Chapter-V

Human Resource Management and its Relationship with Productivity
CHAPTER - 5

HUMAN RESOURCE MANAGEMENT AND ITS RELATIONSHIP WITH PRODUCTIVITY (IN BEL)

5.0 Assessing Human Resource Effectiveness

HRM, today, has evolved as a strategic approach to the acquisition, motivation, development and management of an organization's human resources. It is devoted to shaping an appropriate corporate culture and introducing programmes which reflect and support the core values of the enterprise and ensure its success. HRM is pro-active rather than re-active. It always looks forward to what needs to be done, i.e., it asks managers to anticipate and prevent issues from arising rather than allowing a problem to develop and then simply reacting to it!

A close look at the modern-day HRM approach reveals seven major responsibilities.

- **Attraction** - Identifying job requirements, estimating the people and skills-mix requirements.
- **Selection** - Choosing the most suitable personnel.
- **Retention** - Creating the conditions necessary for rewarding performance and providing a healthy conducive work environment.
- **Development** - Preserving and improving employee knowledge, skills, and abilities and other Characteristics.
- **Motivation** - Developing the techniques that reflect the
needs of each individual-job satisfaction, behavioral and structural methods for stimulating performance, compensation and benefits, etc.

Assessment - evaluation of behavior, attitudes and performance.
Adjustment - activities intended to maintain compliance with culture and policies.

These responsibilities are not distinct or compartmentalized. Rather they are highly interrelated as shown in figure 5.1. Together they comprise the HRM System.

![Interrelated Responsibilities of HRM](image)

**FIG. 5.1 : INTERRELATED RESPONSIBILITIES OF HRM**

**HRM Programmes**

Having looked at the responsibilities, it is time to look at the specific programmes of HRM which, when taken up comprehensively, lead to the complete and satisfactory implementation of the HRM system which broadly comprises the following clearly identifiable programmes.
(1) **HR Organization involving:**
- organization design and development
- motivation and leadership
- management of organizational culture.

(2) **HR Planning involving:**
- forecasting manpower needs
- forecasting manpower supply both within and without the enterprise
- arriving at a net plus or minus position
- initiating required policies and steps.

(3) **HR Information System involving:**
- creation of a wide database for up-to-date information on all aspects.

(4) **HR Development involving:**
- training
- guidance
- career management
- skill up gradation.
(5) **HR Relationships involving:**

- dealing with individual and collective problems
- grievance machinery
- negotiation with trade unions and staff associations
- attempts to increase cooperation and trust and increase employee involvement.

(6) **HR Utilization involving:**

- attempting to increase productivity
- method study
- work study
- job analysis
- job enrichment, etc.

The major part of the work force in BEL, Ghaziabad belongs to the age groups 31-35 (30%), and above 34%. Age groups 25-30 accounts for 16% and employees belonging to age groups 23-25 & 18-22 are 12% & 8% respectively. Look at Fig. 5.2

Whereas in age group of 18-22 most of the employees are
In the course of sample survey the researcher enquired of the respondents if there existed a mutually supportive relationship between the seniors and their subordinates. Good 50% gave a positive response. Around 10% went to the extent of averring that such relations in BEL Ghaziabad are nor just good, but very good only about 30% had reservations. In this respect and even among these majority could tell pointed by the cause of their negative approach.
Again when asked as to how much importance do they attach to the duty they are performing.

**Importance of the Work to the Organization**

57% claimed that the consider their work important and 36% think it very important where 18% people show were found attaching little importance to the work. Just 7% are neither positive nor negative about the importance of their work. Look at the following table & figure.

<table>
<thead>
<tr>
<th>Work</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important</td>
<td>36</td>
</tr>
<tr>
<td>Important</td>
<td>39</td>
</tr>
<tr>
<td>Unimportant</td>
<td>13</td>
</tr>
<tr>
<td>Very Unimportant</td>
<td>5</td>
</tr>
<tr>
<td>Neither Important nor Unimportant</td>
<td>7</td>
</tr>
</tbody>
</table>

Table 5.1

![Fig. 5.4](image)
HRM Model

Based on the above, we can go about evolving an HRM model. The six programmes detailed above may be viewed as spokes of a wheel at the centre or hub of which are the HRM objectives. As the programmes are implemented more and more successfully, we come closer and closer to achieving our central objectives.

We may now go about examining the means and modalities by which the HRM programs can be successfully implemented by increasing productivity.

(a) Joint Responsibility

In the contemporary view, all managers, no matter what their line of responsibility, are accountable to their organizations for the impact of HRM operations on employees as well as the quality of work life provided. The most effective approach to HRM results from close interaction between the HR department and line managers charged with the responsibility of optimizing their own resources and output. The HR department would certainly develop all the tools and procedures, but HRM implementation is now viewed most certainly as a joint responsibility.

(b) Evolving on HR Policy

Just as strategies and policies have been developed for the utilization of nonhuman resources, virtually all managers now
recognize the importance of developing policies for guiding managerial decisions in the field of HRM.

An HRM policy guides management in identifying and implementing the appropriate learning and developing activities for resolving organizational problems or exploiting new business opportunities. It ensures that supervisors and managers encourage on-the-job applications of the skills, knowledge and attitudes gained by participants in HR development activities. It helps to establish career development mechanisms and assess learning needs so that both the growth potential of employees as well as of the organization, are released. Finally, an HRM policy can establish norms for financial investments in human resources.

Without an HRM policy there is often a failure to assign specific management responsibility for the various HRM functions. A lack of such policy direction leads to HRM functions that are short-term, ad hoc, haphazard, sometimes irrelevant, unorganized, assigned low priority, and often poorly evaluated. Once an HRM policy has been modified by the senior management team and promulgated throughout the organization, however, it provides authentication, guidance and direction. Experience has shown that the adoption of policy statements has encouraged managers to become far more actively involved in carrying out their HRM responsibilities and functions. Moreover, with an HRM policy in force, HR managers can better justify the cost effectiveness of HRM activities and programmes.
5.1 Human Resource Development Policies and Productivity of BEL Ghaziabad.

For the training and development activities, BEL Ghaziabad has a separate department which imparts regular indoor and outdoor T & D programmes to the employee at the HRD aspects are BEL is in the process of formulating a comprehensive training directive in the line with the corporate office policies. The centre for T & D is organized in terms of the infrastructure so as to say auditorium, classrooms, computer aided training rooms, training aids and staff. The faculty of T & D is capable to impart the training to both Ex and Non - Ex. However their core competency is in technical or operational training. For imparting the specialized training in designing and managerial skill the HRD largely depends upon on the outside resources. The HRD department looks after the two types of programme.

(a) Development Programmes

Under this the internal trainee, apprenticeship trainee etc. are conducted. These programs are introduced according to the assessed needs of the company.

(b) Security Department

BEL being a Defense unit has a very strong security department. The head office of BEL i.e. Bangalore unit, provides a book of guidelines to all the units, which have to be followed accordingly; however the units suiting to the intricacies of their own complexes can make slight alterations in them. The security of the three things is to follow in this department.
2. Security of material.
3. Security of information

**Security of personnel**

The employees who undertake the sensitive projects have to submit themselves to the police to avoid the misconduct's, misbehavior of the employees, a secret inspection is done by the security personnel. Sometimes, certain employee have to go overseas in concern with the confidential office work, in which regard, a report is being prepared about them by the security personnel. A time to time report of thefts, are being sent to the head of the personnel department. The foremost work done by the security department is dispensing the knowledge of fire fighting, the employees are taught the timely and above all the right use of the different fire extinguisher i.e. water. Carbon dioxide cylinders and the containers of sand, these fire extinguishers are kept in all divisions in an adequate amount.

**Security of Material**

The security department keeps a check on both the types of material i.e. returnable as well as non-returnable. A gate pass is made for both the types of materials to let the go out of the company. The security also keeps a check that the property of the company is not misused for the personal purpose by the employees.

**Security of Information**
The security personnel's keep a strict vigilance that non-information is carried outside the companies in the form of floppies, c.d. etc. an access control is also there on the people coming inside the company. The police force in the security randomly verifies all the employees, laborers only after which they are issued their identity cards. The security personnel's are all the time patrolling inside the company. On the job timing of the security man for the employees working in shift are:

- Essential A shift: 5 AM to 1 PM
- Essential B shift: 1 PM to 9 PM
- Essential C shift: 9 PM to 5 AM

The junior officers of the security department come in the shifts for the duty. Occasionally, the AGM can visit the company after 9 o'clock in the night. However, apart from all these duties, they have to follow the duties of the management as well.

5.2 Performance Appraisal Programme Of Human Resource And Productivity

Performance appraisal is one of the most important functions of personal management. People differ in their ability and attitude. The personal manager is expected to know these differences. Such knowledge goes to a long way evolving or worthwhile policy vis-a-vis productivity.

In other words the overall objective of performance appraisal is to improve the efficiency of employees by making the best possible use of their potential in each individual case.
Employees opinion towards present appraisal system

Having been asked as to how they consider the existing appraisal system available in BEL Ghaziabad they responded as under:

<table>
<thead>
<tr>
<th>Options</th>
<th>Response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully satisfied</td>
<td>2</td>
</tr>
<tr>
<td>Satisfied</td>
<td>24</td>
</tr>
<tr>
<td>Can't Say</td>
<td>44</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>30</td>
</tr>
</tbody>
</table>

Table 5.2

Fig. 5.5

Productivity in BEL

BEL's approach to the productivity movement recognizes the paramount importance of employees' role and is characterised by:

1. Identification of projects areas possessing the highest potential for increasing productivity.
2. Identification of projects and formulation of annual plans.
3. A formal structure for productivity monitoring at all levels.
4. Voluntary efforts of the employees coupled with projects identified in the above areas with fixed responsibilities.
5. Training of manpower and creation of awareness among the employees.

Performance appraisal improves performance

After analyzing the data, the results show that all (100%) of the senior production officers feel that performance appraisal does help in performing better.

Fig. 5.6
Through this we come to know that the process of performance appraisal is yielding positive results and it should be continued.

Factors responsible for good productivity level in BEL

1. Viable working environment
2. Information sharing system
3. Good marketing program
4. Appropriate technology
5. Effective implementation
6. Quick decision making
7. Training and educational program

CONCLUSION

To be an effective tool, appraisal has to be on the continuous basis. This is the thing that has been mentioned time and again in the various reports of the company but in the absence of continuity, it becomes a redundant exercise. Before actually deciding drafting what should be the kind of appraisal, the following things should be taken care of:

1. The very concept of performance appraisal should be marketed throughout the organization. Unless this is done, people would not accept it, however important it be to the organization.

2. To market such a concept, it should not start at the bottom; instead it should be started by the initiative of the top management. This would help in percolating down the concept to the advantage of all, including the
top management. This means that the top management has to take a welcoming and positive approach towards the change that is intended to be brought.

3. Further, at the time of confirmation also, the appraisal form should not lead to duplication of any information. Instead, detailed appraisal of the employee's work must be done – which must incorporate both the work related as well as the other personal attributes that are important for work performance.

4. It should be noted that the appraisal form for each job position should be different as each job has different knowledge and skill requirements. There should not be a common appraisal form for every job position in the organization.

5. The job and role expected from the employees should be decided well in advance and that too with the consensus with them.

6. A neutral panel of people should do the appraisal and to avoid subjectivity to a marked extent, objective methods should be employed having quantifiable data.

7. The time/period for conducting the appraisal should be revised so that the exercise becomes a continuous phenomenon.

8. Transparency into the system should be ensured through the discussion about the employee's performance with
the employee concerned so as to identify the grey areas requiring special attention and urgent remedial measures.

9. Ideally in the present day scenario, appraisal should be done, taking the views of all concerned parties who have some bearing on the employee. But, since a change in the system is required, it cannot and should not be drastic or sporadic. It ought to be gradual embracing the mindset of both the employees and their corresponding heads.