
**“ROLE OF HUMAN RESOURCE MANAGEMENT IN IMPROVING
PRODUCTIVITY OF THE WORKFORCE”**

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ABSTRACT

Productivity is considered to behaving various connotations.” Productivity is measurable’ (John C. Haltiwanger, Julia I. Lane and James R. Spletzer,1999)This research focuses on how different methods, techniques and policies adopted by the management helps the management to keep their workforce happy and competent. HR plays a pivotal role in ensuring over all productivity, Manufacturing firms are always faced with the problem of promoting operational performance and labor-force management. “The utilization of human resources is closely correlated with operations and production performance.”(Liang-Hsuan Chen, Shu-Yi Liaw, Tzai-Zang Lee-2003)This paper is a means to appreciate the nitty-gritty involved in employee’s relationship with their organization and employers. It will help to understand how organization keep constant check of employees motivations so as to run their business smoothly.

(Key words: Productivity, work force, operation performance,)

INTRODUCTION

Productivity has become a household word as almost everyone talks about it.Yet, the term ‘productivity’ means different things to different persons. As a phenomenon, it ranges from efficiency to effectiveness, to rates of turnover and absenteeism, to output measures, to measure of client or consumer satisfaction, to

intangibles such as disruption in workflow and to further intangibles such as morale, loyalty and job satisfaction.

The least controversial definition of productivity is that it is a quantitative relationship between output and input (Iyaniwura and Osoba, 1983, Antle and Capalbo, 1988). This definition enjoys general acceptability because of two related considerations. One, the definition suggests what productivity is thought of to be in the context of an enterprise, an industry or an economy as a whole.

Two, regardless of the type of production, economic or political system, this definition of productivity remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the quantity of resources used to produce them (Prokopenko, 1987).

Eatwell and Newman (1991) defined productivity as a ratio of some measure of output to some index of input use. Put differently, productivity is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production. This conception of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized (Samuelson and Nordau's).

So we have seen that human resource management plays an important role in maintaining and developing the workforce of an organization. HRM functions are vast and it covers various areas like recruitment, induction, training and development, motivation, counseling, staffing. HRM functions starts when an employee joins an organization and ends till the time it leaves the organization.

LITERATURE REVIEW

Enid Mumford ; (1991)**research** in establishing a fit between employees need and aspirations in work *Job Satisfaction: A Method of Analysis*

The extremely nebulous concept of “job satisfaction” is examined.He attempts to define it , providing a method for establishing how good a fit there is between employees’ needs, expectations and aspirations in work and their actual work experience.

Thomas C. Cole, Brian H. Kleiner,(1992) has done a deep study in absenteeism its causes control types etc *Absenteeism Control*discusses the five basic elements of an

effective absentee control programme: maintaining detailed attendance records; determining reasons for absence; summarizing and analysing attendance data; taking decisive action to correct the problem; and providing quality leadership to employees. Traditional approaches to controlling absenteeism are discipline at progressive levels to punish excessive absences, and reward, in which various incentive systems are utilized to reward employees for outstanding attendance. Draws examples from US companies.

Alan Waring: (1996) has told the features of effective health study ; *Corporate health and safety strategy*

Policy, objectives and strategy comprise the “front-end” components of a successful health and safety management system (SMS) which every employer should set up. The particular strategy represents the focus of attention over a defined period of time, typically 1-5 years, and determines much of the practical SMS requirements. Seeks to outline the requirements for successful health and safety management and how these may be addressed systematically through strategy and SMS.

John C. Haltiwanger, Julia I. Lane and James R. Spletzer,(May, 1999)had researched in how different people from different place differs in productivity level. : *Productivity Differences across Employers: The Roles of Employer Size,*

Empirical objective was to provide the initial investigation into the key measures of the firm’s performance labor productivity and the composition of the firm’s workforce as measurable by observable workers characteristics. We exploit longitudinal matched employer employee dataDeveloped under a recent pilot project at the U S census beureu.

Liang-Hsuan Chen, Shu-Yi Liaw, Tzai-Zang Lee

(2003)researched in studing the affect of HRM pattern in improving the productivity of the workers: *Using an HRM pattern approach to examine the productivity of manufacturing firms – an empirical study* Manufacturing firms are always faced with the problem of promoting operational performance and labor-force management. The utilization of human resources is closely correlated with operations and production performance. This study investigates the correlation

between human resource management (HRM) and business performance of large-scale manufacturing firms in Taiwan.

Teodor Pretrus, Brian H. Kleiner (2003) has done a research in finding the effect of stress on work and how management can help the employees in solving their problem and new efforts taken for workplace training. **Title :** *New developments concerning workplace safety training: managing stress arising from work*

Balancing the demands of work and family life becomes more difficult and complex. Every week an estimated 95 million Americans suffer a stress-related problem and take medication for their aches and pains. There are estimates that as much as 80 per cent of all illness is stress-related, and 85 per cent of all industrial accidents are linked to personal worker behaviour that includes adaptation to stress.

In new data from a study done by the Massachusetts Institute of Technology Analysis Group, researchers estimate that depression, which can be triggered by ongoing stress, costs American business \$43.7 billion a year. This is as much as heart disease (McIlwain, 1999). Health studies provide that if the problems are identified early and responded to quickly, most are easily and successfully resolved. With this in mind many employers realise the importance of providing assistance and resources in finding solutions to personal or professional concerns employees might have in order to assist them in maintaining the quality

Blaire Palmer(2005) has suggested in his study to make separate motivational strategies for different employee :” Create individualized motivation strategies”

As we see in the workplace, most motivation strategies are “push” or “pull” based: keeping people moving either with a kick from behind (threats, fear, tough targets) or by offering choc-drops (bonuses, grand presentations of the company vision, team-building games). The article suggests five elements that make up a more effective, sustainable and humane way to motivate individuals

.David P. Lepak, Hui Liao, Yunhyung Chung, Erika E. Harden (2006) the aim of this paper is to take a step toward identifying and addressing several conceptual and methodological issues regarding HR systems : *A Conceptual Review of Human Resource Management Systems in Strategic Human Resource Management Research*

A distinguishing feature of strategic human resource management research is an emphasis on human resource (HR) systems, rather than individual HR practices as a driver of individual and organizational performance. Yet, there remains a lack of agreement regarding what these systems are, which practices comprise these systems, how these systems operate, and how they should be studied.

Thomas A. Wright, Russell Cropanzano (2007) has done a study in how to keep employees happy and the measure of their happiness is considered to be their job satisfaction - *The Happy/Productive Worker Thesis Revisited*

For decades, since at least the famous Hawthorne studies, the happy/productive worker thesis has forcefully captured the imagination of management scholars and human resource professionals alike. According to this “Holy Grail” of management research, workers who are happy on the job will have higher job performance, and possibly higher job retention, than those who are less happy.

.Adnan Enshassi, Sherif Mohamed, Peter Mayer, Karem Abed

(2007) has done a research in developing benchmarks to measure labor productivity against it. *Benchmarking masonry labor productivity*

Labor productivity is one of the most important factors that affect the physical progress of any construction project. In order to improve labor productivity, site production should be measured on a regular basis, and then compared to acceptable standard benchmarks.

.Michael J. Brusco 1 Tony R. Johns 2 has done a study in mainting diversify workforce and developed different strategies to improve their productivit- *Staffing a Multiskilled Workforce with Varying Levels of Productivity: An Analysis of Cross-training Policies**

Service operations that utilize cross-trained employees face complex workforce staffing decisions that have important implications for both cost and productivity. These decisions are further complicated when cross-trained employees have different productivity levels in multiple work activity categories. A method for policy analysis in such environments can be beneficial in determining low-cost staffing plans with appropriate cross-training configurations.

Galup, Stuart D, Klein, Gary, Jiang, James (Tuesday, July 1 2008) has studied the element of employee satisfaction and job characteristics and their relation. “- *impacts of job characteristics on employee satisfaction* “

The use of temporary employees in the information systems field continues at a high rate. In order to maintain a quality work environment, an organization must effectively manage both the temporary and permanent work force. A model of satisfaction is different in both the cases.

.Dr. Christopher Collins (of Cornell University's Center for Advanced Human Resource Studies) has team discovered that employers understand that their HR practices have a direct impact on business results “- *Human Resource Management Practices and Firm Performance in Small Businesses -- Financial Impact.* “

In the first phase, the Cornell team discovered that employers understand that their HR practices have a direct impact on business results. However, employers were unclear on which management practices worked best.

OBJECTIVES

To study the present situation of the company and different factors which effects the productivity of the workforce.

To have the proper understanding of the company's present Human Resource practices.

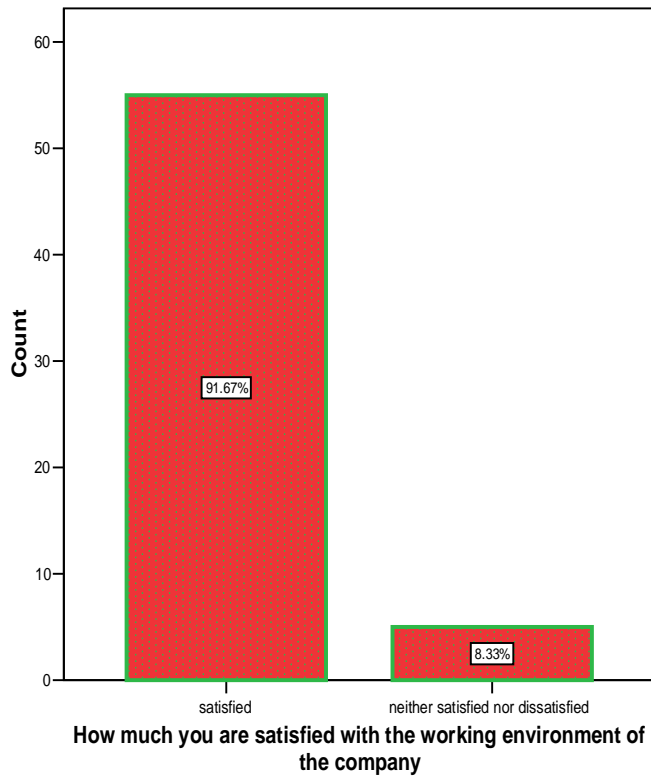
To diagnose and identify the weakness and flaws existing in the system

To suggest new improved ways and recommendations to enhance effectiveness and productivity of the existing system

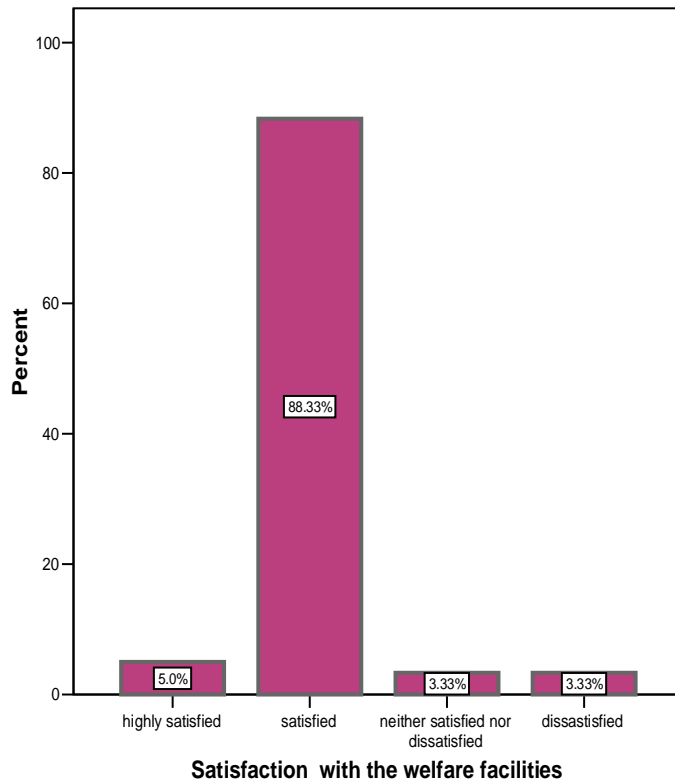
RESEARCH METHODOLOGY : Descriptive Research **SAMPLE SIZE** : 60

workers from all department of the plant. 32 were from production department , 10 each were from materials and quality and rest of them were from rework, assembly etc. Structured Questionnaire , Personal interview

DATA ANALYSIS



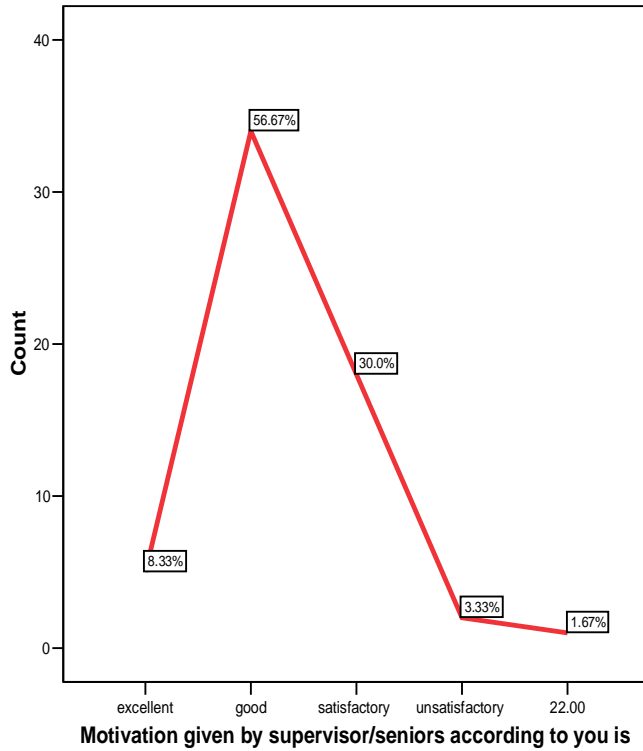
Out of the 60 workers 91.67% of the workers are satisfied with the working environment of the company and only 8.33% of the workers are neither satisfied nor dissatisfied. None of the workers are dissatisfied so we can infer that working environment of the company is good.



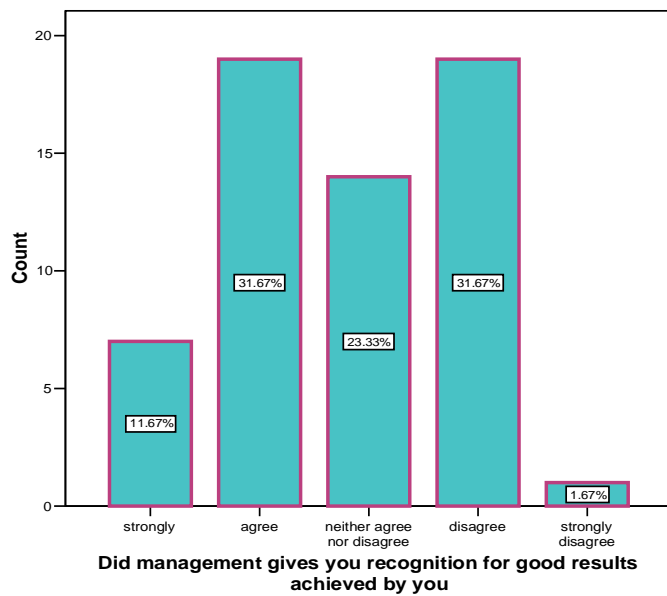
88.33% of the workers are satisfied with the welfare facilities, 5% of the workers are highly satisfied and 3.33% workers are neither satisfied nor dissatisfied and the same percentage of the workers are dissatisfied. so it is clear that company's welfare facilities are good.

Out of the sample size of 60 people only 3% of the workers were not aware of the safety measures taken by the company.

Maximum people which constitutes the percentage of 75% considers the safety measures as good. 5% of the workers considers it as excellent, 16.67% of workers consider it as satisfactory and only 3.3% workers were not satisfied.



For the motivation given at the work place we have acceptable results because we have only 8.33% people who thinks motivation given by their seniors are excellent, 56.67% thinks it is good 3.33% of the workers were not satisfied and 30% of the workers consider it as Satisfactory only.



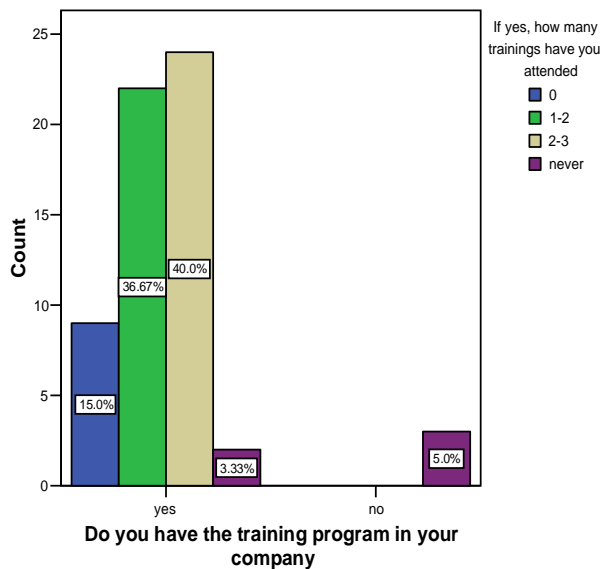
The result for this question is not so satisfactory because we have 31.67% and 1.67% workers who were not ready to accept that management gives them fair recognition for the good results achieved by them, 23% of the workers have given the neutral answer and only 11% and 32% of the workers were in agreement with the fact that recognition given to them for the good results were good.

Do you have the training program in your company * If yes, how many trainings have you attended
Crosstabulation

Count

	If yes, how many trainings have you attended				Total
	0	1-2	2-3	never	
Do you have the training program in your company					
yes	9	22	24	2	57
no	0	0	0	3	3
Total	9	22	24	5	60

Bar Chart



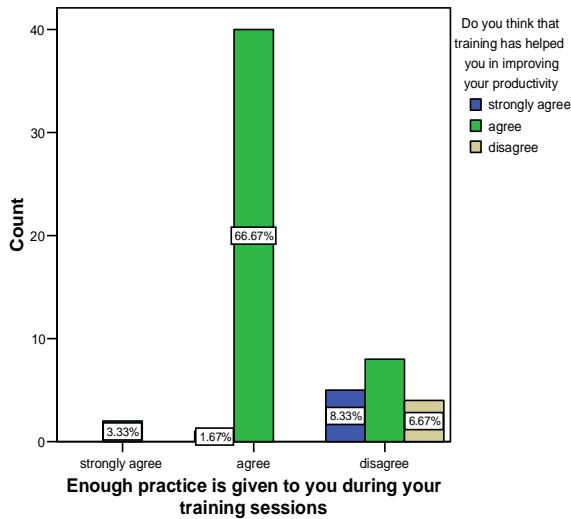
5% of the workers were not aware of the training program and rest of them have attended in the above given manner

Enough practice is given to you during your training sessions * Do you think that training has helped you in improving your productivity Crosstabulation

Count

		Do you think that training has helped you in improving your productivity			Total
		strongly agree	agree	disagree	
Enough practice is given to you during your training sessions	strongly agree	0	2	0	2
	agree	1	40	0	41
	disagree	5	8	4	17
Total		6	50	4	60

Bar Chart



In the above given cross tabulation 68% people says that enough practice is given to them during the training sessions and 32% workers does not agreed with it. Out of these 90% of them agrees with the fact that training has increased their productivity. 82% of the workers have complaint that training sessions are not planned, 14% thinks it takes away their precious time and 5% have the feeling that the training sessions are boring and not useful.

Does work put strain on your family/ relationship * If yes than how well you cope up with it

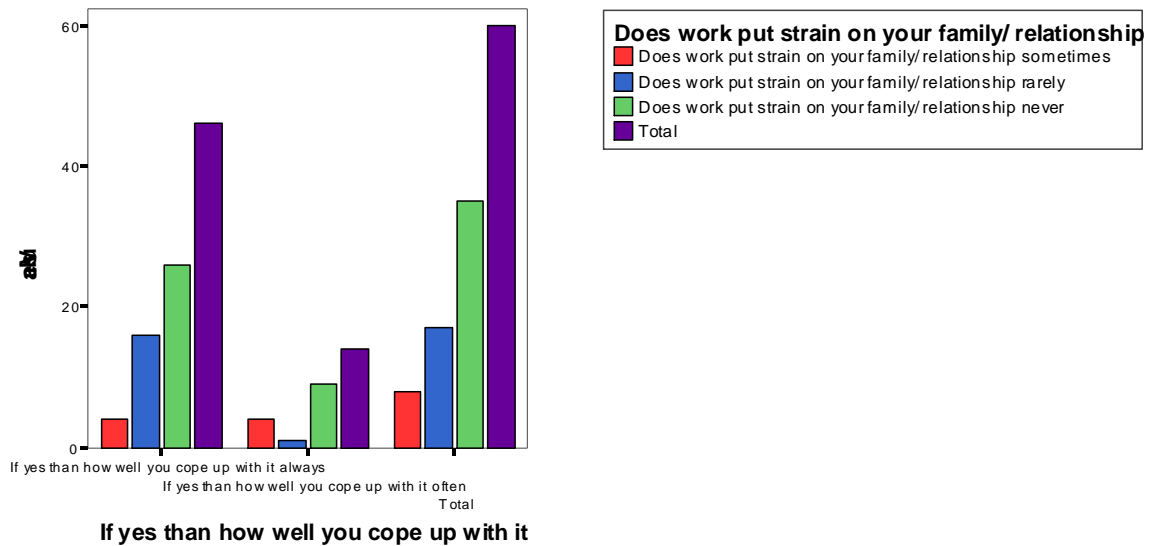
Crosstabulation

Count

		If yes than how well you cope up with it		Total
		always	often	
Does work put	sometimes	4	4	8
strain on your	rarely	16	1	17
family/ relationship	never	26	9	35
Total		46	14	60

Does work put strain on your family/ relationship * If yes than how well you cope up with it Crosstabulation

Statistics : Count

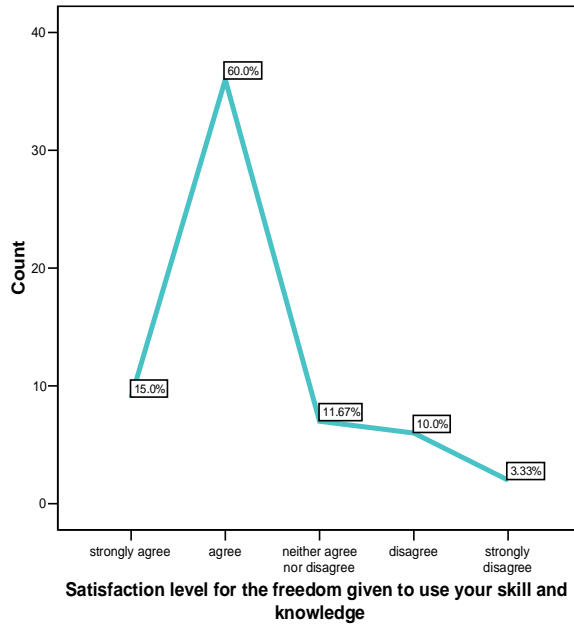


In the above cross tabulation relation between the strain on family relationship due to work and the capability to cope up with it is given.

Out of 60 workers 55% o the workers said that work doesn't puts

Any strain in their relationship 28% said it rarely puts any strain on their relationships and 13% said sometimes it do put strain.

Out of these, 76% of workers thinks that they always cope up with the strain and 14% said that often able to do that.



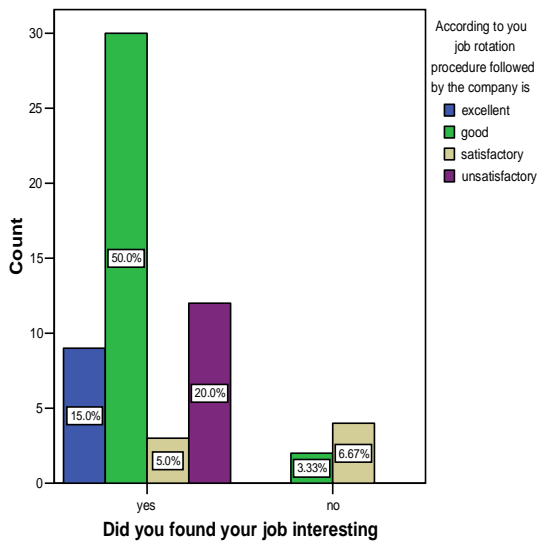
60% of the workers were agreed, 15% were strongly agreed, 12% were neutral 10% wee disagreed and 3.33% were strongly disagreed that they have freedom to show their skills and capabilities

Did you found your job interesting * According to you job rotation procedure followed by the company is Crosstabulation

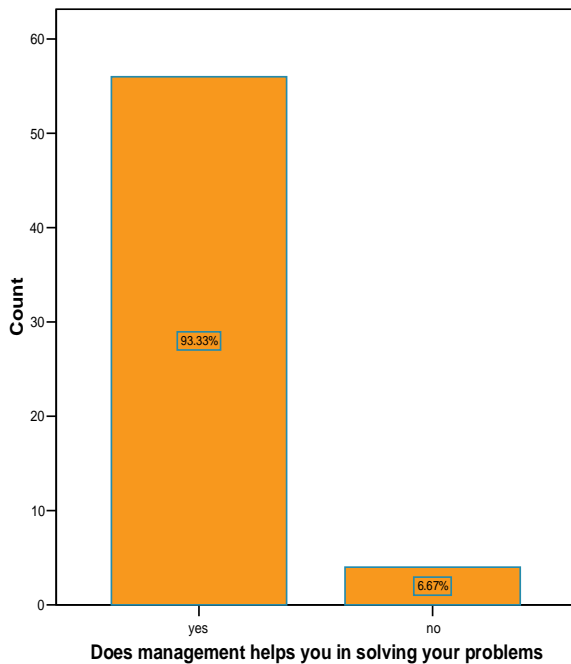
Count

		According to you job rotation procedure followed by the company is				Total
		excellent	good	satisfactory	unsatisfactory	
Did you found your job interesting	yes	9	30	3	12	54
	no	0	2	4	0	6
Total		9	32	7	12	60

Bar Chart



Out of 60 people only 6 of them did not found their job interesting. And out of the rest of the 90%, 15% of the workers think that the job rotation procedure followed in the company is excellent, 50% thinks that it is good 5% satisfactory and 20% thinks that it is unsatisfactory. And out of the 10% who did not found their jobs interesting 3% says it is good and 7% says that it is satisfactory.



93% people says management helps them in solving their problems and 7 % says that is does not help them in solving their problems.

SUGESSTIONS & RECOMMENDATIONS

As the union is very strong and it has much influence in the working of the organization the management should take all possible steps to build the constructive approach of the labor union.

Management need to be more strict and adamant about the work done in order to get the desired results.

At present management has good motivational schemes like SAMRIDDHI , more of this type of schemes should be promoted.

Training sessions should be properly planned and communicated to the workers beforehand.

Good work practices should be followed

Positive picture of management should be build in the mind o the workers.

RECOMMENDATIONS

New and creative ways should be implemented to training sessions to make it more interesting, and proper records should be made for it.the creative methods may include games quizzes etc.

For disciplinary actions a team from outside should be appointed.

Proper workshops and activities should be conducted in order to increase the commitment of the people.

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