CHAPTER – FIVE

ADVANCE LEVEL HR ACTIVITIES IN KINETIC ELEVATORS LIMITED

5.1 MULTICULTURISM IN KEL

Kinetic Elevators Limited is a total quality company with good quality of work life, organization culture and multiculturism. In KEL, numbers of persons from different countries of the globe are working successfully. The BPO and KPO programmes of KEL are the best. In order to meet the motivational needs of people of different countries, KEL has developed effective human resources programme for procurement of manpower, compensation of manpower, development of manpower, integration of manpower, maintenance of manpower and finally separation of manpower. The internal involvement of KEL is quite conducive and cohesive, so that people from different countries find proper accommodation and adjustment. KEL is a glaring example of effective industrial relations. It has been found that industrial disputes and strikes and such other negative environment never appeared in the organization.

The technical staffs have been employed from various European countries.

HRD climate and culture are pro-active. The term OCTAPAC has been coined to denote the characteristics of HRD climate in KEL. They include:
a. **Openness:**

The term “openness” refers to freedom to express ideas, opinions, views, frankness, outspoken, straightforwardness. If a team is to be effective, then its members need to be able to express their views, their differences of opinion, interests and problems without fear of ridicule or retaliation. No team work is really effective if there is a cut-your-throat or stabbing-in-the-back atmosphere, where members become less willing or unable to express themselves openly.

b. **Confrontations:**

The term ‘confrontation’ refers to conflict, encounter, dispute, estrangement, to evolve effective and efficient suggestions and solutions to a given problem. There is a dire need to confront problems and issues rather than avoid them. In order to be effective, one should confront even delicate or unpleasant issues honestly and squarely instead of avoiding them.

c. **Trust:**

‘Trust’ means belief, confidence, and faith. One cannot order others to trust, it comes only through their experience. Organization employs people who come from different backgrounds, values and expectations and the perceptions of each one of them are different from others and the work life involves them in many complex relationships with others. The goals and objectives can be achieved only when we have an atmosphere of friendship, trust among employees, and supportive tendency of each other.

d. **Autonomy:**

The word ‘autonomy’ refers to freedom, independence. Freedom to do a
thing in the way one wants tends to act as a morale booster. Every individual has his own way of doing things; it is the job of his superior to ensure that creativity in the individual group/group is not discouraged while working for achieving objectives.

e. **Proaction:**

The term ‘pro-action’ generally refers to planning in advance, lead from the front, and the state of alertness / preparedness. As it is said, ‘prevention is better than cure’, the word pro-action means that the leadership should be capable of forecasting, predicting, projecting, anticipating things well in advance and plan accordingly to meet any eventuality at any given time.

f. **Authenticity:**

The term ‘authenticity’ refers to genuine, factual, legitimate, and actual. That means the management has to ensure that in the process of achieving objectives none of their employees/ departments uses any illegitimate/ unlawful/ unethical procedures/ methods which affect in varying degrees the reputation and status of the organization.

g. **Collaboration:**

The term ‘collaboration’ refers to cooperation, participation, teamwork, association. It implies that individuals are committed and willing to be involved in the work they do and that they are ready to share their skills and information with the rest of the employees, knowing that the others will reciprocate. People find ways of being more helpful to each other and are ready to share their feelings, skills, thereby achieving the objectives with less time and cost.
In the present times multicultural organizations are developed. The future managers have to make pro-active arrangements for the development of multiculturism in the organization. The global firms have to do a lot in this regard. KEL has made all pro-active and post active programmes for the establishment of multiculturism.

The following figure developed by the researcher depicts HRD model at KEL.

### Human Resource Development Plans

- **Individual Development Plans**
  - Skill + Knowledge + Attitude Development

- **Organizational Development Plans**
  - Work Culture + Dev. Plans + Facility Dev. Quality of Working Life

- Trained and Developed Employees
  - Healthy Organization Climate

- Organizational Effectiveness

### 5.2 OD AND OC PROGRAMMES IN KEL

Organization development (OD) is a planned, organization-wide effort to increase an organization's effectiveness and viability.
Warren Bennis, has referred to OD as a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that it can better adapt to new technologies, markets, and challenges. OD is neither "anything done to better an organization" nor is it "the training function of the organization"; it is a particular kind of change process designed to bring about a particular kind of end result. OD can involve interventions in the organization's "processes," using behavioural science knowledge as well as organizational reflection, system improvement, planning, and self-analysis.

Kurt Lewin (1898 - 1947) is widely recognized as the founding father of OD, although he died before the concept became current in the mid-1950s. From Lewin came the ideas of group dynamics, and action research which underpin the basic OD process as well as providing its collaborative consultant/client ethos. Institutionally, Lewin founded the "Research Center for Group Dynamics" at MIT, which moved to Michigan after his death. RCGD colleagues were among those who founded the National Training Laboratories (NTL), from which the T-group and group-based OD emerged. In the UK, the Tavistock Institute of Human Relations was important in developing systems theories. The joint TIHR journal Human Relations was an early journal in the field. The Journal of Applied Behavioral Sciences now is the leading journal in the field.

The term "Organization Development" is often used interchangeably with Organizational effectiveness, especially when used as the name of a department within an organization. Organization development is a growing field that is responsive to many new approaches including Positive Adult Development.

Few years ago KEL found itself having difficulty with its internal working relationships. The technical director, concerned with these problems, contacted an organizational consultant at a local university and asked him for help. A
preliminary discussion among the director, the administrator, and the consultant seemed to point to problems in leadership, conflict resolution, and decision processes. The consultant suggested that data be gathered so that a working diagnosis could be made. The officials agreed, and tentative working arrangements were concluded.

The consultant held a series of interviews involving all members of the staff, the director, and the administrator. Then the consultant thematized or summarized the interview data to identify specific problem areas. At the beginning of a workshop about a week later, the consultant fed back to the staff the data he had collected. The staff arranged the problems in the following priorities:

1. Role conflicts between certain members of the staff were creating tensions that interfered with the necessity for cooperation in handling patients.

2. The leadership style of the director resulted in his putting off decisions on important operating matters. This led to confusion and sometimes to inaction on the part of the medical and administrative staffs.

3. Communication between the administrative, operational and outreach staffs on mutual problems tended to be avoided. Open conflicts over policies and procedures were thus held in check, but suppressed feelings clearly had a negative influence on interpersonal and inter-group behavior.

Through the use of role analysis and other techniques suggested by the consultant, the staff and the director were able to explore the role conflict and leadership problems and to devise effective ways of coping with them. Exercises designed to improve communication skills and a workshop session on dealing with conflict led to progress in developing more openness and trust throughout the organization. An important result of this first workshop was the creation of an action plan that set forth specific steps to be applied to problems by personnel during the ensuing
period. The consultant agreed to monitor these efforts and to assist in any way he
could. Additional discussions and team development sessions were held with the
director and the medical and administrative staffs.

A second workshop attended by the entire staff took place about two months after
the first. At the second workshop, the staff continued to work together on the
problems of dealing with conflict and interpersonal communication. During the
last half-day of the meeting, the staff developed a revised action plan covering
improvement activities to be undertaken in the following weeks and months to
improve the working relationships of the organization.

A notable additional benefit of this OD program was that the staff learnt new ways
of monitoring the company's performance as an organization and of coping with
some of its other problems. Six months later, when the consultant did a follow-up
check on the organization, the staff confirmed that interpersonal problems were
now under better control and that some of the techniques learnt at the two
workshops associated with the OD programs were still being used.

The objective of OD is to improve the organization's capacity to handle its internal
and external functioning and relationships. This would include such things as
improved interpersonal and group processes, more effective communication,
enhanced ability to cope with organizational problems of all kinds, more effective
decision processes, more appropriate leadership style, improved skill in dealing
with destructive conflict, and higher levels of trust and cooperation among
organizational members. These objectives stem from a value system based on an
optimistic view of the nature of man — that man in a supportive environment is
capable of achieving higher levels of development and accomplishment. Essential
to organization development and effectiveness is the scientific method — inquiry,
a rigorous search for causes, experimental testing of hypotheses, and review of
results.
The ultimate aim of OD practitioners is to "work themselves out of a job" by leaving the client organization with a set of tools, behaviors, attitudes, and an action plan with which to monitor its own state of health and to take corrective steps toward its own renewal and development. This is consistent with the systems concept of feedback as a regulatory and corrective mechanism.

KEL has adopted the following six-step model for organizational development:

1. Purposes: The organization member are clear about the organization’s mission and purpose and goal agreements, whether people support the organization’ purpose.

2. Structure: How do we divide up the work? The question is whether there is an adequate fit between the purpose and the internal structure.

3. Relationship: Between individual, between units or department that perform different tasks, and between the people and requirements of their job.

4. Rewards: The consultant should diagnose the similarities between what the organization formally reward or punished for doing.

5. Leadership: Is to watch for blips among the other boxes and maintain balance among them.

6. Helpful mechanism: Is a helpful organization that must attend to in order to survive which as planning, control, budgeting, and other information systems that help organization member accomplish.

Organizational culture is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and
values (personal and cultural values) of an organization. It has been defined as “the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.”

This definition continues to explain organizational values also known as “beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another.”

Corporate culture is the total sum of the values, customs, traditions and meanings that make a company unique. Corporate culture is often called “the character of an organization” since it embodies the vision of the company’s founders. The values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior. Senior management may try to determine a corporate culture. They may wish to impose corporate values and standards of behavior that specifically reflect the objectives of the organization.

In addition, there will also be an extant internal culture within the workforce. Work-groups within the organization have their own behavioral quirks and interactions which, to an extent, affect the whole system. Roger Harrison’s four-culture typology, and adapted by Charles Handy, suggests that unlike organizational culture, corporate culture can be ‘imported’. For example, computer technicians will have expertise, language and behaviors gained independently of the organization, but their presence can influence the culture of the organization as a whole.
In Kinetic Elevators Limited, there exists a strong culture where staff responds to stimulus because of their alignment to organizational values. In such environment, strong cultures help the company operate like well-oiled machines, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there. With strong culture— people do things because they believe it is the right thing to do — there is a risk of another phenomenon, Groupthink. "Groupthink" was described by Irving L. Janis. He defined it as “a quick and easy way to refer to a mode of thinking that people engage when they are deeply involved in a cohesive in-group, when members' strivings for unanimity override their motivation to realistically appraise alternatives of action.”

This is a state where people, even if they have different ideas, do not challenge organizational thinking, and therefore there is a reduced capacity for innovative thoughts. This could occur, for example, where there is heavy reliance on a central charismatic figure in the organization, or where there is an evangelical belief in the organization’s values, or also in groups where a friendly climate is at the base of their identity (avoidance of conflict). In fact group think is very common, it happens all the time, in almost every group. Members that are defiant are often turned down or seen as a negative influence by the rest of the group, because they bring conflict.

KEL is an innovative organization and needs individuals who are prepared to challenge the status quo — be it groupthink or bureaucracy, and also needs procedures to implement new ideas effectively.
5.3 CAREER PLANNING & CAREER DEVELOPMENT PROGRAMMES AT KINETIC ELEVATORS LIMITED

KEL realizes that the growth of the company can be sustained through the continuous development of people who contribute to the business success. Hence the company focuses its attention to harness the innate potential each individual brings to the organization. The value an organization produces is unequivocally linked to collective efforts of its workforce. The company lays strong emphasis on employee empowerment even at the entry level. At KEL, managing and shaping the careers of people are viewed as high priority. Continuous learning and development opportunities are therefore, offered to all team members to strengthen leadership, management and functional competencies. The company takes pain in developing its employees as an attempt to increase their contribution behind their corporate success. KEL is assigning greater focus to matters concerning optimal management of its Human Resources, which are at the core for value creation.

5.3.1 IDENTIFYING POTENTIAL

While the initial year in the career of a KEL manager is used in developing the professional skills, the focus changes as a person moves to the middle management level. Here leadership potential becomes critical. The company has a robust process of identifying potential in individuals. Each of the middle level managers goes through a process that clearly identifies their strengths,
development areas and aspirations for the future. This is supported by a structured process of development, which includes movement within the organization.

An enhanced Performance Management System emphasizing the five core values in action expected of management personnel, namely: Performance Focus; Customer Responsiveness; Entrepreneurial Drive; Trustworthiness; People Development – was introduced with the focus on expectation setting and on-going coaching and feedback. Managerial compensation was also aligned with the Company, its Business Units and Individual performance. An initiative to define Performance Management criteria for senior positions based on organization and individual scorecards was introduced, focusing on four critical success factors : Financial; Growth; Business Processes and Customer. Today, senior managers have their individual scorecards in place to evaluate success and performance, related to the above criteria.

5.3.2 BUILDING LEADERS ACROSS THE ORGANIZATION

The Company believes that every individual can be a leader and leadership is not a domain of the people at the top. Accordingly, a Leadership Model focuses on strengthening the leadership qualities across the organization and quite early in the individual's career. The Model prepares individuals first to deal with 'the self' and then with 'others'. As the manager matures, the model facilitates the individual to become a business leader by understanding and appreciating the multiple facets of business. Finally managers are prepared to lead and drive change - an ultimate test of a person's leadership skills.

A robust Career and Succession Planning System was initiated to develop and groom individuals for the future. An External Assessment tool is also used to
identify strengths and define talent pools to drive cross-functional and geographical moves and to support the Company’s Talent Management initiative. Further, education and learning opportunities, which help superior business performance and individual development, are also being enhanced to improve relevant skills and competencies.

**5.3.3 THE MANAGEMENT TRAINEE PROGRAMME**

The Management Trainee Programme is a perfect example of Company’s commitment towards developing and nurturing young talent. KEL also recruits talents from Business Schools and prepares them for the challenges of business. Each of the Management Trainee, irrespective of their discipline, gets an opportunity to work and get exposed in sales, R&D and manufacturing. They also work on live business projects in their own area of specialization. Projects are also undertaken in cross-functional area to build a holistic understanding of business.

To prepare the trainees for global challenges each person has to undertake an extensive ten-week assignment away from their home country. This helps in developing a global mindset in the trainees. A committee specially constituted for their development evaluates the work of the management trainees. The committee members coach and mentor them during training period and prepare them for the challenges of a regular job.

Tremendous emphasis has been given to career development at KEL since its inception. There is a recognition that qualified executives needed throughout the industry and do not just emerge from work-force without consciously planned
action on the part of the organization. Good organizations select the talented employees and take measures to develop them to have adequate inventory of management skill for use in the future. Management development also looks for development at present in managers. Thus, everyone who is in a managerial position or expected to be the one in the future should be developed. All potential managers or anyone below the top person in the organization who may be transferred or promoted to another job should be prepared for the promotion by the process of executive development. The objectives of management or executive development programme of any business concern are: to improve the performance of managers in their present positions; and more importantly, to ensure an adequate reserve of capable well trained administrators for future needs.

The second point emphasizes on “learning”. Learning is of crucial importance in the process of training. While the person imparting and providing learning experience to his subordinate, should be well conversant and experienced with the principal and applications of learning all the same, training programmes must specifically state what is to be learned? Or in other words what is the objective of the training are? How successfully the employee assimilates the learning he received from his job performance and how well this learning will continue to act as a stimulant to him in his future performance, training programme should visualize all this.

5.3.4 TRAINING AND DEVELOPMENT PROGRAMMES FOR HUMAN RESOURCES

Human resource development has in recent years become the focus of attention of planners policy marked and administrators. Human resource development may be defined as the process of increasing the knowledge, skills and capacities of people. It is important not only for an enterprise but for a nation to develop its human
resources. A country can develop only when its human resources are developed through health, nutrition, education, training and research. At the enterprise level, employee training and executive development are main areas of human resources development.

5.3.5 MEANING OF TRAINING

Training is the process of increasing the knowledge and skills for doing a particular job. It is an organised procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behaviour and performance of a person. It is a never ending or continuous process. Training is closely related with education and development but needs to be differentiated from these terms.

5.3.6 TRAINING AND EDUCATION

Training should be distinguished from education. Training is any process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased. On the other hand, education is the process of increasing the general knowledge and understanding of employees. Thus, education is wider in scope and more general in purpose than training. Training is job-oriented or occupational having an immediate utilitarian objective and the major burden of training falls upon the employers. Training is vocational whereas education is general and major burden of education falls on the government education is person-oriented while training is job-oriented. Training is essentially practical consisting of knowledge and skills required to perform specific tasks. On the contrary, education is theoretical consisting of concepts aimed at stimulating analytical and creative faculties of the individual.
TABLE: COMPARISON BETWEEN EDUCATION AND TRAINING

<table>
<thead>
<tr>
<th>Points of comparison</th>
<th>Education</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contents and Scope</td>
<td>Broad and general</td>
<td>Narrow and specific-job related</td>
</tr>
<tr>
<td>2. Nature</td>
<td>Pure and theoretical</td>
<td>Applied and practical</td>
</tr>
<tr>
<td>3. Duration</td>
<td>Long duration</td>
<td>Short duration</td>
</tr>
<tr>
<td>4. Result</td>
<td>Delayed and in apparent</td>
<td>Quick and apparent</td>
</tr>
</tbody>
</table>

Education generally refers to formal in a school or college, whereas training is often imparted at the work-place. However, it is difficult in practice to differentiate between education and training because in many cases both of them occur simultaneously. There is some education in all training and in all education there is some training.

5.3.7 TRAINING AND DEVELOPMENT

At KEL employee training distinguish from management development. Training is considered a short-term process utilising a systematic and organised procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. It refers to instructions in technical and mechanical operations like operation of a machine. It is designed primarily for non-managers. It is for a short duration and for a specific job-related purpose.

On the other hand, development at KEL is a long-term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. It involves
philosophical and theoretical educational concepts and it is designed for managers. It involves broader education and its purpose is long-term development. According to Compbell, Training courses are typically designed for a short-term, stated set purpose, such as the operation of some pieces of machinery while development involves a broader education for long-term purpose.

Training at KEL involves helping an individual learn how to perform his present job satisfactorily. Development involves preparing the individual for a future job and growth of the individual in all respects. Development complements training because human resources can exert their full potential only when the learning process goes far beyond simple routine.

Differences between training and development at KEL have been summarised in table:

<table>
<thead>
<tr>
<th>Points of Distinction</th>
<th>Training</th>
<th>Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contents</td>
<td>Technical and mechanical operations</td>
<td>Conceptual and philosophical concepts</td>
</tr>
<tr>
<td>2. Nature of the process</td>
<td>Reactive process to meet current need</td>
<td>Proactive process to meet future needs</td>
</tr>
<tr>
<td>3. Participants</td>
<td>Non-managerial personnel</td>
<td>Managerial personnel</td>
</tr>
<tr>
<td>4. Purpose</td>
<td>Specific, job related skills</td>
<td>Total personality</td>
</tr>
<tr>
<td>5. Time period</td>
<td>Short-term one short affair</td>
<td>Long-term continuous process</td>
</tr>
<tr>
<td>6. Nature of the process</td>
<td>Reactive process to meet current need</td>
<td>Proactive process to meet future needs</td>
</tr>
</tbody>
</table>
Advantages of training

- Training helps in KEL an employee to use various safety devices. He can handle the machines safely and becomes less prone to accidents.

- Trained employees can perform better and earn more money in KEL.

- Training in KEL improves the self confidence of an employee. It enables the employee to approach and perform his job with enthusiasm.

- Through training in KEL employee can develop himself and earn quick promotions.

- Training of KEL enables an employee to adopt to changes in work procedures and methods.

5.4 TQM AND HRM IN KEL

KEL has established quality circles within its employees to ensure quality work. It is very important to motivate employees to more focus on quality as it increases profit, productivity by avoiding rework and saves time.

5.4.1 QUALITY CIRCLE

Quality circle is a small group of employees engaged in a similar type of work and who meet regularly to identify, analyze, and solve product-quality and production problems and to improve general operations.

Quality circles are applicable to a wide variety of business situations and problems. They are based on two ideas: that employees can often make better suggestions for improving work processes than management; and that employees
are motivated by their participation in making such improvements.

5.4.2 QUALITY CIRCLE BENEFITS

- **Team Spirit Development:** This eliminates inter-team conflicts and they will learn working as a team.

- **Change in the Attitude:** Employees start working on continuous improvement/quality of work. From “I don't care” to “I do care” attitude will start growing within employees.

- **Self Development:** This brings out hidden potential of people at work. They get to learn additional skills too from each other.

- **Improves Organizational Culture:** This result in positive working environment. Also, this results total involvement of employees at all levels.

- **Other Benefits:** Quality circles can help a small business reduce costs, increase productivity, and improve employee morale. Other potential benefits that may be realized by a small business include greater operational efficiency and an overall better working climate. Quality circles offer a wide variety of benefits for small businesses. For example, they serve to increase management's awareness of employee ideas, as well as employee awareness of the need for innovation within the company. Finally, quality circles can improve a small business's overall competitiveness by reducing costs, improving quality, and promoting innovation.
5.4.3 OPERATION OF TQM IN KEL

KEL is very clear that TQM is not a management technique, it is a change programme. Like any other change programme, it needs to be designed, sequenced and managed. Adopting the right kind of method is one of the most important jobs of senior management and degree of success obtained depends on their knowledge and understanding these methods. TQM methods are unlikely to be very useful if not used properly.

The following points are kept in mind for successful working of TQM in KEL:

- Establishment of corporate TQM steering committee and formation of TQM council at the unit level involving senior management staff.

- Selection of proper TQM methods required for the organization on conducting required survey based on the need and the organizational climate.

- Complete knowledge for implementation of TQM tools for problem solving.

- In order to make TQM a success and powerful, quality culture must be put in place, which is all about culture change based on a desire to satisfy the customer and eliminate existing problems permanently.

- Sustained and continuous effort must be made for company wide TQM activities and avoid it as one time activity/project.
5.4.4 HR INTERVENTIONS FOR TQM

TQM is primarily an organizational strategy considered as a change programme to achieve excellence and therefore HR has an important role to play in designing the interventions to prepare the people and the organizations for the desired change.

5.4.5 DEVELOPMENT OF TOTAL QUALITY PEOPLE

The first pillar of TQM is internal customer satisfaction. People involved in each process have to treat those next in the process as their customer. In addition to the external customer, every activity in the factory has an internal customer. The service to the internal customer is the one which will help gear up the organization to deliver finally the required service to the customer. Therefore, all the departments and the people are to be oriented towards achieving total quality and the attitude of “Help us to help you better” must be developed on the philosophy of internal customers. Here lies the importance of HR in developing total quality people i.e. people with positive attitude, values in consonance with organizational mission and change the mindset so that the foundation becomes very strong.

5.4.6 TRAINING

HR has also to undertake intensive training of personnel in understanding the application of TQM methods and its tools. In KEL, this part of applying TQM methods & tools are very much wide spread and people at all levels starting from top to bottom are very much conversant with this and apply in all spheres of their activity. HR initiatives in this context have to address in training of personnel in becoming "data minded than opinion minded”. The mindset of “What is wrong” than “Who is wrong” to be generated and built up. Though it is a formidable task,
HR has to trigger this thinking in an organization to realise thought revolution of TQ dimension.

**5.4.7 EMPLOYEE INVOLVEMENT**

In KEL HR has initiated employee involvement in TQM activity. Ultimately, quality is physically produced by the operator on the shop floor. It is therefore very important that he understands the quality requirements of his job. This is possible provided his involvement in the job is very high and he is a very committed and empowered worker.

It is in this context that Japanese have introduced Quality Circles which have generated high level of commitment of workers and finally helped Japan to become as world leader in the business. Quality circles at KEL are based on the fundamental principles of collaboration, involvement & empowerment. HR has to facilitate the culture of team work either in the form of Quality Circles, Quality Teams, Task force, CFT, Suggestion schemes or any such others innovative employee involvement schemes for TQM activity.

HR has to create TQM mindset by focusing following three main orientations:

- The customer orientation
- The process orientation
- The people orientation.

This is being made possible through an integrated & dedicated approach flowing from corporate value system built around the principle of “Do things right, the first time and every time”.
5.5 GLOBAL HRM IN KEL

In the present times, global human resource management has become inevitable because of growth of trans-national business corporations. The business process outsourcing and knowledge process outsourcing have made international human resource management very significant. KEL is a business corporation with global services. As such, the company has developed advance international human resource management to cope with the multinational business requirements.

It has a vying position in the international arena because it has highly skilled technologists and managerial people in all functional areas. The researcher has discussed all these issues and aspects in the present part of the study. Organizational development programmes as well as total quality development programmes are in the offing at KEL. The people at KEL partake in all developmental activities with the help of sound career planning programmes by the company. KEL believes in the maximum development of human resources for internal as well as across the border activities. KEL attaches great value to human factor. The directors and top-notch managers give outstanding importance to the human side in the organisation. As such, the director statements give added value to human factor. KEL has excelled in providing top class employees’ services. There is always hunt for talent by developing accessible talent pool. KEL fuel growth for leveraging global talent and technology. The company has also made significant investment for people at work by providing dynamic leadership and promoting innovative ideas.

Some of the main activities that are carried out by KEL in the development of strategic human resource management are provisions of health services to the people, effective HR information system, team building activities, effective
negotiations, and conflict management. The cross people culture management and international human resource management are the best programmes of KEL. The budding managers at KEL are made aware of their significant achievements so that they may explore more opportunities to enhance their analytical skills and leadership qualities. They also get opportunities to enhance their learning and shaping their building and global career.

5.6 HR MOTIVATION PLANS IN KEL

Motivation may be defined as the complex of forces inspiring a person at work in an organisation to intensify his desire and willingness to use his potentialities for achievement of organisation objectives. It is something that moves a person into action and continues in the course of action enthusiastically. The role of motivation is to develop and intensify the desire in every member of the organisation to work effectively and efficiently in his position. There are certain forces inside the person inspiring him to continue work which may be called as drives instincts or tension state. Thus by motivation we mean mechanisms inside the person that sustain his continued activity as a human being.

Motivation has also been defined as the process or the reaction which takes place in the memory of the individuals. It may be viewed as a combination of force (motives) maintaining human activity. According to March and Simon, motivation to produce is a function of the character of the evoked set of alternatives the perceived consequences of evoked alternatives and individual goals in terms of which alternative are evaluated. March, and Simon have established positive correlation between productivity and motivation by means of a theoretical model.

Following are the main generation in this model:

1. Lower the individual satisfaction, greater the search for better ways of doing the job.
2. More the search for alternatives, greater the expected rewards.

3. Greater the expected rewards, the higher the satisfaction and level of aspiration.

4. Higher the level of aspiration, lower the satisfaction.

Thus, if the present level of satisfaction is low the search is more and vice versa. Higher the expected rewards higher will be the search. It will in turn lead to higher level of aspiration. When greater reward is expected greater is the satisfaction. When a person feels that he has to achieve higher value of reward greater is the search. If the expected value of reward becomes higher so that individual is never satisfied. His level of satisfaction will be lower.

Thus, level of aspiration and satisfaction are negatively will continue to be motivation by this mild dissatisfaction. If the level of aspiration does not rise whereas the reward rises, the individual becomes complacent and his search activity declines. But on the other hand the level of aspiration is too high that it is beyond the reach of the individual the result will be frustration March and Simon conclude from this analysis that high satisfaction does not necessarily stimulate productivity rather it is the dissatisfaction that stimulates productivity.

A distinction may be made among the three things: need, incentive and motivate. This is to emphasize that any need present in the individual does not necessarily lead to action. The need has to be activates which is the function of incentive. Is something which incites or tends to incite to determination of action. Thus, incentive is an external stimulus that activates need and motivation refers to an activated need, an active desire or wish. But a better definition is to regard incentive as the there is some incentive. Thus, any incentive has reference to:
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i. The individual and his needs which he is trying to satisfy or fulfill; and

ii. The organisation which is providing the individual with opportunity to satisfy his needs in return for his services.

Thus, conceptual difference between motivation and incentive is that incentive is the mean to motivation.

At KEL, an integrated theory of work motivation is followed. It provides interventions (techniques) for managing work motivation in different functional areas of KEL. At KEL, there is perfect interaction between the individuals and the executives which takes place through the role facilitates development of work motivation. The human resource managers plan intervention strategies at the organizational level, motivational climate and role interactional patterns are considered as significant variables.

The researcher observed that motivational climate at KEL could be analysed by assessing its reinforcing mechanisms and the process of goal setting. In this connection Pareek analyses work motivation at three levels. At the first level, there are the needs of employees. The second level involves commitment of employees to the organization and the modified patterns of their needs, stemming from their interaction in the organization. The third level of motivation relates to the satisfaction of employees as a result of their working in the organization. His theory indicated that work satisfaction, for a basis for commitment of people to the organization, can occur if attention is paid to both the organization factors and understanding of the individual employee. These approaches are followed at KEL.
On his visit to the various units of KEL, the researcher found that at organizational level, the following strategies are adopted for motivation purpose:

- A profile of the organizational climate is prepared through periodical diagnostic studies by analysing motivations prevailing in the various units of KEL. This profile is used as a basis for initial interventions in different groups and sub-groups at KEL to determine whether they are satisfied with it or not and what further action can be taken for improvement.

- At KEL, some systems reinforce some motivations more than others. Attempts are made to determine motivations that different systems reinforce while designing or changing the latter. This facilitates installation of appropriate systems for reinforcing relevant motivation i.e. achievement, power and extension.

- It came to the notice of the researcher that at KEL, open communication is encouraged which improves works motivation among the people at work in the organization. It also helps in flow of supportive feedback from the supervisor and also helps in resolving various problems at work units in KEL.

- The remarkable thing at KEL is that hygiene needs i.e. salary, security, company policy and working conditions are given due place.
5.6.1 EFFECTIVE LEADERSHIP TO INFLUENCE MOTIVATION

A person's motivation is combination of desire and energy directed at achieving a goal. Influencing someone's motivation means getting him or her to want to do what you know must be done. People can be motivated by beliefs, values, interests, fear, worthy causes, and other such forces. Some of these forces are internal, such as needs, interests, and beliefs. Others are external, such as danger, the environment, or pressure from a loved one.

There is no simple formula for motivation; you must keep an open viewpoint on human nature. There is a complex array of forces steering the direction of each person and these forces cannot always be seen or studied. Also, if the same forces are steering two different people, each one will act differently. Knowing that different people react to different needs will guide the decisions and actions in certain situations.

The leader has the power to influence motivation. The following guidelines form the basic view of motivation. These guidelines guide the managers at KEL in decision making process towards influencing motivation:

- Allow the needs of the people to coincide with the needs of the organization. Nearly all people are influenced by the need for job security, promotion, raises, and approval of their peers, and leaders. Internal forces such as value, morals, and ethics also influence them. Likewise, the organization needs good people in a wide variety of jobs. Ensure that the people are trained, encouraged, and provided the opportunity to grow. Ensure that the way you conduct business has the same values, moral, and ethic principles that you seek in your people. If you conduct business in a dishonest manner, your people will be dishonest to you.
➢ Reward good behaviour. Although a certificate, letter, or a thank you may seem small, they can be powerful motivators. The reward should be specific and prompt. Do not say, "For doing a good job." Cite the specific action that made you believed it was a good job. In addition, help your people who are good. We all make mistakes or need help to achieve a particular goal.

➢ Set the example. You must be the role model by setting examples that you want your people to grow into.

➢ Develop moral and esprit. Moral is the mental, emotional, and spiritual state of a person. Almost everything you do will have some impact on the moral of your organization. You should always be aware how your actions and decisions affect it. Esprit means team spirit - it is defined as the spirit or the soul of the organization. It is the consciousness of the organization that you and your people identify with and feel a part of.

➢ Let your people be part of the planning and problem solving process. There are several reasons for this. First, it teaches them and allows you to coach them. Second, it motivates them. People who are part of the decision making process become the owners of it. It gives them a personal interest in seeing the plan succeed. Third, communication is clearer. Everyone has a better understanding of what role they must play as part of the team. Next, it creates an open trusting communication bond. They are no longer just the doers for the organization. Now they are part of it. And finally, it shows that you recognize and appreciate them. Recognition and appreciation from a respected leader are powerful motivators.

➢ Look out for your people. Although you do not have control over their personal lives, you must show concern for them. Things that seem to no
importance to you might seem extremely critical to them. You must be able to empathize with them. Sympathizing with others may be less useful to another person if we are limited by the strong feelings of the moment.

- Make their jobs challenging, exciting, and meaningful. Make them feel that they are individuals in a great team. People need meaningful work, even if it is tiring and unpleasant; they need to know that it is important and necessary for the survival of the organization.

- Counsel people who behave in a way that are counter to the company's goals. You must let people know when they are not performing to acceptable standards for further improvement. Some time you need to protect your performer. For example, if someone in your department is always late arriving for work and it is causing disruptions, and then you must take action. On the other hand, if you have an extremely good performer and once in a while he is few minutes late, then do the right thing – protect him from the bureaucracy.

At KEL, the motivation patterns, incentives and employee services are quite challenging and satisfactory. The managers adopt positive attitude to motivate people at work in the various units of KEL. The researcher observed on his survey that following strategies for salary administration and compensation are adopted.

Firstly, the managers adopt rewarding behaviour. It is reinforced by rewarding both formally and informally. For example, dependency motivation is reinforced. It means that senior managers at KEL do their best to solve the problems of the employees. Side by side, good salary increments, promotional opportunities, and other incentives are provided.
Secondly, the top management at KEL has adopted a promotional technique based on merit and competence. Promotions based on merit and competence; develop a climate of high work motivation. In KEL, promotions are not given on personal considerations. This is why we found high morale of the people at KEL.

Thirdly, at KEL promotion motivates people when they are promoted to a job with higher challenge. At KEL promotion is used as a motivator. So, attempt is made to build increased amount of responsibility, authority and challenge in the new job.

Fourthly, positive reinforcement and rewards are provided which strengthen the approach dimensions of motivation at KEL. No manager at KEL adopts negative reinforcement or punishment or demotion etc. The officers appreciate the good work and do not criticise publicly for poor performance. There are ample of employee services and welfare measures at KEL. There is good arrangement of welfare works and social security and all attempts are made to raise the social status of worker at the company.

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