

A Study on HR Deliverables in Case Manufacturing Unit in Titan Industries with Special Reference to Watch Division, Hosur

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Abstract

Human Resource is the most significant resource in an organization. Any resource other than Human Resource has the possibilities of recovering where as Human Resource is non-recoverable one. HR Deliverables refers to the deliveries made by the HR Professionals to their employees with regard to work in an organization. The fact is how far the HR Professionals could deliver their services to their employees effectively and so shall the result be from the employees. Good employee engagement, sound communication flow system, etc is the counterpart for effective deliverables made by the HR Professionals. All these can be achieved only if the expectations of the employees are known well and deliver accordingly. This paper focuses on the expectations of the employees in various aspects and sectors in order to work effectively as a team and achieve greater heights without any communication gap between the employees and the HR Professionals. The descriptive type of research design is more suitable for this research rather from the other designs. The questionnaire consists of 5 point scaling and that identifies the strong feelings of employees.

Key Words: HR Deliverables, HR Professionals, Employee Engagement, Communication flow, Expectations.

Introduction of the Study:

Of all the “M’s” in management, (i.e.) the management of Materials, Machines, Methods, and Money, the most important ‘M’ is Men or Human Resource. It is the most valuable resource

of the organization rather than others. It is, in fact, an important economic resource, covering all human resources organized and employed. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes

of the employed persons. It is this human resource which is of paramount importance in the success of any organization, because most of the problems in the organizational settings are human and social rather than physical, technical or economic. Failure to recognize this fact causes immense loss to the organization and the individual.

Of course, there are various deliverables made by the Human Resource professionals to their employees for increasing industrial production, as the production of an industry largely depends upon the efficiency and experience of its workers. Not only that various deliverables made by the human resource professionals will fetch success to organizations but the employee also plays a definite role with this regard. If each performs their task properly and harmoniously, the problems of inefficiency, undesired conflict, low productivity, dissatisfaction on the part of workers and their low morale can be largely eliminated. The extent to which employees express their expectations towards the various deliverables, it can be changed, modified & developed according to their expectations. Hence the extent to which the deliverables made by the Human Resource professionals must be equal to the effort made by the employees. If so the success of an industry is assured.

OBJECTIVES OF THE STUDY:

Primary Objective:

To Study the Human Resource Deliverables in Case Manufacturing Unit in Titan Industries with Special Reference to Watch Division, Hosur.

Secondary Objectives:

- To examine the various Human Resource Deliverables provided to the employees.
- To identify the awareness of employees about the concept of “HR Deliverables”.
- To find out the reach of HR Deliverables to employees.
- To identify their satisfaction level on the previous deliveries made by their HR Professionals.
- To know the expectations of employees towards HR Deliverables.
- To suggest the Organization on this grounded study.

Company Profile:

Titan Industries is a manufacturing company that produces India's largest and best-known range of personal accessories – watches, jewellery, sunglasses and prescription eyewear. Precision engineering is another area of specialization that Titan Industries excels in. Titan Industries was established in 1984 as a joint venture between Tata and the Tamil Nadu Industrial Development Corporation.

The company brought about a paradigm shift in the Indian watch market, offering quartz technology with international styling, manufactured in a state-of-the-art factory at Hosur, Tamil Nadu. In 1995, the company diversified into jewellery under the brand Tanishq to capitalize on a fragmented market operating with no brands in urban cities. In 2005, the company launched its second jewellery brand,

Gold Plus, to capitalize on opportunities in small towns and rural India. The company has also made its foray into eyewear, launching Fastrack eyewear and sunglasses, as well as prescription eyewear.

Review of Literature

Kaifeng Jiang | David P. Lepak | Kyongji Han | Ying Hong | Andrea Kim | Anne-Laure Winkler June 2012. Strategic human resource management researchers have strongly advocated a system perspective and provided considerable evidence that certain systems of human resource practices have a significant impact on individual and organizational performance. Yet, challenges of understanding the construct of human resource systems still remain in the literature. Specifically, few efforts have been made to explicate the internal fit in human resource systems referring to how the practices in human resource systems work together. For the purpose of clarifying human resource systems construct, we review the components of human resource systems and delineate how the parts of human resource systems work together to influence employee performance.

Dauids, Yolanda Crisanda, 2010. The alignment of human resources deliverables with the business strategy of the national research foundation. The vision, values and critical success factors incorporated in the balanced scorecard (BSC) have to support the organizational strategic goals. Two critical success areas, namely talent management and HRM were identified as having an impact on the Learning and Growth

Perspective of RISA. In addressing these areas, the organization will be able to align its organizational capital, information capital and human capital with its overall strategy.

Human Resource Management by P. Jyothi and D.N. Venkatesh, Oxford University Press, Delhi, 2006. – Human resource management is a department which involves a set of activities for selecting and inducting competent people and facilitating and motivating them to perform at high levels of efficiency to achieve organizational objectives. Aspects of HRM – Human resource planning, job analysis and design, recruitment and retention, employee selection, placement procedures, career development, training and development, developing managers, need and importance of performance appraisal, employee motivation, incentive plans, compensation packages, wage and bonus act, industrial relations and issues, collective bargaining, worker's participation in management, managing employee safety and health, knowledge management, human resource accounting and audit, leadership, values and corporate social responsibility.

Becker, B.E., & Huselid, M.A.2003. Human Resource Magazine, December. HR professionals have routinely relied on benchmarked comparisons of cost and other efficiency-based performance outcomes associated with activities of the HR function to justify their contribution to the organization. In this article, Huselid and Becker argue that a reliance on these types of benchmarking measures not only fails to measure HR's important

contributions to firm success, it also encourages an approach to human capital management that is counterproductive.

Instead, Huselid and Becker make the case that HR professionals should judge their performance relative to their firm's own strategy rather than the HR efficiency of other organizations. While common functional benchmarks are safe and easy, they argue that adopting customized strategic performance measures is where HR can truly demonstrate its value.

Research Methodology

Population: The Employees of Titan Industries Limited, Watch division.

Sampling Unit: The sampling unit for this research study is the employees of Case Manufacturing Unit.

Sampling Method: The researcher has used probability sampling in which Simple random sampling method.

Sample Size: The researcher finalized the sample size as 100 respondents working there in that unit.

Research Instrument: The researcher used questionnaire as the instrument for the purpose of collection data.

Data Type: The researcher uses Primary Data for this research study.

Area of Study: Titan Industries Limited (Watch Division), SIPCOT Industrial Complex, Hosur.

Period of Study: 13th May 2013 to 15th June 2013.

Major Data Analysis

Table : 1 - Initiatives towards employee engagement by HR

	Frequency	Percent	Valid Percent	Cumulative Percent
Very Poor	6	6.0	6.0	6.0
Poor	14	14.0	14.0	20.0
Fair	38	38.0	38.0	58.0
Good	36	36.0	36.0	94.0
Excellent	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Table – 2 HR spends qualitative time with me in understanding and helping me to solve my grievance

	Frequency	Percent	Valid Percent	Cumulative Percent
Always	9	9.0	9.0	9.0
Regular	20	20.0	20.0	29.0
Often	29	29.0	29.0	58.0
Rare	30	30.0	30.0	88.0
Never	12	12.0	12.0	100.0
Total	100	100.0	100.0	

Table – 3 - I will rank HR services provided to me as: (1 being best, 5 being worst)

	Frequency	Percent	Valid Percent	Cumulative Percent
1	8	8.0	8.0	8.0
2	31	31.0	31.0	39.0
3	39	39.0	39.0	78.0
4	20	20.0	20.0	98.0
5	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Table – 4 - Does the expectations of experienced person in Titan industries matches with the Deliverables made by their HR (Q6 & Q24 in the Questionnaire). (Correlation Test)

X	Y	XY	X²	Y²
10	8	80	100	64
7	31	217	49	961
12	39	468	144	1521
2	20	40	4	400
69	2	138	4761	4
100	100	943	5058	2950

Correlation = - 0.6201 (Negatively Correlated)

Solution : Since the above calculated test is negatively correlated, the expectations of experienced person in Titan industries do not match with the Deliverables made by their HR.

Findings of the Study:

- 6% of the respondents rate that HR initiatives towards employee engagement is Very poor, whereas 38% of the respondents rate HR initiatives as Fair.
- 4% of the respondents say that facilities provided by HR for doing job effectively is very poor, 46% of the respondents say that HR deliverables are good.
- 49% and 11% of the respondents feel that providing training and allowing them to participate at national level will motivate them abundantly.
- 5% and 33% of the respondents feel that they were been appreciated always and very often for their extra-ordinary contribution at work by the HR.
- 14% and 32% of the respondents feel that Keep it up award motivates them always and very often it seems.
- 40% of the respondents feel that they were accompanied very often and 5% of the respondents were not satisfied with the support provided by HR to them when they are in need.
- 9% of the respondents feel happy that HR spends a quality time in understanding and helping them to solve their grievances. However 30% of the respondents say that, those HR professionals do not spend a quality time in solving their grievances.

- 9% of the respondents feel happy with the adjustment made by HR always regarding the manpower when required. But 44% of the people say that very often manpower adjustment is made at times it seems.
- Around 39% of the respondents feel fair regarding the HR services. Only 2% of the respondents are not satisfied with the HR services provided to them and they rated as poor and worst.

Suggestion

- The respondents feel that there is a big communication gap between them and the HR professionals and that leads to unwanted problems. If that communication gap is filled up with proper care, most of the unwanted problems can be reduced.
- The respondents are not satisfied with the existing communication flow system followed within the organization. So the organization should adopt adequate measures to implement a formal flow communication system where the superiors and subordinates can freely exchange their ideas regarding their work.
- Respondents feel that HR professionals are not maintaining a cordial relationship with the employees. They feel that friendly relationship will add more effectiveness in their job.
- The respondents feel that current systems are more efficient enough until or otherwise it is utilized effectively. It is better to show little care on the current systems in order to do effective job in a professional way.
- Majority of the respondents expectations met with what HR Deliveries but still they

need a challenging job to empower themselves and also the organization.

CONCLUSION

A model for minimizing problems related to HR Deliverables may be reproduced here:

“Remember ASALPCR”

A – Attitudes (develop awareness, concern and communication), **S** – Statistics (gather/generate data and its feedback), **A** – Analysis (of leading causes), **L** – Leave procedures (laconic to be rectified), **P** – Plan of action (prepare programs), **C** – Co-ordinate (the works of different departments), **R** – Review (to follow up the results)

Though the feeling of relief encroaches the mind of the investigator, the result of the study pains him much. The chronic employees of Titan Industries – Watch Division, that too Case Manufacturing employees have various factors contributing to the problem in HR Deliverables in the industry. The important factor is that the attitudes of the individual towards one's own job and its prospects. If the HR professional has a close contact with every employee, they can be given on open counseling and made to be more duty conscious and that will improve conditions of both employee and the industry.

A proper understanding and co-operation between the employees and HR professionals is the fundamental pre-requisite for the successful operation of industry. The employees should also develop a sense of belonging and loyalty to the organization.

6.

The above suggestions are likely to be fruitful only if practiced with a sincere attitude of helping the respondents.

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