factors of human resources. It is observed that undoubtedly the physical and mental attributes of human resources are highly relating to organisational performance and

Productivity .It is important to note that the employees in any organisation are not to be viewed as quantity of human resources but it will be in quality of human resources .So, the human resources are to be modified based on current environment factors. They should be trained and developed to meet the future needs of organisation. Handling of human resources is entirely different from that of others due to the changing behaviour of individual and culture. HRM concerned with the development of the knowledge, capability, skills, and potentialities of human resources, and achieving employee goals with job satisfaction. It aims attaining the goals of organisation. Organisation goals include survival, growth and development in addition to profitability, productivity, innovation, excellence etc. at the same time individual employees goal consist of job satisfaction, job security, high salary, attractive fringe benefits, challenging work, pride status, recognition, and opportunity for development. The development function encompasses the training of workers to perform



their tasks in accordance with company strategy. This activity also involves company efforts to control and change employee behaviour via reviews, appraisals, incentives, discipline and motivation.

Practicing various human resources policies and programs like employment, development and compensation and interaction among employees creates a sense of relationship between the individual worker and management, among workers and trade unions and management. It is the process of interaction among human beings. Human relation is an area of management practice in integrating people in to work situation in a way that motivates them to work together productivity and obtains to get quality of work. The effective modern approach of HR practice will lead to employee satisfaction on work which turn to reducing labour turn over, low rate of absenteeism. This will lead to the increasing health of organisation and maintaining cordial relationship between employees and management. This will lead to employees productivity and improve the quality of work.

The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources. Consequently' HRM encompasses efforts to promote personal development, employee satisfaction, and compliance with employment-related laws.

History HRM Policy and Practices in Earlier Stages

Key principles and practices associated with HRM date back to the beginning of mankind. Mechanisms were developed for the selection of tribal leaders, for example, and knowledge was recorded and passed on to youth about safety, health, hunting, and gathering. More advanced HRM functions were developed as early as 1000 and 2000 B.C. Employee screening tests have been traced back to 1115 B.C. in China, for instance. And the earliest form of industrial education, the apprentice system, was started in ancient Greek and Babylonian civilizations before gaining prominence during medieval times.

Between the 1880s and the 1940s, immigration rose significantly and remained robust until World War II. Advertisements circulated throughout the world depicting the United States as the land of opportunity where good-paying industrial jobs were plentiful. As a result, the country had a steady stream of low-skill, low-cost immigrant workers who occupied manufacturing, construction, and machinery operation positions. Even though these employees performed largely routine tasks, managers faced serious obstacles when trying to manage them since they spoke different languages.

Early human resource management techniques included social welfare approaches aimed at helping immigrants adjust to their jobs and to life in the United States. These programs assisted immigrants in learning English and obtaining housing and medical care. In addition, these techniques promoted supervisory training in order to increase productivity.

While some companies paid attention to the "human" side of employment, however, others did not. Therefore, other factors such as hazardous working conditions and pressure from labour unions also increased the importance of effective management of human resources. Along with the manufacturing efficiencies brought about by industrialization came several shortcomings related to working conditions. These problems included: hazardous tasks, long hours, and unhealthy work environments. The direct cause of employers seeking better HRM programs was not poor working conditions, but rather the protests and pressures generated by workers and organized labour unions. Indeed, labour unions, which had existed as early as 1790 in the United States, became much more powerful during the late 1800s and early 1900s.

There were two other particularly important contributing factors to the origination of modern HRM during that period. The first was the industrial welfare movement, which represented a shift in the way that managers viewed employees—from nonhuman resources to human beings. That movement resulted in the creation of medical care and educational facilities. The second factor was Frederick W. Taylor's (1856-1915) scientific management, a landmark book that outlined management methods for attaining greater productivity from low-level production workers.

The first corporate employment department designed to address employee concerns was created by the B.F. Goodrich Company in 1900. In 1902 National Cash Register formed a similar department to handle worker grievances, wage administration, record keeping, and many other functions that would later be relegated to HRM departments at most large U.S. companies. HRM as a professional discipline was especially bolstered by the passage of the Wagner Act in 1935 (also known as the National Labor Relations Act), which remained the basic U.S. labour law through the 1990s. It augmented the power of labour unions and increased the role and importance of personnel managers.



In the 1960s and 1970s the federal government furthered the HRM movement with a battery of regulations created to enforce fair treatment of workers, such as the Equal Pay Act of 1963, the Civil Rights Act of 1964, the Employee Retirement Income Security Act of 1974 (ERISA), and the Occupational Safety and Health Act of 1970. Because of these acts, companies began placing greater emphasis on HRM in order to avoid law suits for violating this legislation. These regulations created an entirely new legal role for HRM professionals. Furthermore, during the 1970s, HRM gained status as a recognized profession with the advent of human resource programs in colleges.

By the end of the 1970s, virtually all medium-sized and large companies and institutions had some type of HRM program in place to handle recruitment, training, regulatory compliance, dismissal, and other related issues. HRM's importance continued to grow during the 1980s for several reasons. Changing workforce values, for example, required the skills of HRM professionals to adapt organizational structures to a new generation of workers with different attitudes about authority and conformity. Shifting demographics forced changes in the way workers were hired, fired, and managed. Other factors contributing to the importance of HRM during the 1980s and 1990s were increasing education levels, growth of service and white-collar jobs.

HR Practices in India

As highlighted by Indian management researchers, Indian firms focus on strategies of turnaround, diversification, expansion and internationalisation, human resources and human capital performance in India have become increasingly important. Consequently, HR's role in effectively using the employer brand has tremendously expanded grown in importance for improving productivity. A brief historical snapshot provides background about the increasing role of human resource management in India and employer brand as strategic HR tool. The HR profession in India began in the 1920 with concern for labour in factories. After India's independence from Great Britain in 1947, the HR profession evolved, expanding in the 1960s into three areas – labour welfare, industrial relations and personal administration. The profession further matured in the 1980s and was more commonly known as Human Resource Development. With liberalisation of the Indian economy in 1991 and subsequent reforms, the importance of the HR function dramatically increased. In the 1990s the function was on HRD as a key tool for business survival, and the method to measure effective people development activities. With arrival of many multinational corporations (MNCs) in India, there has been an increase in progressive HR practices as well as an expansion of different types of HR terminology, such as human resource management (HRM). In the past 10 years, the human resource profession in India has become increasingly sophisticated. It continues to evolve best practices to meet the needs of organisations for improving quality of work and improving productivity. Globalisation has blended work culture.

HR practices are being modified to appropriately fit Indian companies. Being observed many, MNCs have a policy that enables the company employees to fire people without explanation, some times termination without cause; this policy goes against Indian culture and legislation. An important factor of productivity is based on employees engagement. Employee engagement has emerged as a critical driver of business success in today's global market place.

Focus of HRM

Businesses and organizations focused on three major resources: physical resources, such as materials and equipment; financial resources. HRM refers to the management of all decisions within an organization that are related to people. In practice, however, HRM is a tool used to try to make optimum use of human resources, to foster individual development, and to comply with government mandates. Larger organizations typically have an HRM department and its primary objective is making company goals compatible with employee goals insofar as possible. Hence, for a company to attain its goals, it must have employees who will help it attain them. Towards this end, R. Wayne Pace, writing in *Human Resource Development*, identifies seven underlying assumptions that provide a foundation and direction for HRM.

First Assumption is the acknowledgment of individual worth, suggesting that companies recognize and value individual contributions.

Second Assumption is that employees are resources who can learn new skills and ideas and can be trained to occupy new positions in the organization.

Third Assumption is that quality of work life is a legitimate concern, and that employees have a right to safe, clean, and pleasant surroundings.

A Fourth Assumption is the need for continuous learning; talents and skills must be continually refined in the long-term interests of the organization.

A Fifth Assumption supporting the existence of an organized HRM within a company or institution is that opportunities are constantly changing and companies need methods to facilitate continual worker adaptation.



Sixth Assumption is employee satisfaction, which implies that humans have a right to be satisfied by their work and that employers have a responsibility and profit motivation to try to match a worker's skills with his or her job.

The Seventh and Final Assumption is that HRM encompasses a much broader scope than technical training—employees need to know more than the requirement of a specific task in order to make their maximum contribution.

Importance of Performance Appraisal

Performance appraisal is method of evaluating the behaviour of employees and their performance work. The human resource development refers to performance appraisal training activities. The basic goal of appraisal is to provide feed back to employees concerning their performance. This feed back allows them to evaluate the correct weakness and improve their contribution. HRM professionals must devise uniform appraisal standards. It must tie the appraisal process in to compensation and incentives strategies with an opportunity of individual promotion.

Current Scenario of Appraisal System

Today, mostly of all industries are adapted the performance appraisal for executives but not covering unionised employees. This is being found deficiency to improve the organisation health and development. Due to this, workers participation in management (WPM) is not achieved effectively. Workers are being evaluated without suitable assessment; their promotion is based on time scale not in work performance. Under this method, promotion and incentives are being provided assessing by long service even not possessed sufficient knowledge and skill on work. It is being to reduce the efficiency of the organisation. At the same time, the deserving candidates are not getting opportunities for their professional growth . This will lead to frustration, non alignment on goals resulting lack of cooperation between employees and superiors. So, the current performance of appraisal system will be extended up to the unionised employee which helps to identify the skilled and talented employees. This will increase the strength of organisational culture for improving productivity.

Barrier to Implement Innovative HR Practice

A recent survey indicated that the most of the union in industries are not co-operating to implement the performance appraisal to the unionised employees due to the lack of knowledge , improper communication , lack of understanding about the concept, and fear on changes, wrong assumption, fear on bargaining , fear on value of union, un faith on management ,wrong feeling on decision making for providing incentives, reward and promotion for disserving candidates. So, the most of union not being accepted to change attitude of unionised employees to the favour of management. These are identified as barrier in front of management to introduce performance appraisal to the unionised employees in an organisation.

Methods an Innovative HR Practices

Innovative HR practice and holistic approach are playing significant role to improve the organisational health with sound productivity through individual carrier development. The following innovative HR practices can be adapted to improve the efficiency of the organisation.

1. Strengthening the Concept of WPM by suitable rewarding method.
2. Strengthening the cordial relationship between union and management.
3. Define openly with union about the advantages of performance appraisal to Unionised employees.
4. Define with union about the impact of performance appraisal.
5. Explain clearly with individual / groups of employees and union regarding the impact of performance appraisal.
6. Counselling can be adapted if any resistance found on employees.
7. Motivate all employees without bias.
8. Friendly approach will be maintained between executives and associates while executing work.
9. Systematic procedure will be followed for issuing welfare and incentives.
10. Better environment system can provide at work place.
11. Family get together with management and workers can be introduced.
12. Medical, education and superannuation can be strengthened for employees.
13. Suitable rewards can be introduced based on individual performance.
14. Special rewards can be introduced those who are working in critical area.
15. Safety policy and working procedure systemised in an individual KRA for unionised employees
16. Work simplification can be adapted through Effort and Ergonomics Index measuring method
17. Systematic approach can be adapted for improving on the job training.
18. Job enrichment and job enlargement strictly followed for fixing remuneration.
19. Consider self development for his/her higher promotion / incentives.
20. Group discussion can be strengthened relating his work.



21. Method of Punishment can be modified to realise his mistake.

Methods for Increasing Career Motivation

- a. Build employees self –development through feedback and positive reinforcement.
- b. Generate opportunities for achievement.
- c. Create a conducive environment to risk taking by rewarding innovation and reducing fear of failure.
- d. Show interpersonal and encourage group unity and collaborative working relationship.
- e. Encourage employees set their own goals.
- f. Provide valuable information to the employees relevant to attaining their career goals.
- g. Provide regular performance feedback.
- h. Encourage work involvement through job challenges and professional growth.
- i. Provide career development opportunities, such as leadership position and advancement potential.
- j. Reward on performance through professional recognition.

Many organisations find themselves faced with the prospects of down sizing their workforces and reducing number of management position in response to competition and changing business condition. However, even with fewer employees, organisation still has to engage career development activities, because HR needs will change as business strategy and technology changes. These forces increase the likelihood that organisations will have to develop career development programs, without being able to offer upward movement or promise of the job security as benefits to the employees. Career development efforts will have to focus enriching employees in their current jobs.

Human Resource Approach

The human resource approach is developmental; it is concerned with the growth and development of people towards higher level of competency, creativity and fulfilment, because people are the central resource in any organisation and in any society. This approach can be easily understood i.e. getting things through the people according to this direction. The human resource approach on the other hand, is developing people and facilitative, It helps people to grow in an organisation. Employees – oriented leadership is better than a task oriented leadership.

Motivation in Work Force

Motivation is a centre tendency of organisation, motivation, at its core, can be defined as the energy a person puts toward work related behaviour. While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behaviour and performance. Because of motivation's role in influencing workplace behaviour and performance. There is a general consensus that motivation involves three psychological process. They are

- Arousal – initiate of action
- Direction – path of employees take accomplishing the goals
- Intensity - It is vigour and amount of energy employees put in to goal

Behaviour Approach to Motivation

The behavioural approach to work place motivation is known as organisational behavioural modification. This approach applies the tents of behaviourism developed by BF. Skinner to promote employee behaviour that an employees deems beneficial and discourage those that are not. An employee's behaviour can also be shaped during the learning process if approximations of the ideal behaviour are praised or rewarded. Compensation and other reward programs provide behavioural reinforcement, and if carefully crafted, can provide powerful incentives to employees. Punishment should be used judiciously. If over used, punishment can negatively impact employees' perception of fairness in the work place.

Application of Motivation

Organisation reward systems have a significant impact on employees level of motivation. Rewards can be either tangible or intangible. Various forms of pay, such as salary, commission, bonus, employee ownership programs and various types of profit or gain sharing programs, are all important tangible. In the same time, fringe benefits have a positive impact on attraction and retention, their direct impact on motivation. Salaries play a crucial role in the tangible reward system. Some studies have shown that praise can be as effective as tangible rewards. Other forms of intangible performance include status symbols, increased autonomy demonstrates trust in an employee, may decrease stress and improve job satisfaction. Since it may be hard for an employee to achieve a similar level of trust in a new organisation, increased autonomy may also help improve motivation which turns increases the performance of individual, groups and whole in the company.



Motivation and Discipline

S. No	Rating Response	Corporate Affairs	Finance	HR Dept	Production	Total	%
1	Strongly agree	0	1	0	1	2	6
2	Agree	0	3	1	0	4	8
3	Neither agree nor disagree	1	2	2	2	7	14
4	Disagree	3	4	2	5	14	28
5	Strongly disagree	6	4	5	8	23	46

Sample = 50 nos

Source of Variation	Sum of The Square	Df	Mean Square	F-Ratio	F -Limit
Between groups	5.4	3	1.8	0.321	3.24
With in groups	89.6	16	5.6		
Total	95	19			

H_0 : There is no significant at 5% level difference between Motivation and discipline ie ; F is less than the table of F.

H_a : There is significant difference between motivation and discipline.

Conclusion: Discipline is not much lead to improve productivity than motivation.

Value of Employer Brand in India

The employer brand is a strategic tool to attract, recruit and retain talent. HR uses the employee brand for three main reasons.

- Organisational culture
- Positive outcomes for recruiting
- Retaining talent.

HR Practices and Productivity Improvement

Motivation plays significant role to improve the job satisfaction, particularly their emotion, behaviours, and attitudes on work. Job satisfaction has theoretical and psychological linked to important job out comes including attitudinal variable, absenteeism , employee turnover and job performance. Job satisfaction is strongly correlated with attitudinal variables such as job involvement, organizational commitment, job tension, frustration, and feelings of anxiety. Job satisfaction also has a weak correlation with employee’s absentee behaviours and turn over from an organisation with employees more likely to miss work or find other jobs if they are not satisfied. Most of research study found a positive relationship exists between job satisfaction and performance. It is linked by the use of rewards at an organisation and strength of employee’s attitudes about their job and for improving quality of work.

In order to stay competitive, the other company will have to follow suit and improve its productivity. Once the two companies reach the same level of productivity, they will compete primarily on price until any advantages in profitability have disappeared. As documented in the main text, this dynamic generally played out within the US Automotive sector. The shift in demand to light trucks in the late 1990s increase productivity by raising value added per vehicle. The Big Three’s experience with light trucks gave them an early competitive advantage, allowing them to dominate the market segment. Combined with their gains in manufacturing efficiency, this enabled the Big Three to reap substantial profits in the second half of the 1990s. By the year 2000, the Japan and Germany-based OEMs began to successfully challenge the Big Three in the light truck market. This trend was accelerated by the shift in demand from SUVs based on truck platforms, to SUVs based on cars, where he Japan and Germany-based OEMs have significant advantages and manufacturing know-how. The increased competition in light truck market materially eroded profit margins for the Big Three,

The Big Three Innovative

We have found that 45 percent of the productivity increase seen between 1987 and 2002 was driven by process innovation and effective HR application – primarily the adoption of lean production techniques by the Big Three. About 25 percent of this increase came from the shift to new higher value-added products; the remaining gain came from added features and quality in existing products, a shift within the industry to more efficient producers, and a changed product mix.



Leader Ship Role

Leadership plays vital role to achieve the organisational goal. The effectiveness of leadership leads to change the culture and behaviour of the people in an organisation. The best innovative HR practice integrated with various department head for coordinating activities of various function of an organisation. The leadership is an art which is not from birth and it is developed through experience, knowledge, behaviour, attitude and aptitude etc, The good leadership creates better motivation and coordinate the people (from lower to higher) to join together towards objective of the organisation. Quality of leadership is most important to get good faith and trust from subordinates which turns to get good relationship between superior and subordinates. The role of leadership is a core functions and centre activities of an organisation which helps to bring people in line for aligning the goal and objective of the organisation. The concepts of MBO creates successive planning which make way for subordinate to make goal setting by himself and helps to develop the execution knowledge . De-motivation and threatening will spoil the relationship between superior and subordinates which turns to against the alignment of organisational objectives and reduce the efficiency of organisation by increasing frustration and fearness among subordinates. Subsequently, subordinate's autonomy is reduced in the function of execution. So, the function of leadership is more value in an organisation to encourage subordinates which helps to improve their performance and increase the efficiency of an organisation.

Conclusion

Nothing can be done without human, my paper highlights the history of HRM development and its application from earlier to modern management and stressed an innovative HR practices for industries to achieve the objectives and goals in an effective manner. Every activity depends on people in an organisation. So, developing people are mandatory in every organisation for doing things rightly and effective with efficiently .Hence, HR strategy and planning are designed well in an effective manner and systematic method in order to implement at work areas. .Also, my paper stressed about the importance of people oriented management which facilitate to mould the good behaviour which focus to achieve objective of the organisation by improving quality of work and productivity. It is also focused about method of human resources approach and methods for employees motivation. These are primary function for every organisation to achieve their goal. Many case studies have taken in to account in my article regarding HR application and its improvement. Innovative HR practices leads to better productivity and improve the quality of work. My article strongly emphasised about the leadership role and modern method of HR application, these are help to improve the efficiency of an individual, groups and whole in the organisation. HR plays crucial role to align the people towards objective of the organisation. .The finding of this article highlighted that the motivation plays vital role than discipline in an organisation to achieve the productivity and for improving quality work. Human resources will be treated as valuable assets than any other resources for sustaining continues growth and profit of an organisation by meeting competitive business trend in the modern world.

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