Publications & Presentations
STRATEGIC HUMAN RESOURCE MANAGEMENT: EMERGING DIMENSIONS AND TRENDS

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New Dimensions of Organizational Performance Excellence through Human Resource Management: A Behavioural Approach*

Introduction

To handle increased complexity of business due to changing behaviour of human resource on the one hand and competition on other; the management also has to become increasingly complex in order to keep pace with expectations of the society or in other words to ensure efficiency performances for better productivity by the work forces in industrial enterprises. Productivity and performance decide efficiency, efficacy and effectiveness of an organization and all this cannot be attained if management is not done properly, because of behavioural challenges at all levels.

To survive one has to strive and thrive. Today every business organization needs to excel in all directions in order to resist national and global competitors. Introducing more and more effective managerial approaches in an organization is one of the important tools to attain excellence of performance but due to variable human resource and its unpredictable behaviour here it is pertinent to mention that in this unsettled economy and unpredictable times leadership style keeps on changing to cope with possible behavioural changes of organization and human resource which is inevitable and indispensable.

Performance in general means outcomes achieved or the actual contribution of an individual or team to the organization’s strategic goals. Campbell views performance, as behaviour, which should be distinguished from its outcomes, which can be facilitated or hindered by system factors whereas Brumbach views performance more comprehensively by encompassing both behaviour and results, as behaviour is outcome in its own

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right that can be judged apart from results. So performance is an impact and the role of any member for achievement of desired goals as part of company’s objective, can be seen in three parts i.e. Being that concerns the competencies to manage the factors relevant to her performance. Doing that focus on members’ activities that are variable and effective at different levels in the organization and Relating that emphasize the nature of relationship with other members of the role network. These are all result of changing behaviour of work force at a given time in real life business situations.

Higher performance levels for attaining desired levels of job satisfaction without stress can be reached out by creating a culture that always tends to improve employer-employee relationship through constructive conflicts i.e. competition, internal-external partners relationships without frequent changes in the organizational policies in pursuance of company’s vision and mission. Creating such type of culture is not very difficult if following changes are implemented at management level like-

1. Shifting organizational relationships from individual to a team process i.e. to work for collective contribution through Workers’ participation in management.

2. Shifting from management to leading i.e. to adopt a democratic style of leadership.

3. Improving the framework of recognition and reward through motivational techniques.

4. Explicit criteria to ensure achievement through quality measures.

5. Establishment of definite responsibility centres and identification of critical indicators.

6. Shifting from control to commitment by adopting humane approach.

But usually in traditional organizations management is confined to its traditional functions and changes are supposed to be implemented only at executive level, that creates hurdles in
qualifying achievement as par excellence, through all round concerted effort, and actions on a long term not only appraisal of activities; but to achieve better results through quality control, customer satisfaction and managing innovations. We need a resilient approach of leadership and management.

In 1950 Quality Circles (Quality Improvement Teams) were initiated in Japan by like-minded managers attaching importance to theory Z as propounded by William Ouchi, advocating lifetime employment by developing an industrial culture. Quality circle is a problem solving, morale building method that uses group participation by ways of brain storming, data gathering for cause and effect analysis, problem identification and recommendation of solution. This technique evolved a team-based approach to manage the resources. Results obtained by implementation of the said techniques actually increased the importance of human resource for achieving performance excellence in real life business situations.

In today’s corporate world, empowerment of employees has become a major factor in process improvement in customer-oriented organizations. Empowerment here refers to delegating a balanced amount of authority to decide and act on their own initiative that leads to process improvement. Here emphasis is laid down on time management wherein authority as well as responsibility both can be delegated, in order to get things done. Actually, it is a better way to manage change because in empowered organizations, structures are broad and more integrated, with teams knowing overall objectives and managing the work process as per laid down guidelines and chalked out strategies. Here, authority is shared and organization needs less controlling layers. Communication is open and teams share information widely to use every available opportunity. What the management has to take care is about the selection of a team that can understand the wisdom of empowerment, ensuring values and ethics of the organization. Management through team is a complex process as various unpredictable behaviour patterns are to be directed towards common objectives and mismanagement can lead to serious consequences. Following factors should be checked while forming teams:
1. To provide proper training to team is regarding problem solving techniques, variation reduction methods.

2. To provide continuous and visible management support and effective facilitation, until teams mature.

3. To use teams to manage important processes.

4. To encourage innovations of teams and to continuously monitor the team leader to maintain team effectiveness.

5. To form teams carefully is just the beginning of the process. Every organization has to work for continuous improvement in behaviour of its human resource to achieve sustained growth. A large number of quality control and improvement techniques and tools are available for this, ensuring sustained growth through rational behaviour, viz,

6. Qualitative tools that includes flow charts, process maps, and cause and effect diagrams.

7. Quantitative tools like scatter diagrams, Pareto diagrams, run charts, histograms and control charts.

8. Quality control tools like successful process control, process capability, continuous improvement and reducing common failure causes.

But implementation of these techniques requires careful handling. Management should find new and improved ways to get work done with higher level of job satisfaction. Tradition goes towards using more and more financial incentives but saturation point should be avoided. Exact motivational needs are to be identified in terms of workers’ needs, wishes, desires, drives and other similar forces. Effective techniques of motivation are to be applied like rewards, incentives, which induce people to perform as per expected end results. Workers need to realise the concept of uniqueness and commonality are present together.

Motivation can be achieved through many ways like:

I. Providing better working conditions i.e. properly equipped chambers or working place cordial environment and equitable distribution of work.
II. Providing a balanced authority and responsibility structure where every one is clear about the work to be done and work to get done.

III. Providing participation of workers in management or to get them under one roof for common interest.

IV. Profits sharing will contribute to extra zeal, enthusiasm, and loyalty.

Once employees are motivated towards work; need arises to maintain their morale at a higher level which also needs continuous attention from management. a good human resource manager has to understand emotional adjustment of an employee along with materialistic adjustment for attaining and maintaining performance excellence. He has to enable an employee to develop positive attitude of towards the organization and its work. Importantly the community where an employee lives, a part of that community will be a customer for the organization. Employee morale, in the long run, will also have an impact over organizational relations with the union as high morale means low bargaining power of the union. Identification of individual morale is required and morale boosting techniques should be implemented.

Next important factor is to control quality of conduct or discipline among employees. Good working conditions and morale boosting should not encourage employees with lack of responsibility. Reward and punishment theory should be applied so that individual as well as groups objectives can be attained within prescribed limits of time and money.

Grievances of employees are another factor that requires close supervision in order to maintain continuous performance excellence. Grievance settlement machinery should not be concerned merely about timely treatment of problem but the emphasis should be on complete solution or elimination of problem. Proper care should be taken to minimize grievances at various levels of performance.

Incentive plans do play a major role in managing human resource, as every individual is interested in raising his economic status. But while initiating incentive plans management should
carefully identify the saturation point of the level where monetary incentives are not very important. A balanced proportion of monetary as well as non-monetary incentives need to be provided for continuous improvement in worker efficiency.

All the above factors can be controlled if a manager behaves more as a leader. If leadership is absent or is ceremonial; workers perform just enough to get the negotiated remuneration, whereas, with effective leadership they work with zeal and confidence at the peak of their capabilities. Innovative and effective management is possible with effective and democratic leadership. An effective leader can reduce rigidity to change. By implementing discipline and honesty, by gaining faith of subordinates and by providing special treatment to every employee yet maintaining the team spirit; a leader can obtain the best managerial results. A good leader should not drive his subordinates but should inspire them. Transformational leader is not accustomed to live with quo but is always ready to implement scientific methods to improve performance this is the main requirement of achievement of performance excellence.

Actions and reactions of a leader are closely watched by his subordinates and have a significant impact on organizational performance. So a leader-manager should work to make a subordinates’ strengths effective and their weakness irrelevant. A good leader should be very regular in obtaining feedback from the subordinates to innovate new methods of motivation and empowerment. He should be able to make best use of employees’ knowledge and skill. Such an environment should be created which is conducive for continual improvement in terms of productivity, product quality, individual and group performances. It is the duty of a good leader manager to shift from control to commitment by ensuring active participation through innovative thinking, creativity, making all necessary resources available, defining vision and mission statements, enabling employees’ participation, recognizing good performances and encouraging suggestions for improvement and growth of the organization.

With the help of above said qualities a manager-leader can create such an environment that is flexible towards adoption of change by driving out the fear of workmen, adopt new and improved
methods of feedback, teamwork and employee involvement and work towards elimination of barriers to organizational performance excellence.

Conclusion

If one sees the facts, one could reach to the conclusion of appreciating the uniqueness of management, in the context of changing dimensions of organizational performance excellence through human resource management, which is purely behavioural in nature and situational in approach. Organizational performance excellence depends on the formation of work force groups, which are to be compact, cohesive, and compatible. In addition to this, groups are to follow the vision and mission of the organization, with full dedication and sincerity. It is true that human resource management is a decisive factor for creating opportunities for workforces, to strive and thrive for achieving excellence, but of course required behaviour at required time i.e. as per situation, could say to be prerequisite for maintaining excellence in performance. This requires a proportionate mixture of skill, attitude, aptitude, behaviour, and personality along with endurance, tolerance, and patience. Human resource when put in with concerted efforts, can achieve excellence, through action. Of course, for this required motivation is to be provided by the manager-leaders, the top management. Here human resource management lays emphasis on worker participation in management practices and team management. It can be emphasized that changing dimensions of organizational performance excellence depends on changing human resource behaviour, which could be rationalized though training and development by human resource management. By using natural as well as established work motivational techniques in real life business situations in the corporate world.
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EMERGENCE OF LEADERSHIP IN UNPREDICTABLE TIMES: AN APPROACH

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Abstract

An individual, small firm of large organization today has to survive, grow and prosper in a highly competitive dynamic, changing and complex environment where human obsolescence is as common as that of machines and survival is only for the fittest, as propounded by great scientist Sir Charles Darwin. There are various factors that one has to take care of, for being utmost fit in the concerned business environment. Every individual and organization has to maintain the quality of its working life by implementation of scientific management techniques and by maintenance of human relation and organization development. Though there are various factors that can help in such maintenance like workers participation, job enrichment, industry democracy, effective planning, organizing, staffing & controlling etc., yet leadership is the tool that can prove all effects of a big success or a grand failure.

The term "Leadership" is widely used in business world as well as in common society in various forms. It is not easy to define the term leadership and its dimensions but as per the interests of business and parties associated with it leadership can be defined as "the process of motivating and helping people to work enthusiastically towards the stated objectives." It establishes an intra-relationship between human resource due to which one influences others in a non-coercive manner to work together and to co-ordinate various activities willingly to attain common goals desired by the leader or group. It is a group phenomenon implied by as individual that involves interaction between two or more people.

Generally a leader and a manner's role are considered synonymous but actually these roles are quite different. The very first and important difference is that the leaders have followers by managers do not. Secondly, managers possess the authority to manage but such authority is not enjoyed by leaders. Leaders are expected to be charismatic people with great vision who can alter follower's mood whereas managers are expected to be
How true is pointed by Peter Drucker and it is "Management is doing things right and Leadership is doing right things." Management's efficiency lies in climbing the ladder of success; leadership determines whether the ladder is leaning against the wells.

So in practice, the distinction between the management and leadership gets blurred and generally a single person performs in both capacities and performing these two roles with optimum efficiency lead to excellence in each and every function of organization.

Emergence of Corporate Doyers – Some Issues:

In order to be a successful leader a manager need to be an optimal user of resources, implementer of strategic policies and plans and an efficient executive for smooth running of an industrial enterprise.

In present scenario a leader is not only entitled to lead by direction but various other allied roles are also associated with him viz., a good motivator, a perfect counsellor communicator and career planner in addition to his managerial capabilities etc. All these activities are vital for a successful leader to inspire him in all possible directions. Nevertheless, a leader has to direct his followers in such a way that their concern on interest as well as organizational goals could be achieved on a long term basis. India has plenty of exemplary personalities in corporate world who can be quoted as successful leaders who are performing their main as well as allied roles in an efficient manner.

Some of such examples/cases can be quoted as:

i) Ambani's Wisdom:

ii) Women: A long step to successful leadership.

iii) Sahara Pariwar: A unique experience.

Ambani's Wisdom: From a Petrol station attendant to Business Maharaja

There cannot be a more fascinating businessman that Dhirubahi Ambani. As a petrol station attendant with Burma Shell in Aden, Ambani used to dream of heading a huge company, may be global multinational. All teenagers dream but how many have the ability and doggedness to turn...
fantasy into reality? Ambani founded a brash, upstart company that challenged the established business houses and their way of conducting business. He fought for and seized paper licenses converting them into large textile mills and huge petrochemical complexes.

Through the process of building Reliance industries into a corporate behemoth, he rewrote management theories, fought with India's most fearsome newspaper, made friend with prime ministers, become the only businessman to be lampooned as often as Rajiv Gandhi. He nailed his nameplate onto an office door in 1966. From next to nothing, within two decades, sales had ballooned to Rs. 9 billion, making Reliance one of India's top ten companies, but Ambani was not satisfied. Sitting at his desk one day in 1084, he drew up a flow chart. If he built such-and-such factory, added a division here and an unit there, ten years down the road, Reliance could become a Rs. 80 billion company. Sceptics laughed when he announced his plans, but he proved them wrong. In 1995, sales nudged Rs. 78 billion. Some say that Ambanis are an acronym for ambition and money. It's probably true.

In 1995, the petrochemical, oil and textile manufacture was India's biggest non-government company by almost every yardstick including sales, profits, network and asset base. Its market capitalization that year was Rs. 96 billion. The previous year, it was the only Indian entrant in Business Week's list of the 50 largest companies headquartered in developing countries. From 1977 to 1996, its sales have increased from Rs. 1.2 billion to Rs. 78 billion, operating profit from Rs. 150 million to Rs. 17.5 billion, net profit from Rs. 25 million to Rs. 13 billion, net worth from Rs. 140 million to Rs. 84 billion and asset base from Rs. 310 million to Rs. 150 billion. It's an incredible accomplishment.

Ambani had no liking for corporate charity. He was fond of declaring, "As an industrialist my job is to produce goods to satisfy the demand. Let us be very clear about it. Everyone has to do his job. My commitment is to produce at the cheapest price and the best quality. If you dabble in everything then you make a mess of things. If we cannot take care of our shareholders and employees and start worrying about the world, then that in hypocrisy".

Ambani family is the ultimate decision maker on business affairs. Yet, reliance is a professionally run company. Ambanis sets high targets for themselves and for those around them. Everyone works hard to reach to targets.
Ambani expect commitment and hard work from executives. Qualifications and designations are unimportant; performance expectations are high and burnout common. For those who fail to achieve targets, the consequence is simply inevitable. They are rarely for sacked but are sideline. Ambani’s attitude towards his employees had been paternalistic. Instances such as sending a car for use when a clerk’s child is seriously ill are common. He can be quoted as a perfect example of resilient leadership.

Women: A long step to successful leadership

Women entrepreneurship as perceived and understood now, positively adds a new dimension to the ‘New Women’ concept. Women entrepreneurs have proved their excellence in building up good rapport with their employees which as largely responsible for their tremendous success. They have built up ‘Social relations’ at work with the help of social incentives like love and affection, helping the employees, taking their suggestions rather than with a package of economic incentives though the latter are not totally absent, thereby unconsciously contributing to the reinforcement of Elton Mayos theory of ‘human relations’.

The bold resilient and go-getting Madhura Chatrpathy is a typical representative of those who have dared to entered into what has been strictly considered that forte of men-industry. Madhura Chatrpathy has done pioneering work in the area of Entrepreneurship Development among women. Her concern for nation building at the macro level, combined with her vision and timeless efforts in operationalizing them in the area of Entrepreneurship Development of women, have been at the root of her achievements.

Madhura Chatrpathy produces and markets dry tamarind powder from a dehydrating plant. She always wanted to manufacture something which would be of daily use to the housewives. The inroad that she made into this world of food technology brought her in close contact with a number of industrialists. Of the ten others who went into the manufacturing of ‘DRY Tam’, she has been the most successful food technologist.

Any women having a certain set of behavioral traits and mental aptitudes can become an entrepreneur. She can be groomed and developed into an entrepreneur through proper training, counseling and motivational measures at any stage of life. Qualities such as initiative, independence, creativity and the urge to achieve higher goals could be identified and developed.

What emerged as significant in the study is the strong drive, the valuable learning experience and other compulsions that drew them into business. Further, women from Nuclear families are in a better position to spare ample time to entrepreneurship than those from joint families. More than economic necessity, it was economic independence coupled with an urge to achieve something unique that prompted them to following information:

- The organizational support to women entrepreneurs has been spectacularly significant where they have access to the Entrepreneurship Development Programmes which impart information and training to first generation women entrepreneurs. Such organizations have played a significant role in inspiring women to venture into business.

- The entrepreneurship achievements by women being fairly recent, there are not enough role models available. Sporadic cases of women achiever in high tech industries do not enthuse the general rung of aspiring women entrepreneurs. Most women entrepreneurs would like to start small and grow in their enterprises as their wherewithal would not permit anything more than this. However, there are several down to earth role models which have inspired and motivated the young women entrepreneurs.

Madhura Chatrapathy and other alike case studies reveal that it is the hard work and commitment of women entrepreneurs which has brought them success. This is revealed by the fact women entrepreneurs have achieved tremendous success in spite of the lack of personal proficiency. These women take independent decisions and are very clear about their project. They started their enterprises with their own ideas, which definitely indicates women’s enlightenment, their courage and willingness to venture into entrepreneurship. The studies also reveal that women entrepreneurs have far better approaches and leadership traits to run any organization successfully as compared to male entrepreneurs.

Sahara Pariwar: An Unique Experience

"The journey of a thousand miles begins with one step." A shining example of this winning spirit is Subrata Roy Sahara. A man who has proud of himself by building a Rs. 20,000 crore empire out of Rs. 2,000 only. He can be quoted as one of the best examples of participative leaders.
Becoming "The Chief Guardian" of the company is a golden achievement in itself. He has proved the concept that leaders are born and their styles can be improved by training. He is a leader who motivate his followers by emotions managements. As Mr. Roy himself quotes "emotional involvement decides the degree of productivity without emotions you can never give or achieve 100%.

It is only due to Mr. Roy’s leadership traits and approaches that the company with so much at stake functions smoothly without any trade union. He has contributed a lot in the field of leadership by developing various new concepts like emotional management, collective materialism i.e. perfect blending of materialism with emotionalism for collective growth and development, human development by human management etc.

It is due to Mr. Roy’s supportive and inspiring leadership that when a Sahara employee is asked for the requirement of trade union he replied, "You don’t need a neta in family, you need guardians". Such feeling of an employee of a concern is the best remedy for industrial disputes.

An Overview

The unsettling economy has changed the global landscape of business. Multinationals are invading developing economies, established business are loosing their hold, large companies are disappearing because of processes from larger one leading to acquisition and mergers and reconstruction of corporations is creating larger pool of unemployment destabilizing the balance between economy and manpower utilization.

We are witnessing all these in our own country, as stated through corporate Doyens' wisdom and experiences. To quote few more, read as, Hindustan lever has acquired and merged with Brooke bond, Lipton, Kissan, Tomco. Kwality has emerged as mega corporation, retaining its leadership in Fast Marketing Consumer Goods (FMCG sector); HDFC has acquired Times bank, Gujarat Ambuja has acquired sizable equity in ACC which has enhanced its available capacity. Tatas have divested several businesses such as cement and soap to remain focused; and many others have expanded through acquisition and ensured sustainability, diversion and downsizing. These have had tremendous impact on Indian economy, both positive and negative. It is imperative that we address squarely to avoid chaos, conflict and instability in our economy and society, within our enterprise and institutions that have been carefully mustered during the last 50 years of independence.
the unsettling of economy where traditional businesses are loosing attraction and new businesses are yet to establish themselves.

The information revolution has contributed to faster obsolescence of technology, system and management practices. All these have made managerial task complex and business leaders to stay on their toes all the time.

It is their resilient quality which create resilient organization; learning organization, networked organizations, flat & flexible organizations, cultivating a resilient work force and creating resilient systems.

Resilient leaders are not loners; they work with others; create resilience among them and contribute to excellence in organization they serve. In order to cope up with the real life business situation of corporate world, need of the hour is for the emergence of resilient leaders.

The resilient leaders by their virtues (skill, attitude, aptitude, endurance and tolerance) and versatile personality cope up with unpredictable changes at unpredictable times, and rise to the occasion to face the challenges of today’s modern corporate world, through time management policies and programmes.

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To meet these challenges of unpredictable times, we need Resilient Leaders who are like a plant with fresh green and living core, when stepped on, it bends but soon springs back. Resilience calls of elasticity, buoyancy and adaptability. When J.J. Irani became MD of TISCO, the Steel giant, it was in dumps. In five years, he has made TISCO fit as fettle achieving record performance. He is a great example of resilient leadership - lack of resilience is manifested in paralysis, defensiveness, cynicism and despair among individuals as well as organization. “Binny” a one time leading textile company has almost disappeared; Ramington Rand and Hindustan Teleprinters have had paralytic strokes - some closed, others downsized or privatized. Ambiguity and increase in uncertainty in organization cause paralysis, if not coped well, there is decline in busines and insecurity among employees, which leads to insularity and fortification around ones turf. It further debilitates organization’s energy and ability to find creative solution. Organization which lack resilience are out of sync with environment. It is in this unsettling environment, that we need resilient leaders in resilient organization.

Consortium for Strategic Managements and Organization Development (COSMODE) Hyderabad is continuing research on corporate leadership in India and has enhanced understanding the Role of Leadership in Organization Development; Strategic Leadership in Organization Development; Strategic Leadership of growth; Leadership for creativity and innovation, Leadership such as Political Leadership, Academic Leadership, Business leadership and leadership for Institution Building. Resilient leaders have a distinctive personal profile which integrates seven different characteristics reflected in their behavioral pattern. These are:

- Clarity of purpose.
- Strong personal identity.
- Self driven; self motivated.
- Commitment to life long, continuous learning.
- Well articulated internal standards.
- Active personal and professional networks.

Concluding Remarks

On the basis of success stories of Doyens of corporate world, we can admit that today we are entering the corporate world of work, a time, when we are watching and witnessing the discontinuous and speedy change;
Job Satisfaction: A Sustainable Growth and Development Approach

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Abstract: A major part of man's life is spent in work, which is a social reality, and social expectation even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she is satisfied with the job. Studies on Job Satisfaction has observed that Job Satisfaction is a combination of psychological, physiological and environmental circumstances that may lead to individual's satisfaction or dissatisfaction with their job. Such a description may indicate the variety of variables influencing the satisfaction of the individual but not about the nature of job satisfaction. The degree of satisfaction can be determined by the ratio between what one has and what one want. By law of nature as we have more, we want more; hence the level of satisfaction remains less.

Keywords: Job Satisfaction, Human Relations & Motivation, Workers' Relationship Management, Employees' Dissatisfaction

Job satisfaction is difficult to define because it is an intangible, unseen, unobserved variable and a complex assemblage of cognitions (beliefs or knowledge) and emotional feelings (sentiments or evaluations) and behavioral tendencies. Job satisfaction may be viewed as the pleasurable emotional state resulting from the perception of one's job, as job values provided may be compatible with one's needs. Job satisfaction is the persistent feeling towards discriminable aspects of the job situation. E.A. Locke admits that job satisfaction and job dissatisfaction are seen as functions of perceived relationship between what one wants from one job and what one perceives it as offering or entailing.

Job satisfaction is dynamic, as it can go as quickly as it comes. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Hence Human Resource Management has achieved a pivotal position in Management. The manger's job is actuating—which is getting the members of the organization to work together more efficiently to enjoy their work to develop their skills and abilities and to induce high level of Job Satisfaction. Job satisfaction is perhaps the major area where academicians are trying to define, identify, and measure, the industrialists are seeking it, and government is enthusiastically supporting it. It is reported that in 1970 it was estimated that there were over five thousand articles published on the job satisfaction, such is the importance of the 'concept'.

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Varying Nature of Job Satisfaction

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. The management philosophy has undergone a tremendous revival to the extent that from top management to bottom level is now concerned with Human Resource Management and their level of Job Satisfaction.

In short it can be said that, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization. Considering that people spend roughly one-third of their lives at work, and that what we do to earn a living represents a central aspect of how we think of ourselves as individuals, such strong feelings should not be surprising. Formally, we may define job satisfaction as individuals' cognitive, affective, and evaluative reactions toward their jobs.

Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. The word “end” emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks / activities could be very minute or large, observable or experienced but in all cases they have to satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

As a result the scope of HRM lies as it develops cordial relationship between workers and management, develops or create situations in organizations for the employees to enjoy their work and gain substantial Job Satisfaction and also to gain employees sense of accomplishments through their work. It also leads to organizational efficiency, workers productivity and management gets enlightened workforce. A good HRM policy would improve the possibility for industrial peace, which is badly needed in India now a day.

In order to understand job satisfaction, perhaps, the first step should be to demarcate the boundaries among such terms as attitude, motivation, and morale. Motivation implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state, which may be totally unrelated to productivity. A closer analysis reveals that they measure two different anchor points; attitudes are predispositions that make the individuals behave in a characteristic they are precursors to behavior and determine its intensity and direction while Job satisfaction is an end-state of feeling, which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common.
Often job satisfaction and work motivation are treated as one, however job satisfaction is concerned with feelings one has towards the job, and work motivation is concerned with the behaviors that occur on the job. Job Satisfaction therefore is a specific subset of attitudes. Employee feels satisfied and happy while working on the job or after completing jobs. They develop some general attitude while they interact with each other, with the general public, customers, managers, and administration and also with the members of their societies. Employees may also feel fully satisfied, moderately satisfied or highly satisfied. Similarly they may also develop negative attitudes on the satisfaction scale. Task varieties, significance and characteristics are the important factors for providing Job Satisfaction to employees. Sometimes the employee’s perception may not be in consonance with reality it may be a myth. However, cognitive satisfaction is the most important factor to understand employee’s Job Satisfaction. The group generates industrial morale by accepting group of employees through adherence to common goals. Managers need to pay attention to Job Satisfaction constantly.

Job Satisfaction may refer to either a person or group of people. Job Satisfaction is important for the study of human behavior because it represents general human conditions. It requires attention, diagnosis, and treatment, just as health does. It is part of life satisfaction. The nature of one’s environment of job does affect one’s feelings on the job. The result of various studies and experiments is that satisfaction arises from a complex set of circumstances in the same way as that motivation does. There are only few easy paths to better Job Satisfaction or to better motivation.

Discussing the implications of the Hawthorne findings for managers, it was observed that the factors which make for efficiency in a business organization are not necessary the same as those that make for happiness, collaboration, team work, morale or any other work which may be used to refer cooperative situations. As a result Job Satisfaction has become an integral component of organizational health and an important element in management – worker relationship. A satisfied employee proves to be an asset for the organization. Many factors affect Job Satisfaction, such as wages or salary, status or designation, working conditions and environment, family problems, efficiency and effectiveness of the employees, interest in the work, promotion policy, grievance handling machinery, performance appraisal method, training and Human Relations in Industries etc.

There’s a huge distinction between “meaningful work” and “job satisfaction as “satisfaction” looks and feels like conformance to standards. In a meaningful workplace, it’s less about needs and expectations — and more about hopes and dreams and fulfillment. These are the places where Mondays look like most organizations’ Fridays. Job Satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turnover.

Satisfaction is hedonistic (considering pleasure or happiness as Life’s chief goal) response of neglect or disliking. It has been noticed that individuals tend to
approach those things, which give them satisfaction and avoid those things, which dissatisfy them. As a result job satisfaction is frequently associated with job behavior such as work motivation. Since Job Satisfaction involves expectations, it relates to equity theory, the psychological contract and motivation.

Most theories of motivation have an underlying assumption that individuals are motivated to seek that, which is pleasant, to them. As a result, many theories of motivation are also considered as theories of job satisfaction.

Research on job satisfaction can be divided into a number of different schools of thought. They see motivation as the central factor in job satisfaction and concentrate their attention on stimuli, which are believed to lead to motivation. The needs of individuals for achievement, recognition, responsibility, status, and advancement are the stimuli.

A second school devotes its attention to leadership as a factor in job satisfaction, Psychologists like Blake, Mouton and Fiedler see the behavior of supervisors as an important influence on employee attitudes and direct their observations at leadership style and the response of subordinates.

A third school, strongly represented at the Manchester Business School, approaches job satisfaction from a quite different angle and examine the effort reward bargain as an important variable. This leads to a consideration of how the wages and salaries of particular groups are constructed and the influence of factors such as overtime pay and the state of labor market on earnings and employees attitudes to them.

Yet another school of thought approaches job satisfaction from an entirely different angle and see management ideology and values as an important influence. Punishment centered bureaucracy is the type of management behavior which responds to deviations from rules and procedures. Mock bureaucracy is said to exist when an organization has rules and procedures but neither management nor the workers identify it with these or accept them as legitimate. In consequence they are generally ignored.

Fifthly, there are behavioral scientists who say that the factors described above are extrinsic to the tasks an employee is required to carry out and therefore a less important factor in job satisfaction than the work itself and the way it is structured. This group concentrates on the content of work and on the job design factors. In Europe Cooper at Liverpool represents them.

Sixthly, some contributors thinking on the subject, including the Herzberg and his associates, seem to suggest that it is only necessary to identify the needs of an employee. The organization for which he works must then ensure that these needs are met if it wishes to secure the advantages of a labor force performing at a high level of job satisfaction.
Lastly, a composite of the factors that are involved in causing job satisfaction and job dissatisfaction are given and will prove that motivators are the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job. The motivating factors are intrinsic to the job, while dissatisfaction-avoidance or hygienic factors are extrinsic to the job.

The father of scientific management, Taylor's (1911) approach to Job Satisfaction was based on a most pragmatic and essentially pessimistic philosophy that man is motivated by money alone and that the workers are essentially stupid and phlegmatic and that they would be satisfied with work if they get higher economic return from it. Over the years, we have moved from Taylor 's solely monetary approach to a more humanistic orientation.

Early human relationists held, rather uncritically, that employees' job satisfaction was an important element in managerial effectiveness. Hawthorne findings observed that, “the factors which make for efficiency in a business organization are not necessarily the same as those that make for happiness, collaboration, team work, morale, or any other work which may be used to refer to cooperative situations.” Later researches have also brought out that the nature of relationship

(i) Maslow’s Theory
(ii) Alderfer’s ERG Theory
(iii) Two-factor Theory
(iv) Mumford’s Theory
(v) Valence, Instrumentality and Expectancy (VIE) Theory
(vi) Fulfillment Theory
(vii) Variance Theory
(viii) Oldham and Hackman model
(ix) Discrepancy Theory
(x) Equity Theory
(xi) Equity-discrepancy Theory
(xii) Locke and Latham’s Goal Setting Theory
(xiii) Locke’s Value Theory
(xiv) Social Influence Theory
(xv) Instrumentality Theory

between job satisfactions and productivity is tenuous. They have at the same time confirmed that there is a negative relationship between job satisfaction, and grievances, turnover and absenteeism. Keith Davis observes that, “one of the surest signs of deteriorating conditions in an organization is low job satisfaction.

There are vital differences among experts about the concept of job satisfaction. Few theoretical approaches to job satisfaction is:

As jobs become increasingly specialized, less autonomous and repetitive, they, become monotonous. Jobs in the banking sector are good examples of such
JOB SATISFACTION

routine, specialized, repetitive jobs. Monotony arising out of this job conditions may lead to undesirable job behaviors like absenteeism, low turnover; lower productivity and lower job satisfaction alienation, etc. A clear understanding of the causes and consequences of job-satisfaction can help managers better diagnose and solve employee problems. In particular, manager must be clear that

1. Employee dissatisfaction is most frequently caused by what is perceived to be low pay and boring work;

2. Employees' dissatisfaction is largely influenced by their feelings of inequity;

3. Individual satisfaction or dissatisfaction is more important, than overall satisfaction or dissatisfaction of employees,

4. Job-satisfaction has an impact on employee turnover, absenteeism, and unionization;

5. And if designed and administered effectively, satisfaction surveys can prove to be invaluable help to assess the degree of satisfaction or dissatisfaction of employees.

Why Job Satisfaction Is Very Important?

Job satisfaction has been the center of concentration for researchers over decades. Job Satisfaction can apply to parts of an individual's job. Not to be satisfied does not mean you are dissatisfied. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. The opposite of “Satisfaction” is “No Satisfaction”, and the opposite of ‘Dissatisfaction” is “No Dissatisfaction”.

It is important for managers to be interested in their employee's attitudes as they influence behavior. There is a lower rate of turnover and absenteeism with satisfied employees, as motivation and job satisfaction are culture bound. Each culture have there own hierarchy of needs, own ideals, own characteristics. It has been established that highly satisfied workers have better physical and mental well being. The reasons for such concentration are manifold.
1. Job satisfaction has some relation with the mental health of the people. Dissatisfaction with one’s job may have especially volatile spillover effects.

2. Job satisfaction has some degree of positive correlation with physical health of individuals. A study has come to the conclusion that people who like work, are likely to live longer. Here the logic behind such result is that people with greater satisfaction tend to have greater incomes and more education and thus coincidentally enjoy greater benefits, which promote longevity.

3. Spreads goodwill about the organization. People who feel positively about their work life are more apt to voice ‘favorable sentiments’ about the organization to the community at large.

4. Individuals can ‘live with’ the organization. A happy and satisfied individual can find it easy to live with inside the organization as well as outside it.

5. Reduces absenteeism and turnover. Higher job satisfaction reduces labor turnover and absenteeism and the managers are compelled for being convinced about the merits of job satisfaction, to give priority and adequate weight-age to job satisfaction. A serious consequence of job dissatisfaction can be the employee turnover.

Two Faces of Job Satisfaction.

Job satisfaction has both functional and dysfunctional consequences. The positive consequences of job satisfaction have already been stated. Employees who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart disease. Job satisfaction helps management in terms of reduced turnover, reduced absences, reduced job stress and reduced medical and life insurance costs. Satisfied employees are happy and better citizens. However, job satisfaction has been overemphasized. Its benefits to the management are contingent upon fulfillment of several other variables.

All things considered, practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. When job satisfaction is low, there seems to be negative effects on the organization. So, if only from-the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization’s overall health and effectiveness and is deserving of study and application in the field of organizational behavior.

Non-job-oriented people tend not to be emotionally involved with their work. This relative indifference allows them to accept frustrating conditions at work more willingly.
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“Ensuring Sustained Growth Of Indian Industry – A Human Approach”.

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Introduction:

Human is the major contributing factor in any economy. For any business and its growth it is necessary that utilization of physical resources is optimum and that will be made possible only if human as a resource is managed properly. Management can be predicted as old as human civilization and if analyzed broadly management actually is managing men. Growth of an organization depends upon its decision-making caliber, coordination of activities, handling of people, control of operations and directions towards attainment of goals and objectives. Each of above aspect will be useless if human resource is lacking in quality.

Human Resource Management has emerged as relatively recent area, highlighting all aspects of managing people at work in an organization. It represents a broad basis for its optimum utilization since organization consist not only the physical resources i.e. land, machinery, building, inventories etc. but it is the people who staff and manage the organization. People are the greatest asset of an organization, as every organization needs the presence of united and highly motivated human efforts for attainment of short term as well as long-term objectives.

Traditionally, human resource was considered as an intermediary commodity that can be used for the production of some more
useful final product but after submission of report of Royal
Commission on Labor set up by the Govt. of India in 1929 a new
approach of considering human as an asset came into existence. In
addition to this, implementation of Factories Act 1948 and
Industrial Disputes Act 1946 added further to growth of business
competition, productivity, efficiency and effectiveness. Formulation of policies on human resource planning, recruitment
and selection, training and development, performance and potential
appraisal, internal mobility, compensation management became a
part of functioning of Human Resource Manager.
It is not so that the human resource was not being managed earlier
but previously the concept was personnel management which was
concerned with the functions like procurement or acquisition of
human resource and their development, integration, motivation and
maintenance whereas human resource management views people
as an asset to be used for the benefits of organizations, employees
and society. In current corporate world Personnel Management has
acquired the position of a legal man in an organization solving
disputes, doing bipartite and tripartite negotiation, looking after
welfare activities (Bonus distribution, pension, gratuity etc.) and
hence act as guardian of employees as well as employers. Human
resource management is more concerned towards empowerment of
employees, team leadership and customer responsiveness etc., in
addition to its prime job of training and development of human
resources, undertaking R&D activities, and hence act as a social
scientist of organization.
Universally, Taylor gave the first research toll in his scientific
principles that a worker’s performance can be estimated for the
work done by him without injury to his health, at a pace that can be
sustained through a working lifetime. Taylor’s time and motion
study provided basis for elimination of boredom, monotony,
absenteeism, workers turnover and shop floor disputes etc. All
these factors are major contributing factors towards growth of
human resource.
In the era of Liberalization, Privatization and Globalization (LPC) when future seems to be techno future and global future, when the economy as well as business are getting digital; signatures are being replaced with passwords and perpetual training is replacing the old models of education; it is quite normal for one to think that importance of human resource is no more but this is not the reality. What so ever is the quantum of technology; it will be useless if not being properly implemented by human resources, at all levels of management as strategic planner, management controller and operational controller.

Sustained growth:
The World Business Council for sustained development initiated a project on Global scenarios with the justification “planning for a sustainable future requires business to be able to anticipate and not just react to change. This is the rationale underlying our project on global scenarios. This project is designed to help business people reach a shared view of the future and challenge of the mental maps they hold about sustainable development. This will allow them to anticipate, not react to the exposures facing their corporations and ensure that they are fostering sustainable developments”. Here the caliber to anticipate is presented as enabling for business people, to put them ahead in relation to circumstances, technologies and that would enable them to develop a sustained and shared agenda.

Sustained industrial growth i.e. consistent and continuous growth of all industries is possible only if a proper interaction and frequency is made available between different physical, commercial and human resources. The concept of fundamental 6 Ms referring Man, Material, Machinery, Money, Markets and Methods; a balanced degree of coordination and control over these factors or resources will result in higher productivity in all spheres of production and industrial development leading to sustained growth of indian industries. Higher productivity is the main contributing factor for ensuring industrial growth and if appropriated application is experimented along with other
technical and commercial resources, it will lead to sustained growth through concerted efforts of human resource.

**Sustained growth and human resource**

Sustained industrial growth of Indian industrial sectors can be attained if human resource is utilized optimally. The New Industrial policy of Govt. of India 1991 strengthened this point by emphasizing on disinvestments in public sector enterprises. Over the last 55 years of independence, the growth of public sector enterprises (PSEs) has been phenomenal. These enterprises are facing several criticisms for dismal performance like:

- Inefficiency at different levels of work.
- Lack of resources.
- Financial mismanagement.
- High degree of business politics.
- Lack of responsiveness due to high-level job security.
- Insufficient motivational factors for workers etc.

A desire to decrease debt burden by improving efficiency, resource generation and promotion of competitiveness has given a boost to the thought of privatization of PSEs. Federation of Indian Chambers of Commerce & Industry (FICCI) has suggested a four-pronged strategy to the disinvestments ministry, which includes financial and technological restructuring of public sector units before sale to enhance the value of the equity. The new industrial policy along with financial assistance suggest that a part of capital of such public sector enterprises should be shared by the workers and that shows importance of human resource in any kind of organization.

**Case study:**

Disinvestment in Indian Iron & Steel Industry : A result of Improper Human Resource Management

According to a recent report issued by Press Information Bureau, India is the 10th largest steel producer in the world producing nearly 30 million tonnes of steel. While many
countries of the world registered a negative growth in steel output in 1998-99. India was up with a positive growth of 1.9 per cent in the production of finished steel. India is the second largest producer of sponge iron in the world. During 2000-01 it produced nearly 5.8 million tonnes of sponge iron and its growth rate decreased to 1.4 per cent. The steel industry has a capital base of Rs.90,000 crore and gives direct employment to about 5 lakh and indirect employment to 1.5 million people. In spite of large quantum of production with same level of demand, the industry is failing to maintain appropriate level of profitability. If analyzed broadly, main reasons for such failure seems to be:

1. Lack of optimum utilization of financial as well as other resources.
2. Lack of futuristic planning.
3. Absence of proper review of plans implemented.
4. Lack of coordination amongst workers/employees at all levels.
5. Industrial disputes amongst the management and trade unions.

Out of the above said factors last three factors are directly related with the improper management of human resources and first three factors are indirectly related with the human resources. So it checked out the main reason behind disinvestment seems to be improper management of human resources in the industry.

Usually, a workers' tendency at lower level is not to work if he is getting his requirements satisfied at a lower level performance in the public sector enterprises. Due to all above reasons, the Govt. of India decided to implement disinvestment in selected public sector enterprises including iron and steel industry.
The Steel Ministry during the year 2001 had discussion with the leaders of the steel sector and concerned Ministries to frame a National Steel Policy to give the Industry a national perspective.

On Government guarantee given in the restructuring package SAIL has raised Rs. 315 crore in 2000-01 and Rs. 135 crore in the first eight months of this fiscal. SAIL has initiated steps for disinvestment of remaining non-core and non-profit making units.

The Ministry has taken steps to revise the salaries of the executives and the wages of the workers of its PSUs during the year to boost their morale and to improve the work culture in the plants. The PSUs have been asked to meet the expenditure on this head from their cost cutting measures.

Although all above steps are necessary, the govt. should also consider the factors like corporatisation, financial restructuring, independent regulation, implementation and workers' participation in management as well as in equity.

**Concluding remarks:**
The unsettling economy has changed the global landscape of the business. In the contemporary industrial growth scenario of the growing recognition of central importance of human resource has broadened the responsibilities of departments managing personnel. Though improved technology contributes a lot in any country's economic growth but human resource cannot be ignored if sustained growth is required. One of the main reasons for the disinvestments in Public Sector Enterprises is the ignorance and avoidance of human resource and non-governance aspects. To maintain continuous and steady growth of organizations; it is necessary to maintain a performance management system instead of performance appraisal with emphasis on management audit. An organization should always tend to provide new and challenging jobs to its employees to create entrepreneurial capabilities in them.
Performance ratings should be reviewed and assessed by superiors and be discussed freely with subordinates, to obtain their views for future improvisation of performances appraisal tools and techniques.

In this era of strong trade unions, organizations and employees should share a common vision and they should also work to break this trend of unionism, through the established practice of fragmentation of trade unions. Organization will have to shift from motivational control to employees empowerment because motivation by monetary or non-monetary incentives is extrinsic and is not long lasting whereas empowerment helps in injecting self-determination and initiative in employees that would ultimately result in increased productivity through efficiency and effectiveness and increased as well as continuous share in growth of industry. The only way to achieve high performance and to develop human capital is to enhance their self-esteem, to expand their opportunities and to unleash their energy. If these techniques are adopted in all industries, sustained growth of the Indian industries will be a certainty and shall be achieved through normal and natural process of industrialisation.
Initialization of business since evolution of Barter system has always been dependent on availability of unlimited wants and limited resources. Resources are required to be managed properly for maximization of earnings. Productivity and performance two are measuring tools, which decide efficiency and effectiveness of an organization and both cannot be retrieved if management is not implemented properly.

Behavioral science has advanced many tools with which to analyze the individual as well as group. Some of these developed tools and methodologies have been applied over the years to human fatigue and a few other areas but usually only on the work time side. Training in human behavior and mental health should be accomplished primarily in the outpatient setting through a combination of longitudinal experiences, supervised experiences and didactic teaching. In today’s competitive world where survival is only for the fittest; no business can bear long term planning without any execution; if wealth maximization is the main...
motive One of the society needs is attainment of economic as well as working satisfaction for its individual’s well being that ultimately results to development of economy, society and nation.

**Need** is there for study of Organization Management for achievement of results in productive, efficient and effective way. Performance and Production are directly related and contributes a lot in growth and development of business. In today’s’ world where liberalization, Privatization and Globalization of business has become vital, it is very important to manage human resource so that economic and optimum opportunities can be availed for competitive advantage.

Profit maximization and wealth maximization is the key concept of every business organization. Both the approaches are interrelated and their means and ways are also complimentary to each other. The two objectives can be attained only with the help of performance excellence.

**Performance excellence** can be expressed by many ways. Scale of measurement of performance can be productivity, efficiency, effectiveness, employee welfare, rise in income structure of the organization and many more. It purely depends upon viewpoint of management that which is the best suitable direction for organizational sustainable growth.

Performance Excellence in organizations is making a move from traditional management techniques to more scientific as well as
managerial approaches. An industrial enterprise is needed to excel mainly in six divisions for overall performance excellence:

**Purchasing**: source of supply, quotations, ordering, quality control, stock control etc.

**Production**: Planning & progress control, Material maintenance, production records and costs, methods engineering.

**Marketing**: market research, selling, packaging, warehousing, dispatch, publicity etc.

**Development**: research, innovative designing of product, specification and standardization.

**Personnel**: staff selection, job evaluation, education & training, welfare.

**Finance**: Budgeting, production costing, financial accounting, cost of methods and opportunities.

Fig. 1
Performance excellence is actually managing all the above divisions in efficient and effective manner. Performance excellence is a very wide term and mean not only appraisal of activities but to achieve new positive and higher dimensions through quality control, customer satisfaction, quality improvement, and managing innovations.

In 1950 when Quality Circles (Quality Improvement Teams) were initiated in Japan by like-minded managers attaching importance to theory Z as propounded by William Ouchi, advocating lifetime employment by developing industrial culture results were highly favorable to organizational growth. Quality circle is a problem solving, morale building method that uses group participation by the ways of brain storming, data gathering for cause and effect analysis, problem identification and recommendation of solutions. Usually in traditional organizations management is confined to its traditional functions and changes are supposed to be implemented only at executing level that creates hurdles in qualifying achievement as par excellence, through all round concerted efforts, and actions on long term basis. In today’s corporate world what is required is to review the role of each responsibility center. Managing and developing human resource is important but one has to be strict towards achievement of predetermined objectives.
Profit maximization and wealth maximization both objectives require a continuous appraisal as well as innovation in productivity techniques and resources. Today a Human Resource Manager should not be confined to function of employing people and their welfare but he should also be attentive towards attainment of end results in terms of production. So a Human Resource Manager will have to coordinate with Production department while deciding about the kind and degree of skill required in potential personnel and the Production manager should also show the same spirit.

Fig. 2
Along with management of Human Resource; organization has to be very careful about all its key operations like material management; labor efficiency and time management. The three types of performances i.e. **operator performance** – indicator of worker’s effectiveness on measured work; **departmental performance** – indicator of effectiveness of a department or section and most important **overall performance** - not been developed at same pace. Material management so far has shown decentralized tendency where as it also requires specialized, coordinated and controlling authority. Performance excellence through material can be attained through quality control, product design, value analysis, simplification, specialization and waste reduction. All these techniques can be implemented through proper management and coordination of human and other commercial resources.

**Organizational factors to be managed for achieving work excellence:**

**Costs:** Low costs are probably the most important single aim in a company's calendar. Costs are not only important in themselves, but they are also the means against which all activities may be judged in uniform and comparable terms. They are involved in all the functions of a business and the efficiency of the function is increased as its cost is reduced. Low costs are, therefore, one of the most practical tests for performance and a powerful stimulus to efficiency; provided they are
used with this object in view. They are a criterion of high performance, except when they result from those measures, which are so frequently taken at the start of a recession, and are forgotten as soon as the recession is over. Systematic cost reduction, pursued as an organized and continuous management function, improves the circumstances of a business in every possible way-in profitability, competitive power, the ability to modernize and expand to pay adequate salaries and Wages, in order to attract the best workers, and to attract investments.

The key to successful cost reduction lies in recording the total expenditure of the firm, breaking the figures down into single accounting units and critically examining each item. Some specific rules can be illustrated as: (1) setting up cost reduction sub-committees for each main area of expenditure, all reporting to a central committee; (2) recording all items of expenditure for each period, and the total expenditure; (3) critical examination of each item, in order to reduce the amounts in succeeding records to their lowest limits; (4) Use of work study for this purpose, whenever necessary; (5) Determining realistic cost savings targets with appropriate reductions in succeeding years; (6) including these targets in the management by objectives program.

Cost reduction is often treated, when it is used at all, as an activity remote from all others. It is sometimes applied to so few targets that it has no effect at all on total costs. Even when used on a larger scale, it is usual to select specific objects for study, leaving many untouched. The
effects in this case are also negligible. It is true that to cover all items of expenditure is not easy, but an attempt should be made to examine all. In this way many expenses can be reduced, and even eliminated, simply by asking if they are necessary.

**Production Planning and Control:** Another part to be managed and coordinated is production planning and process optimization. Both the functions are actually interrelated in terms of production dynamics. An efficient organization has to see that amongst so many activities and procedures; every aspect is to be managed in a unique yet common way and results should turn up in the same direction. The fundamental object of production planning is to make all necessary preparation for the manufacture of goods or performance of services and to complete the operation to schedule through best and cheapest methods. All the three important factors of production planning i.e. quantity, method and schedule are required to be planned on the basis of actual facts and figures that may be obtained through market research as well as internal users of the material. Mere perfect planning cannot help out an organization to survive for a long period; for sustainability and growth efficient control system is also required. Production control which is a device of attaining highest efficiency in production in terms of quantity as well as quality should be properly implemented with techniques like routing, scheduling, dispatching and follow up etc. since management in
any case is a situational and behavioral approach; required changes should be applied as and when required in the various tools and techniques of production management.

**Human Resource Efforts:** Next major and important aspect is control over multidirectional efforts of human resource in the organization. One has to be very careful while managing the human resource because one element of resource has to apply strategies to manage the other member of the group. Management of human resource efforts can be done through traditional as well as modern approaches; but one has to check the best suitable resulting technique under the given circumstances of organization. Main key factor in achieving performance excellence is improper implication of organizational friendly approaches that creates a rigidity for adoption of change.

It becomes the duty of human resource manager to create a high level of discipline in the organization by following tools:

- Promotion to high level of group harmony at every level in the organization.
- Parity of authority and responsibility at all levels of management.
- A balanced degree of management by objective and management by exception.
- Resilient leadership to maintain employer employee familiar relations for sustainability of the organization.
• Clear and defined structure of accountability to performance for excellence in quality, efficiency and effectiveness of the work done.

• Follow up of rules and regulations based on system and process requirement.

• Effective and impartial grievance settlement machinery that can safeguard the interest of both organization and employees.

• Regular and productive training and development programs for enhancing the productivity skill of the workers.

• Continuous review of organizational and individual targets and their achievements.

• Proper implementation of reward and punishment theory; recognition of excellence.

• Strict enforcement of discipline in all functions and at all levels of the organization.

*Case Study:*

All the above points can be supported by many organizations that are performing at excellent level because of adoption and control of all above factors in one or the other way. To quote an example *Sahara India* seems most suitable. Sh. Subarato Rai Sahara, who has proud of himself by building Rs. 20,000 crore out of just a nominal amount of Rs. 2,000, the credit goes to his participative leadership and strict
implication of organizational code of conduct at all levels of management; which actually worked as the key of higher excellence in all areas. The organization is informal yet follows every formality in structure. Employees find themselves self-motivated and don’t feel the need for any kind of trade union to settle their matters with management. A perfect example of motivation with empowerment can be traced out in the working of the organization.

The organization hascommanded in maintaining excellence through cordial relationships of employer and employee; settling a balance in between individual and group targets and their achievement. All of the units run under the name of Sahara Pariwar are having individual establishments but still the aim is to promote each and every unit for attainment of common goals.

**Concluding Remarks:** Though India is emerging as a country with ample scope for industrial growth; a large number of Indian organizations are not able to survive just because they are not able to utilize the skill and capabilities of their employees; their resources are not being put into one direction in an effective manner; innovations and initiations are not being recommended or recognized.

Today corporate world is entertaining changes so rapidly; every organization has to think about restructuring of plans, policies and strategies not only for external performance excellence but also for
internal levels of performance excellence. Marketing strategies will help
out in sales promotion only if production is of required quality. Mere
increase in sales even may not be helpful if cost reduction is not
implemented by optimum use of skill and minimum wastage of
investment, ideas and resources.

To maintain pace with increased complexity of business due to changing
behavior of Human resource on the one hand and competition on the
other, the management has also to become increasingly complex in order
to be at par with expectations of the society or in other words to ensure
efficiency performances for better productivity by the work forces in
Industrial enterprises. Productivity and Performance both measuring
tools decide efficiency, efficacy and effectiveness of an organization.
Organization through employees welfare and organizational welfare
policies will have to decide a path that should not turn to unnecessary
exploitation of worker but should also keep the ultimate targets of profit
maximization and wealth maximization. A perfect degree of correlation
and control is required to be implemented for attainment of excellence
and sustainability.
References: