

Managing Workforce Effectively- The Holy Grail for Organizations of Today

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Abstract

For organizations of the yore, it was much easier to manage workforce. Whilst at the present era of hyper-competitiveness, it really counts to have a proficient work force at disposal to manage the various tasks. The term “force” is not to be seen here in its usual connotation. Here it implies an art or skills used by the individual workers to convert a daunting task into a straightforward one. The dual concepts, as mentioned above, assist with regard to sorting out the intricacies that one normally associates with running the organizations in a lucrative manner.

An attempt is being made to bring out the need and the method wherein the employer could adapt as well as adopt managerial abilities and skills-set to ensure job satisfaction and instill motivation in the employees thus ensuring that they give their best or rather optimal performance for the organization in which they are working. This paper first presents a glimpse on the impact of workforce in the various industries. Next, laurels in the organization are discussed and deliberated upon which are brought out thanks to the employee’s potential as an efficient and committed work force thus bringing accolades to her/him. Retaining the existing workers is one of the most telling challenges faced by today’s organization thanks to the rapidly evolving and fiercely competitive business environment. The need of the hour is to realize the significance of effective and efficient management of the workforce and release a diktat to the same effect. Creativity and innovation on the part of the top management could very well play their role in the overall scheme of things in this regard.

Keywords: Workforce, Manager, Employee’s Potential, Job Satisfaction, Human Resource Management, Enterprise Resource Planning

1. Introduction

As was the scenario in the bygone era, yogis (people who believed in the power of meditation and of the similar ilk) survived on fruit diet because in that period there was no sense of urgency owing to competition, struggle, to defeat the other party, to achieve higher goals and so on as their aim is restricted to lead a simple and beautiful life. However, as the competitive era beckons, we cannot expect that today’s workforce could survive on a “fruit-diet”. As the time elapses, one could not but wish away the harsh realities of life and hark back on the good ol’ times just for the sake of it. As the stakes go north, the diet preferences have shown momentous changes, they have shifted from plain vanilla diets to something fancy and for this the organizations are helping them in whetting their appetite. The primitive fruit diet, as we knew it, has metamorphosed into the contemporary one thus pushing the employees to their limits and testing them for their ability to perform.

What better way to signify this change other than highlighting a few examples from various illustrious organizations who have championed the cause of their employees, specifically the differently abled ones. New York’s Workforce Development Institute (WDI) which sponsors programs for differently abled workers

and funds the NYS Apollo Alliance to bring social activists, businesses, organized labor, and educators together to address energy and environmental justice concerns. Not only this, some of our Indian organization such as the Tatas, the Birlas, the Godrejs and many more really practice what they preach thereby following their consideration with action, thus not paying mere lip service, to workforce as taking initiatives towards social responsibility by creating good corporate governance.

Pertaining to the structure or movement of the employees, it is the right time to spread the art of delegating as well as sharing work. To keep the workforce vigorous and ecstatic, it is primitive to understand the intentions of the employee rather than pre-evaluating the action. For that, need of the hour is to build trust and faith in the minds of the employees which is seconded by the Gita as “ASAT”. Here ASAT signifies work done with faith and trust and does not bear the desired fruits. Thus one can say that the optimal way for the manager to get the job done by the employee for enhancing productivity is by developing trust and faith within him as a valuable asset.

To change the attitude of present workforce, the next essential is to learn to delegate on the premise that successfully delegating one’s roles and responsibilities is an important facet of transforming into a macro-manager.

2. Essentials of an Effective Workforce

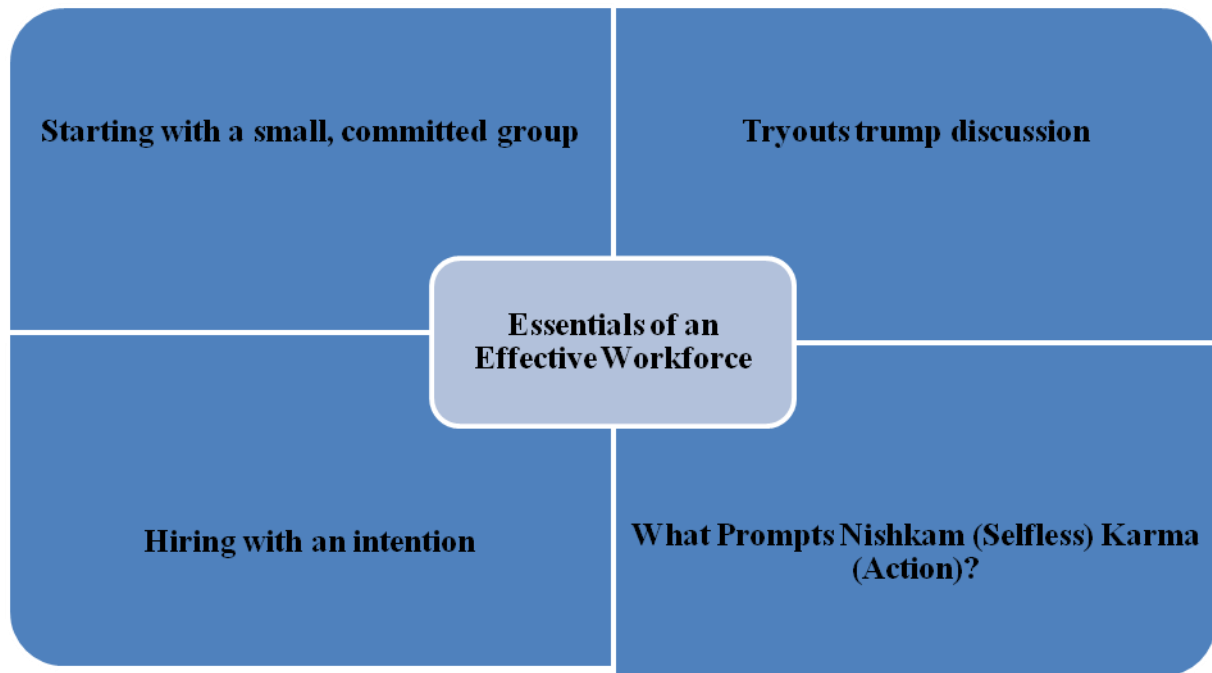
To be an effective workforce, the utmost important factor is to check if vigor is already in motion and if that is indeed the case then could your company’s hard work make a difference riding on it. In the days of yore, tyrannical or authoritarian way of dealing with employees was very common. However, owing to the tectonic shifts in the social, political and legal paradigms, participative or egalitarian approach is very much relevant in the existing situations.

To drive the above-mentioned points home, following factors can assist in understanding the need on workforce in the present era:

2a) Starting With A Small, Committed Group

One of the major aspects responsible for the rise of organizations is human resource, specifically when they are committed, no matter even if it is a small group. Swami Vivekananda, considered by many as the brightest Indian intellectual ever to have walked on this planet, shared his vision as to how he intends to make India a powerful and developed country. He quoted that if he is given a committed workforce of 100, he could turn impossible on its head by making it possible for the betterment our country. What it requires is a small but committed workforce. However, it is easier said than done. To develop it is a humungous challenge. This is so because to establish an attitude to advance one’s business interests, it is mandatory to develop individuals on the personal front. With due assistance from that commitment, the workforce can try to become a change agent in the organization. This could be done by creating a set of higher values and practicing the same. Another strategy to measure the commitment intensity of the employee is to strike a balance between personal and work life. Managers can also promote positive attitude towards others.

Figure 1: Essentials of an Effective Workforce



2b) Tryouts Trump Discussion

As history speaks for itself, the only thing constant is change. This is true on staffing parameters as well, which could possibly be seen when the workforce is hired. While reviewing the resumes, we dump about 87 percent of candidatures in the garbage bin due to either lack of relevant experiences, lack of technical and analytical skills, or mistakes on the application, take your pick. Matt Mullenweg [Mullenweg, M (2014). *The Resilient Company How to thrive in a Warmer World: The CEO of Automatic on Holding “Auditions” to Build a strong Team* (pp.35-38).South Asia: Harvard Business Review] has emphasized on “tryouts” owing to the plain fact that they do predict who could perform the job better and can serve better. For this, one needs job processes. To select an individual, as a potential employee, can be worked out through the tryout process, where an opportunity, as a task of his/her area, for three to eight weeks as a “tryout” is provided without leaving the current job. Paying for their efforts is important as the potential employee undergoing the ‘tryout’ is devoting his time and energy. This is done by practicing the standard hourly pay rates based on what they might have earned if they were hired. The subsequent output is used as a feedback thus helping to decide as to whether hire them or not.

A ‘Tryout’ acts as a self-motivator exercise and a medium of self-check to find out whether the individual can become a fit employee for the particular organization or not as well as a window which helps to evaluate the skills, to appraise his/her ability. Tryouts are similar to internships (and apprenticeships) in the sense that they are limited term-employment which, if went correctly, lead to long-term jobs.

2c) Hiring With an Intention

In many a circumstances, the task is judged based on “action” rather than being judged on the stand of “intention”. To make the hiring process effective, the evaluator’s judgment will become more pragmatic if it is moderated in the light of the intention of hiring. Many companies hire senior professionals for the sake of increasing the x-factor of their organizations with or without realizing the plain fact that the same level of productivity could be very well achieved by hiring less-paid

employees. The need of the hour is to hire an employee based on her/his abilities rather than credentials. Ultimately, it is our call as to what matters more while hiring-credentials or credibility.

2d) What Prompts Nishkam (Selfless) Karma (Action)?

It is quite human of us to expect rewards that befit our deeds. On the contrary, a few individuals perform their duties without caring for the reward thus embracing Nishkam Karma. Self-realization, when clubbed with motivation, to do something valuable/meaningful for others invariably leads to Nishkam Karma. To prophesize that one lives a life without being motivated by returns for her/his deeds is easier said than done. Nonetheless, if one can practice what s/he preachers (as mentioned in the preceding line), it may lead to strong working relationship, lasting for eons. Working, sans anticipation, might result in productive relationship. This type of relationship is not cultivated in a matter of days but requires years to nurture and flourish.

To discover the difference between Nishkam Karma (Karma-Kamna=Nishkam Karma) and Sakam Karma (Karma+Kamna=Sakam Karma) one can easily identify with Theory X and theory Y stated by Douglas McGregor. According to him, Theory Y states that people are driven by self-motivation and a desire to work without expecting incentives as it is reflected in Nishkam Karma. Whereas, Theory X states that people don't like to work and need constant incentives to be productive similarly explained in Sakam Karma.

3. Inculcating Managerial Abilities: The Right Approach

Prophesying 'old is gold' doesn't hold ground many a times. Many managerial abilities have been found wanting in the present circumstances. If modern enterprises keep on practicing old beliefs blindfolded, they would become laggards in the cut-throat competitive era of today. To become successful, one has to renounce the impracticable norms of the yore and adopt the new ones. Many CEOs have tinkered with good ol' beliefs thus enabling their organization to stay afloat in the challenging times.

Following methods promote new beliefs and shun the ol' ones:

3a) how Statutes Can Shape today's Organizations

The extant system to establish organizations borrows heavily from statutes made during the pre and early post-independence era. The emoluments/benefits as doled out by the organizations to the employees are a far cry from those suggested statutory-wise. The minimal wages, as prescribed by laws, vary state-wise thus leading to a lot of convoluted. To fix it, organization ought to practice uniform wage policy thus minimizing the tensions between them and regulators.

3b) Creating Newness in Performance Appraisal

To know where the employees stand in the organization can discover by evaluating the performance. Do you think that through the methods of performance appraisal evaluation will always be accurate? In order to make appraisal system effective, organization has to think from different perspective. To develop innovation, the reviews and ratings can be more objective rather than subjective, open feedback with frequent intervals can be considered, appraisal forms should be made in orientation to the required situations, while constructing appraisal system -act as facilitator to develop personality and do carry some motivational hints.

3c) Providing Liberty in Accessing Work-From-Home

Many a times it is observed that companies insist on working from office. Sometimes the existing workforce woos boss to manage the same work from home. If the senior would have understood that due to the problems like traffic and travel time might eat up their possible opportunities. To overcome this, managers insight and awareness will assist the workforce to gain potential benefits, both on the softer aspects of engagement as well as economically also by reducing the cost on office space, electricity and other expenses. If this break is provided, i.e. work done through home will create laurels in account for women. Women effectiveness and efficiency will increase by becoming a winning administrator at home as well as workplace.

3d. Attendance Policy

Days had gone when employee put the mark of his/ her thumb to show the presence during working hours. Still many organizations are following the same but with different outlook in attendance system. The employee establishes his/her presence with the fingerprint technologically (on biometric machine-shows in and out time) as the modern way to prove their existence during working hours. To move up, companies can think with different approach for making attendance control system more accessible. Presently policies of attendance emphasized on hours spent at workplace. Instead of that as the need of today, focused on Result Only Work Environment (ROWE). Physically presence at desk does not mean you are providing results. Organization embark on giving the freedom to employees to work electronically connected from anywhere. This will offer copious advantages to employee, employer and society. To the employee: reduction in stress, exhaustion time taken to and from work, work-life balance. To the company: reduced landed property expenditure, lesser communications costs, increased productivity. To the society: reduced pollution and greener surroundings.

4) Conclusion

So what is needed to be done? The need of the hour is to lap up the needs; factors, methods and other aspects for workforce talked about in this paper and make them the beacon of light, which would guide to make a tectonic shift. To start with, all the concurrent practices which are a reflection of the changing paradigms such as those mentioned several times in this paper should be grasped and taken care by budding managers so that a new start can be made. To inculcate managerial abilities with right approach for day-to-day functioning required tolerant modifications as major challenges to be pursue in corporate in order to reject ol' and to chase which is different.

This paper goes on to highlight how one can benefit immensely be practicing the various management concepts to come out of the changing paradigms in a way not known before. To establish quality, work ethics and transparency as an integral part of corporate work culture methods discussed in this paper can create a revolutionary movement and bring about a positive change. So try to work with these and make a difference.

Thus, we can say that the explained methods and factors for workforce encourage one to face the unknown facets of challenges, howsoever difficult they are, with much ease and assuredness. . Workforce Management helps in managing change in today's world of clutter, confusion, chaos and competition.

As Swami Vivekananda famously said, "We are responsible for what we are, and whatever we wish ourselves to be, we have the power to make ourselves. If what we

are now, has been the result of our own past actions, it certainly follows that whatever we wish to be in future can be produced by our present actions so we have to know how to act. It provides you with the right way of meandering through the various phases of life, prepared for the changes, which one can anticipate as a result making manpower effective.

As this paper include so many relevant and time-defying concepts unto themselves, it would be unwise on part of the people of today to underestimate their significance in guiding them through the various aspects of change and to lead them in such terrains that are unexplored, waters that are untested, and concepts that are unexplained. Such is the magnitude of Workforce Management that it has the supremacy to lead all such phenomena which one very much needs in the changing circumstances.

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