

GLOBAL COMPETITIVENESS A PATH TO HIGH PRODUCTIVITY

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Abstract

Workforce productivity is a key factor in the productivity concept. Productivity is defined as the ratio of output to input, or the results achieved per unit of resource; a measure of how effectively the resources are utilized. In the traditional interpretation on productivity, the effective use of inputs or resource like material, money, time and the process is significantly concerned in the convert process to output, but in the globalised competitive era, it has been considered as a key component in the process of effective use of resources to high productivity is Workforce. Over a period, the resources capital, energy and materials were brought into the ambit of productivity consideration to reflect their relative contribution which leads to developing productivity techniques to reduce wastages and to improve efficiency in every input process. Productivity gets a value added activity of an organization with the contribution of highly motivated, committed and value added workforce to the effective use of other resources material, money, time to convert process to the effective output to stay competitive in global or domestic market. The paper deals with productive workforce, how to create it, Chris Argyris' model organizations and concludes with the importance of productive workforce.

Key words: *Productivity, Workforce productivity, Chris Argyris' Models.*

Introduction

Productive workforce is a competitive strength to an organization to stay competitive in the global market. Productivity is a comprehensive which incorporates both input dimensions- the effective use of resources and output dimensions- the achievement of goals. The effective use of resources money, materials, machine, technology tends to high productivity in which the valuable resource ' Workforce' has the ability to use the resources effectively in quality and in productivity aspects and to think about the measures and changes where to be done to accomplish the short or long term goals. The ability of the workforce is to be measured continuously and improved strategically to make it productive. Adam smith and Fredrick Taylor focus on identifying and standardizing the best methods of doing work with the principle of division of labor to achieve higher performance or higher productivity that reflects the importance of the workforce to utilize the resources effectively to output. The developing and developed nations have started to realize the importance of productivity and the importance of productive workforce to high productivity that leads to economic and social development .The firms face the challenge of

competitiveness either globally or domestically and social expectations that includes customer satisfaction and value added social change to next level.

Creating Productive Workforce

It is a strategic activity of HR management to make workforce more productive that involves creating a unique working productive culture that focuses on employees . To be learned effectively the work methods using innovative techniques, to able with the practice of sharing knowledge, of accepting ideas among the group. To be trained to apply the productive techniques, to be practiced to use their analytical skills in production process, to concern the behavioral aspects especially having citizenship behavior, supportive behavior. To be measured - the ability of workforce, the performance of individual and of group, daily task achievement using the resources effectively.

To be motivated by sufficient reward system - monetary benefits, recognition - promotional activities, right appreciation to the right person on the right time based on the performance and achievement of short or long term goals.

To be communicated by fixing the goals for individuals and for group, getting feedback by means of daily production process, work difficulties, balancing the work and life, giving feedback to employees the way to make them productive. And To be experienced the satisfaction in the production process or in which work they have engaged in, the work in safety and healthy environment, the feel of proud in engagement of works or tasks.

Kelley M.Butler, Editor in Chief, Employee Benefit News speaks about the importance of the way of motivation and communication to make workforce productive 'Retaining top talent has been difficult as employees have had to do more with less. This has led to employees feeling overworked, burned out and ready to cut ties with their current employer. The power of saying 'thank you' is often underestimated whether email, handwritten notes or faces to face. Everybody wants to feel appreciated for their hard work. If finances allow, a reward structure should be put in place for a job well done.

Productivity and performance can be increased by better engaging people in the workplace. For the most part, employees don't just work for their pay check; they genuinely care about the work that they are doing and how it affects their company overall. They can do their job more effectively through constant communication with superiors regarding what is going well and what can be done better. They feel empowered when they believe that they are contributing to the company's overall performance, and soliciting their opinions is an affective but cost-conscious way to increase productive and performance.

Steve Lit, the creator of the Universal Troubleshooting Process (UTP) recommends to the management the five ways employees to be bond with productive work culture that 'Respect employees' dignity, respect their intelligence, respect their time, respect their money and then demand loyalty and performance'.

Chris Argyris' Models

By framing the models Model I and Model II organizations, he states the importance of learning work culture to get productive workforce in an organization.

Model I Organizations: They have a defensive culture that limits honest communication. The workforce often practices self censorship. Workers are caught in the trap of discussing only those things that the culture considers appropriate. They often believe that they will be punished for bringing a bad news, or that their ideas, if different from the company norms, will be ignored or even disparaged. The Organization operates on invalid knowledge about itself and its surroundings and it will drift further and further away from reality.

Model II Organizations: They listen for and distribute new information. They seek valid knowledge and use it as the basis for solving problems and making change.

Chris believes that model I organizations create their problems because they never examine the gap between the theories they espouse and what they actually do. He believes the real learning occurs when an organization not only refine their process, but challenge and examine their underlying premises. The development of model II Organizations take work and discipline.

Prof. Dr. Hassan Rangriz recommends the practices regarding creating a productive workforce. They are 'Do everything to assure honesty and integrity at all levels of the organization, both in operational and behavioral areas. Put in place the appropriate review process to ensure problems are caught early and knowledge is transferred. Work activities should be reviewed daily, tasks weekly, strategies monthly. Find out and avoid the barriers in organization structure to achieving the operational and behavioral measures. Train workers to become operational and behavioral learners in all the areas of the organization'.

Conclusion

The study concludes with the importance of creating high productive workforce that when an organization becomes globally competitive, it has to cope with global competitiveness. There is a need for staying with competitive strength to satisfy the global customers, employees, suppliers, employers and so on, by improving quality of products and services, improving the quality of life of employees to the global market, creating value added productive work culture in which highly committed productive workforce, getting involved the management efforts and implementing the technological innovation.

Productive workforce of organizations gets a strategic advantage to determine the innovative and creative changes to be done in the production process to get more productivity that leads to socio and economic development of developing and developed nations.

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