## ROLE OF BEST HR PRACTICES IN SUSTAINABLE DEVELOPMENT
**Sunil Arora***

The term sustainable development means different things to different people. But, in essence, it is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs. Sustainable development therefore involves:

- **A broad View** of social, environmental and economic outcomes;
- **A long term perspective**, concerned with the interests and rights of future generations as well as of people today;
- **An inclusive approach** to action, which recognizes the need for all people to be involved in the decisions that affect their lives.
-
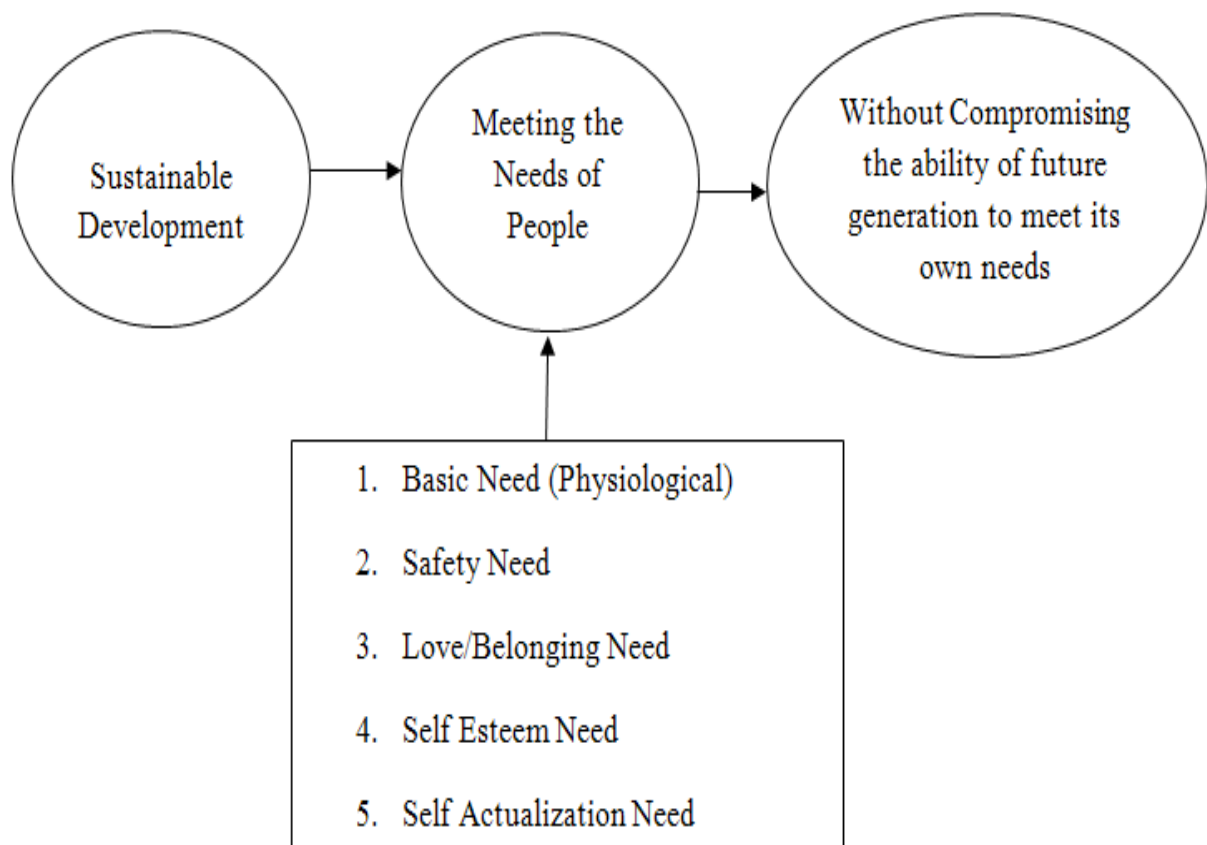
*Deputy Manager (HR), Mahindra Swaraj, Punjab

Role of HR is to fulfill the needs of the employees in such a way that the future generation can also meet their own needs. Need of the employee is as follows:
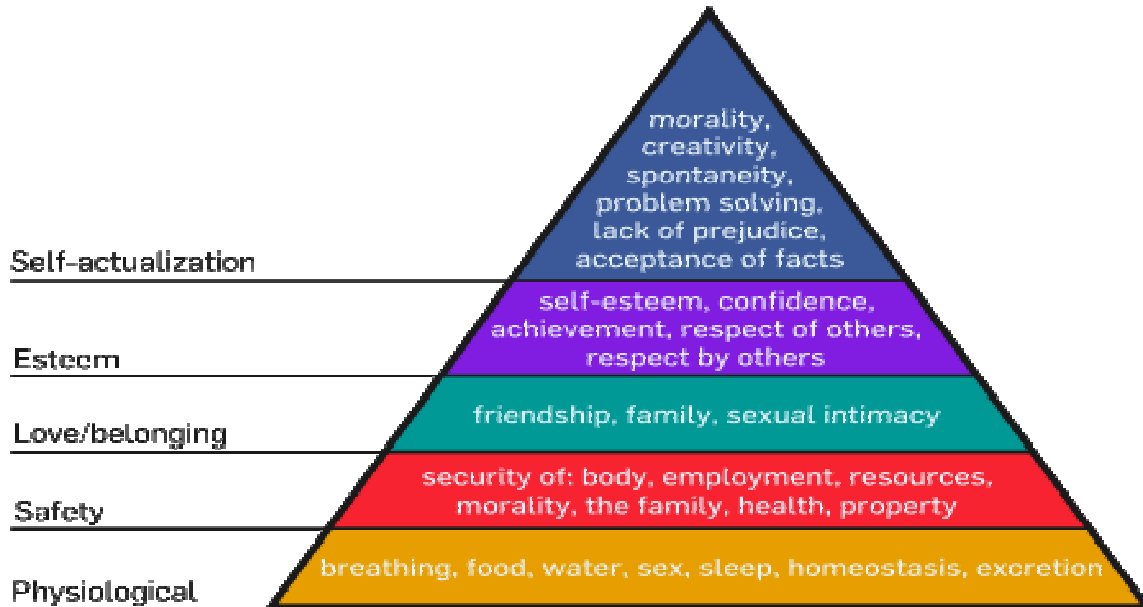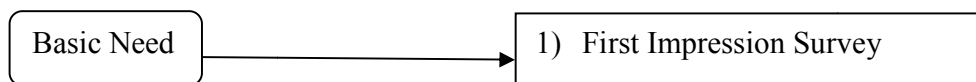

Need Hierarchy Pyramid (Picture I)

Best practices are linked with the Physiological, Safety, Love/belonging and Esteem need of the Employee. Let's look at this with the view point of the **Manufacturing sector**.

Best HR practices

Physiological need is the most basic need of the employee and if this need is not fulfilled the employee will not be able to work at all. It is the moral responsibility of the employer to fulfill this need. It is the need which is required when a person joins the organization and smooth joining is the prerequisite to fulfill this need.

```
┌─────────────┐              ┌──────────────────────────────┐
│ Basic Need  │─────────────▶│ 1)  First Impression Survey  │
└─────────────┘              └──────────────────────────────┘
```

1) **First Impression Survey:** Many organizations conduct various surveys to understand whether the basic need of the employee who joins the organization is getting fulfilled or not. This survey is conducted after different intervals as:
1) 15 Days
2) 30 Days
3) 90 Days
4) 180 Days

This Survey has 15-20 Questions each and the new joinee has to give the answer into yes/no options.

15 Days: In this survey on the 15th Day from the day of joining a Questionnaire is send to the new joinee. Question in this Questionnaire consist of whether the new joinee has got appointment letter, Salary Account opening, welcome kit, proper induction program has taken place, Visiting and identity cards etc.

30 Days: In this survey on the 30th Day from the day of joining a Questionnaire is send to the new joinee. Question in this Questionnaire consist of whether the new joinee has got Salary. Whether the employee is aware about the policies of the Company, value system of the company etc.

90 Days: In this survey on the 90th Day from the day of joining a Questionnaire is send to the new joinee. Question in this Questionnaire consist of whether the employee is clear about his role and accordingly his goal sheet is prepared. Also whether the employee feels that the Core values of the Organization are being practiced. What are the improvement areas? Do you have the material and equipment to work?

180 Days: In this survey on the 180th Day from the day of joining a Questionnaire is send to the new joinee. Question in this Questionnaire consist of whether the employee got the confirmation letter. Some Questions are related to the supervisors, organization and goal sheet.
With this survey the organization get sufficient information to understand the pulse of the organization.
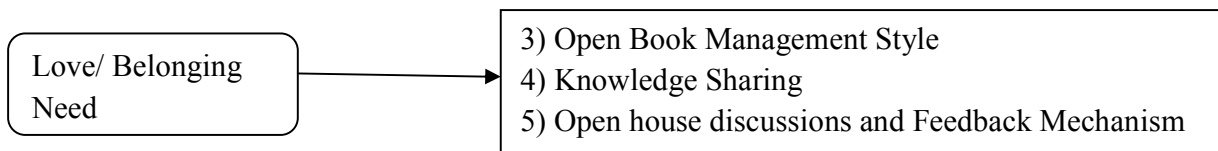**2. Safe, Healthy and Happy Workplace**: Creating a safe, healthy and happy workplace will ensure that your employees feel homely and stay with your organization for a very long time. Capture their pulse through employee surveys.

Safety Need ⟶ 2) Safe, Healthy and Happy Workplace
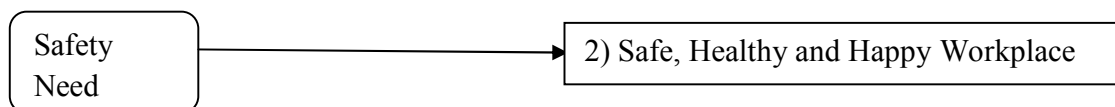
In **manufacturing unit** the most important thing is accidents. If the place is not safe and frequent accident take place the morale of the employee also goes down. Many organizations are taking proactive measures to make the place safe by doing HIRA (Hazard Identification and Risk Assessment). In this method the organization learnt about which areas are the most hazard prone and risky and what action should be taken that the area should be accident free. It results in to high motivation and retention of the employee.

Also there is an Occupational Health centre with in the factory which is operates 24x7 hours. Specialized doctors with all the latest facility are hired for the safety of the employees. Ambulance with all the latest facility is full time standing near the occupation centre for emergency.

Love/Belonging Need

Love/ Belonging Need	→	3) Open Book Management Style 4) Knowledge Sharing 5) Open house discussions and Feedback Mechanism

3. Open Book Management Style: Sharing information about contracts, sales, new clients, management objectives, company policies, employee personal data etc. ensures that the employees are as enthusiastic about the business as the management. Through this open book process you can gradually create a culture of participative management and ignite the creative endeavor of your work force. It involves making people an interested party to your strategic decisions, thus aligning them to your business objectives. Be as open as you can. It helps in building trust & motivates employees. Employee self-service portal, Manager on-line etc. are the tools available today to the management to practice this style.

In **Manufacturing** people are working in masses. To deal with them it is very important that the system should be transparent otherwise it will result into quos. To involve the employee down the line especially workers, initiatives like Quality Circle, TQM and TPM are launched.

4. Knowledge Sharing: Adopt a systematic approach to ensure that knowledge management supports strategy. Store knowledge in databases to provide greater access to information posted either by the company or the employees on the knowledge portals of the company. When an employee returns after attending any competencies or skills development program, sharing essential knowledge with others could be made mandatory. Innovative ideas(implemented at the work place) are good to be posted on these knowledge sharing platforms. However,what to store & how to maintain a Knowledge base requires deep thinking to avoid clutter.

Manufacturing: Many organizations have their intranet connection where in each employee upload the files on server and it are accessible to all. Also when a person attends the skill development program then the person has to share his learning with the whole team. This increases the morale of the employee and the employee stays with the organization for long.
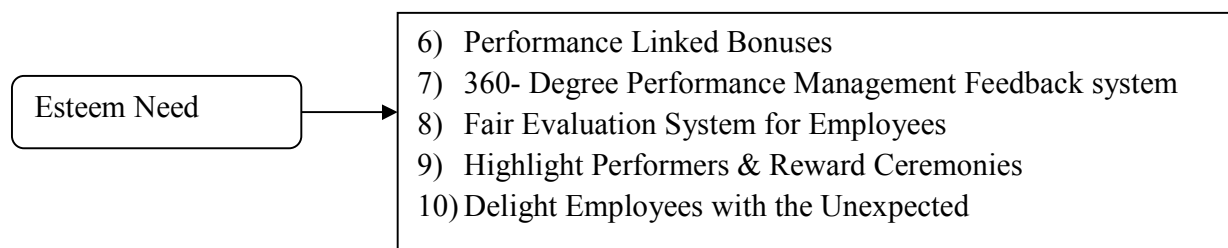
5. Open house discussions and feedback mechanism
Ideas rule the world. Great organizations recognize, nurture and execute great ideas. Employees are the biggest source of ideas. The only thing that can stop great ideas flooding your

organization is the lack of an appropriate mechanism to capture ideas. Open house discussions,employee-management meets, suggestion boxes and ideas capture tools such as Critical Incidents diaries are the building blocks that can help the Managers to identify & develop talent.

In **manufacturing**, focused group discussion of the top management takes place with the workers, officers to understand the concerns of the employees and accordingly the ways to resolve the problem is suggested.

Esteem Need

Esteem Need	→	6) Performance Linked Bonuses 7) 360- Degree Performance Management Feedback system 8) Fair Evaluation System for Employees 9) Highlight Performers & Reward Ceremonies 10) Delight Employees with the Unexpected

6. Performance linked Bonuses: Paying out bonuses or having any kind of variable compensation plan can be both an incentive and disillusionment, based on how it is administered and communicated. Bonus must be designed in such a way that people understand that there is no payout unless the company hits a certain level of profitability. Additional criteria could be the team's success and the individual's performance. Never pay out bonus without measuring performance, unless it is a statutory obligation.

In **Manufacturing** the worker gets incentive on the basis of Team Performance as well as Individual Performance. This will motivate the worker to provide quality product and also the final product in the required numbers to fulfill the market demand. Also to enhance the productivity the organization is also providing the attendance based incentive.

7. 360 Degree Performance Management Feedback System: This system, which solicits feedback from seniors (including the boss), peers and subordinates, has been increasingly embraced as the best of all available methods for collecting performance feedback. Gone are the days of working hard to impress only one person, now the opinions of all matter, especially if you are in a leadership role (at any level). Every person in the team is responsible for giving relevant, positive and constructive feedback. Such systems also help in identifying leaders for higher level positions in the organization. Senior managers could use this feedback for self-development.

In **Manufacturing** this methodology is used for the senior management. Online form is send to the peers and subordinates and the feedback is sought in which the name is kept confidential.

This is the best way of knowing the leadership style of the senior persons and helps them to improve in their style.

8. Fair Evaluation System for employees: Develop an evaluation system that clearly links individual performance to corporate business goals and priorities. Each employee should have well defined reporting relationships. Self-rating as a part of evaluation process empowers employees. Evaluation becomes fairer if it is based on the records of periodic counseling & achievements of the employee, tracked over the year. For higher objectivity, besides the immediate boss, each employee should be screened by the next higher level (often called a Reviewer). Cross - functional feedback, if obtained by the immediate boss from another manager (for whom this employee's work is also important), will add to the fairness of the system. Relative ratings of all subordinates reporting to the same manager are another tool for fairness of evaluation. Normalization of evaluation is yet another dimension of improving fairness.

In **manufacturing** goals of each employee is defined in the beginning of the year. These goals are aligned to the strategic vision of the Company. Goals and target are set in the latest SAP system wherein these goals are always visible to the employee and help in making the system transparent. For fair evaluation employee has to rate himself firstly on the SAP system and then his supervisor rate him. This whole process is very visible to the appraisee. In case the supervisor varies at some point then the supervisor has to justify why he disagrees in the opinion.

9. Highlight performers and Reward Recognition
Create profiles of top performers and make these visible through company intranet, display boards etc. It will encourage others to put in their best, thereby creating a competitive environment within the company. If a systems approach is followed to shortlist high performers, you can surely avoid disgruntlements.

In **Manufacturing**, companies generally recognize the performers during quarterly communication program. These performers' families are also called during the program. Such program not only motivates the employee but also create a sense of belongingness with the company.

10. Delight Employees with the Unexpected
The last but not least way is to occasionally delight your employees with unexpected things that may come in the form of a reward, a gift or a well-done certificate. Reward not only the top performers but also a few others who are in need of motivation to exhibit their potential.

In **Manufacturing** where in large workforce is involved in the production process, a little surprise can also change the mindset of the workers. With this thought the company have initiated many new reward concepts such as SPOT Award where in the time a person do some

good work it is been rewarded with a Spot award which can be a Dinner coupon of Rs. 500/- or Rs. 1000/-. Also a simple smiley can also motivate a worker or an officer.

This is all which is explained as the best HR Practices for sustainable development in context with the Manufacturing unit.

Summary:
Every Employee has different needs which are explained as per the need hierarchy pyramid (Picture I). Organization opt different practices for the different needs of the employee for motivating them to work efficiently and create a sense of belongingness towards the organization. This makes the employee satisfied and loyal. Hence it helps in the retaining the best talent for the sustainable development of the organization.