

**SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION,
JIWAJI UNIVERSITY, GWALIOR**

MBA II SEM - HRD 202

SUBJECT NAME: WAGES & SALARY ADMINISTRATION

UNIT-V

TOPIC: TECHNIQUES FOR IMPROVING PRODUCTIVITY

Productivity – Techniques for Improving Productivity:

In appraising an organization's potential for improving productivity, its current operations and management practices should be examined to decide how they should function in the future. A large number of techniques have been developed for improving productivity.

Some of these techniques are described below:

Technique 1. Work Study:

Scientific analysis and improvement of work in all its aspects is a very useful technique of increasing productivity. Work study results in improvements in plant layout, material handling system, process design and standardization, working conditions, etc. These in turn help to minimize defective works and waste.

Technique 2. Research and Development:

Continuing research and development (R & D) leads to the discovery of better techniques of production and improvements in existing machinery, equipment, etc. The rate of technological progress is a direct determinant of productivity. That is why companies and countries spend huge sums of money on research and development activities.

Technique 3. Incentive Schemes:

Wage incentive schemes seek to motivate employees by paying extra remuneration. Profit sharing or bonus, labour welfare measures and good working conditions also help in this objective. All these schemes foster sense of belonging and closer human relationships. As a result, there is reduction in idle time caused by absenteeism, labour turnover, accidents and disputes.

Technique 4. Production Planning and Control:

Scientific task planning ensures timely supply of inputs, proper maintenance of plant, efficient work scheduling and regulation of day-to-day ' activities in the plant. It facilitates full utilization of plant capacity and achievement of production targets.

Technique 5. Workers' Participation in Management:

Labour participation in management is considered an effective tool for improving productivity. It helps in developing mutual understanding and cooperation between management and labour. Joint consultation, suggestion schemes, two-way communication, grievance procedure are the main forms of workers' participation in management.

Technique 6. Automation:

Mechanization, automation and rationalization are major breakthroughs for increasing productivity. These schemes are effective provided the productivity gains are equitably shared with workers. Such measures increase the speed and accuracy of work.

Technique 7. Management by Objectives (MBO):

MBO is a process whereby the superior and subordinates jointly identify the specific measurable goals, define results expected of each individual and jointly assess the contribution of every individual. It is an approach for integrating the individuals with the organization. The focus of MBO is on participative goal setting, joint evaluation of performance and results to be achieved.

It is also known as Management by Results. A link is created between the organizational goals and individual's targets so that an employee can see how his work contributes to the goals of the organization. Subordinate's participation in setting goals and action plans and in reviewing performance provides a good measure of self-control. As a result there is improvement in the understanding,

motivation and morale of the individual. However, MBO requires education and training of subordinates and a democratic leadership style on the part of managers.

Technique 8. Job Enrichment:

Job enrichment is the process of redesigning a job in order to enlarge its scope and to give the worker more to do. Its purpose is to improve job satisfaction, motivation and morale of workers. When the job is engineered to workers the dehumanization element is reduced so as to improve productivity and to reduce cost. It provides an opportunity for the satisfaction of higher level needs.

The following methods can be adopted for job enrichment:

- (a) Give workers new and more varied tasks to perform.
- (b) Provide greater freedom and self-control in performing jobs.
- (c) Give opportunity to do the whole task rather than an element of it.
- (d) Give employees greater responsibility for their own work.
- (e) Provide an opportunity to the worker to become an expert on a particular task.
- (f) Supply production reports (feedback) directly to workers.

More diverse tasks and responsibilities imply greater flexibility in work assignments. Job enrichment provides an experience that widens the skill,

knowledge and confidence of employees. It contributes towards the development of positive attitudes and work environment so as to reduce employee's absenteeism and turnover.

Technique 9. Flexitime—an Alternative Work Pattern:

Flexitime is a relatively new work pattern which is a major departure from tradition. It allows the workers to set their own work hours subject to a minimum number of hours per week. During a particular period all workers are required to be present. Such a period is called 'core hours.' Subject to these limitations workers are given the freedom to decide when they will work.

Flexitime helps to reduce worker alienation and to raise productivity. It reduces the tyranny of supervisors and provides job opportunity to working mothers, aged persons and students. It has greater motivational value than five days' work-week. By permitting workers the right of self-determination, flexitime reduces tardiness, overtime and short-term absenteeism.

Technique 10. Quality of Work Life (QWL):

QWL is a new technique for improving productivity and quality of work.

Technique 11. Quality Circles (QC):

A quality circle is a small group of workers which regularly meets to discuss problems, investigate causes, recommend solutions and if authorized, to take corrective action. It usually consists of five to fifteen members who collectively

identify, analyze and resolve work-related problems and may even implement solutions.

A leader is appointed to direct and guide the circle. A Facilitator makes integration of programme easier at all levels. The Coordinator supervises the facilitators and directs administration of the programme. There is a Steering Committee which oversees and directs the efforts of all quality circles in the organization.

The purpose of a quality circle programme is to improve motivation, productivity and product quality. It is designed to optimize the manpower by capturing the creative and innovative power of the workforce. It provides workers an opportunity to participate in decisions about their work. As a result, they take greater interest in their jobs. It develops a sense of participation and contribution among workers.

A quality circle programme is based on the philosophy that quality and output can be improved through the participation of employees in solving work problems.

The Japanese concept of quality circle has taken firm roots in India. Introduced in India by BHEL in 1981, the movement has now spread to about 250 to 350 establishments. Nearly 7,000 quality circles involving 70,000 workers are in operation. Companies like BHEL, HMT, Modi Rubber, J.K. Synthetics, etc., have successfully implemented this concept.

However, a number of top managers treat this concept as bad and in such cases the quality circle programme fails to click. It cannot thrive without positive commitment and support of top management and without grass-root support.

Some Other Techniques

The following are the productivity techniques:

Management is defined as the organization and control of different activities involved achieving higher productivity. The manufacturing time of a job is equal to the total content plus the total ineffective time. The total work content of the job consists of basic work content and excess work content.

The excess work content is due to the inefficient methods of manufacture and the defects in the design of the product. The total ineffective time is due to the poor attitude of the workers and the lack of management interest.

1. Basic Work Content:

It is the time required to produce a product if-

- (i) The design and specifications are perfect.
- (ii) Manufacturing method is perfect.
- (iii) There is no idle time from any cause.

Thus, the basic work content is the minimum time required to manufacture a product and it cannot be reduced.

2. Defects in Design and Specification:

(i) Defects in the design of product.

(ii) Lack of standardisation.

(iii) Poor quality standards.

3. Inefficient Methods of Operation:

(i) Selection of wrong machines.

(ii) Selection of wrong tools.

(iii) Bad layout of plant and equipments.

(iv) Bad working methods of the operator.

4. In Effective Time Due to Management:

(i) Poor production planning.

(ii) Shortage of raw materials.

(iii) Poor maintenance of plant and machinery which leads to an accident.

(iv) Producing variety of products to increase the setup time.

5. In Effective Time Due to Workers:

(i) Poor attitude towards the work.

(ii) Absence, lateness and illness.

(iii) Accidents.