

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**OBJECTIVES**

**HYPOTHESES**

**RESEARCH METHODOLOGY**

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**WORK EFFICIENCY ACQUISITION: AN IMPERATIVE NEED FOR HUMAN RESOURCE PROFESSIONAL****DR. L. N. ARYA****SR. LECTURER****GOVERNMENT LOHIA P.G. COLLEGE  
CHURU****SATYAM PINCHA****RESEARCH SCHOLAR****GOVERNMENT LOHIA P.G. COLLEGE  
CHURU****ABSTRACT**

*Work-efficiency means doing right work at the right time. It is one of the important modern management thoughts. There is not much difference between efficiency and effectiveness. Both the terms are used quite closely and sometimes, interchangeably. Work efficiency is a 'human capital' for the organisation. In this age of technology and industrialisation, the demand for efficient people will far exceed the availability of inefficient workers – at all levels and in all industries. Getting the efficient people and keeping the effectiveness is becoming intensely competitive. Most corporate sectors say that the biggest constraint to pursuing growth opportunities is efficiency and effectiveness. Therefore, the human resources professionals are adopting work-efficiency acquisition approach. The core concept of work-efficiency acquisition is to reach a given goal through contemplated action. Efficiency requisition is similar to the acquisition of competency and awareness. It requires emotional health, mental health and physical health. By getting self-confidence, decisiveness, emotional balance and creativity, Human Resource Professionals can acquire efficiency. Hence, the key to work-efficiency acquisition is not only finding efficiency but also developing it.*

**KEYWORDS**

Work-efficiency, Awareness, Self-knowledge, Human effort, Skill

**INTRODUCTION**

**W**ork-efficiency is one of the important modern management thoughts. It means doing the right work at the right time. Work, deeds or actions of a person are not only the reflection of his past experiences but also the reflection of his future actions. So, efficiency is needed in each and every human effort. Man cannot help doing some activity or other; he keeps on doing something or the other; he cannot stop acting. It is said that a person cannot remain without doing something for even a moment. Action may be spontaneous or contemplated. Spontaneous action happens by itself. It requires no thinking. The fly flies all day long and the fish always swims. The mosquito keeps hovering about. Similarly, if a sparrow sits before a mirror it keeps on fighting. In above such actions, there is no question of any efficiency needed. The question of efficiency arises only when an action is contemplated and is done with a sense of discretion.

Human being is a thinking and an industrious being. He thinks and makes effort. The action of a thinking person is contemplated not spontaneous. So, the contemplated action is known as work-efficiency. The contemplated action always requires purpose.

The Purpose of work is not obligatory to work. What makes it obligatory is its necessity. We work as much as is necessary. Work in itself has no meaning. Man works according to his needs. Work is dependent on the purpose in view. Once the purpose is achieved the work comes to an end. There is a saying; even a dull-witted man does not work without a purpose. Purpose is important for any activity. It is to fulfil the basic needs of life. Work grows the growth of needs.

Doing right work in right direction at right time is work efficiency. Industrial and business expansion has taken place in modern time. Lakhs of workers found work, with it the question of work-efficiency arose. But discussion about efficiency in work is nothing new. It existed in ancient time too. What is, however, significant is the meaning we give to the word efficiency. Efficiency in work lies in ensuring that it does not obstruct or harm some other good. For example, if efficiency in working harms physical health, then it is not efficiency. Today, work and activities have multiplied to the extent that physical health is being adversely affected. Even greater harm is being caused to mental and emotional health. Efficiency is something, which does good but no harm. Efficiency of work requires two important principles –

1. No long gaps between thinking, deciding and implementing.
2. Nothing should be done impetuously with unthinking hastiness.

For efficiency, a proper strategy of work should have to be prepared. Whatever the work, it should be done in a planned manner. Lenin gave a fine principle of work efficiency – there should be no hiatus between deliberation, decision and its implementation. There should be harmony among the three. A thought comes today, a decision about it is taken a year thereafter and it is implemented five years later. This should not be happen. This is purely against efficiency.

**HYPOTHESES**

Researcher visualises Strategic Human Resources Development through Efficiency and Effectiveness.

**METHODOLOGY**

The method of study is descriptive. The study surveys from textbooks, reports, journals and from self-knowledge.

**IMPORTANCE OF THE STUDY**

Work-efficiency acquisition is one of the important management thoughts. It is important for strategic development of human resources. Work, deeds or actions of a person are not only the reflection of his past experiences but also the reflection of his future actions. So, efficiency acquisition is needed in each and every human effort. It is a combination of attitude, work-skill and knowledge which largely impact an individual's job performance. It is a process for attitudinal change, behavioural modification and integrated development of personality. An organisation remains effective as long as it uses efficient human resources. The study ensures that work efficiency acquisition is very much needed for successful completion of the task.

**OBJECTIVES**

1. To understand the meaning of work-efficiency
2. To find the way 'how efficiency is acquired'
3. To understand the need of work-efficiency acquisition for the development of human resources
4. To understand the use of efficiency acquisition model for enhancing the performance of human resources on the job
5. To analyse the relationship between work-efficiency acquisition and Human Resources Management

## RESULTS & DISCUSSION

**Work-efficiency requires Emotional Health:** Efficiency in work is not possible in absence of emotional health. Although, there is no parameter whereby emotional health may be judged but it can be tested through an individual's behaviour. Behaviourally, following criteria of emotional health can be laid down –

- ❖ Peace of mind
- ❖ Polite behaviour
- ❖ Steady behaviour
- ❖ Contentment

We can assess efficiency in work by observing the increase or decrease in the above four characteristics. Therefore, the first definition of work-efficiency is that it does not obstruct, impede and adversely affect any other aspect of life. Everybody looks for peace and happiness and nobody likes to face adversity. We can change our future happening by virtue of our present pious deeds and by adopting true path. The aim of human being is, spread brotherhood, love, humanity, spread cooperation, discharge duties, do pious deeds and finally get the ultimate goal. Assessing work-efficiency, we should not forget the above aims of human being. Efficiency in work lies in ensuring that it does not obstruct in the fulfilment of above aims. It secures physical, mental and emotional health.

**Work-efficiency requires Mental Health:** Efficiency in work is not possible in absence of mental health. Mental health may be judged through self-realisation and wisdom. There are following criteria of mental health can be laid down:

- ❖ Willpower and Tolerance
- ❖ Fortitude or Steadiness
- ❖ Intelligence
- ❖ Memory

We can assess efficiency in work in these criterions. Willpower and tolerance are important elements of our mental health. The individual with strong willpower firmly resolves to fight in the way of obstacles. He struggles hard and does not leave the work in middle. Willpower is a very important factor for work-efficiency. It involves self-control, self-confidence and disciplined action. In the absence of willpower, our mind loses its power and simultaneously efficiency in work suffers. Tolerance is the quality of the mind. A man with healthy mind can tolerate any situation. He can understand another's view in their right perspectives. This creates an atmosphere of harmony and peace which is necessary for work-efficiency.

Another creation of mental health is fortitude or steadiness. A steady person does not get deflected even in the face of adversity. He retains his equanimity despite bad news. It enables man to overcome all adversities and sorrows. This is the sign of work-efficiency.

Another criterion of mental health is intelligence. The function of intelligence is to discriminate and decide. An intelligent person takes correct decision at right time. It helps in building performance.

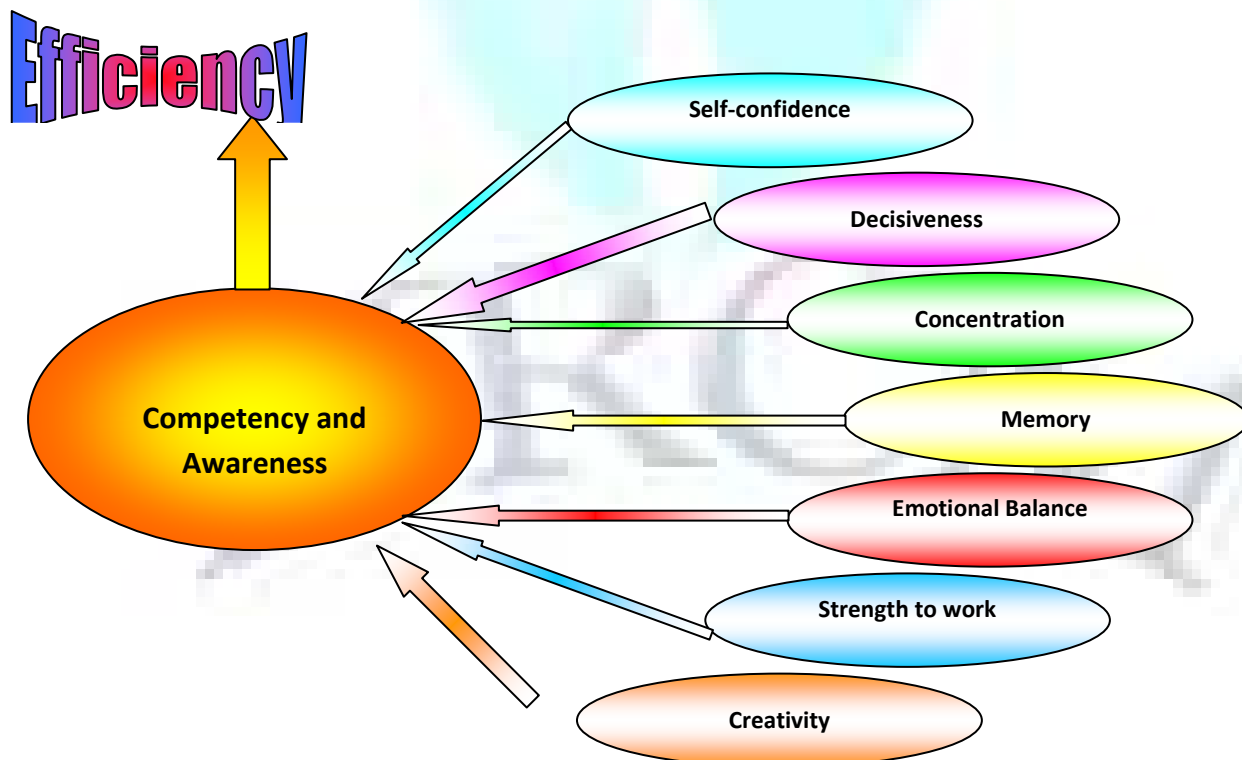
A good memory is the fourth criterion of mental health. Whenever a sign of mental disease appears or depression sets in, memory also suffers. Absence of the loss of memory denotes mental health. Good memory always increases efficiency in work.

**Efficiency requires Physical Health:** Efficiency in work is not possible in absence of physical health. Physical health may be judged through scientific viewpoint. According to *Ayurveda*, he is healthy whose sense organs are in a state of felicity. Perfect equilibrium between the three forces (*Doshas*) controlling all bodily and mental activity viz. phlegm, bile, wind (*Kapha, Pitta, Vayu*) and a parallel equilibrium of biological combustion are the hidden symptom of good health. The visible symptoms of good health are happy mind and uncontaminated sense organs. Good physical health is very necessary for efficiency in work. In fact, good health determines the quality of knowledge and the quality of work.

### How Efficiency is acquired

Efficiency is neither related to any one particular field, nor to any particular time or situation. The definition of efficiency changes according to the matter, area of operation, time and situation. In the field of spiritualism, that person is considered efficient who is calm, steady, aware of himself, free from anger, lust, greed etc. In the field of materialism, that person is considered efficient who has competency and awareness in his particular profession and other field of activity. The Competency and Awareness require following elements: self-confidence, decisiveness, development of concentration, development of memory, emotional balance, development of skill and development of creativity. These can be observed in figure 1:

FIGURE-1 – ELEMENTS OF COMPETENCY & AWARENESS LEADING TO EFFICIENCY





**SELF-CONFIDENCE**

Self-confidence is first element of competency or efficiency in work. It is an important quality of a competent person. We take an example of a doctor. For a doctor, it is not enough to be a skilled physician or surgeon; he should also be professionally competent, which is the result of self-confidence. No success is possible without self-confidence. Along with his daily work he has to perform certain other expert tasks which can only be achieved through faith and self-confidence.

**DECISIVENESS**

The second element of competency is the development of the ability to take decisions. Inefficient persons are just unable to decide. They have lack of decisiveness. Both self-confidence and ability to take decisions are extremely necessary for a man to be successful. Even few minutes delay in arriving at a decision may prove very costly. So decision making is most important ingredient for a competent person.

**CONCENTRATION**

The third element of efficiency is concentration. Sometimes people begin a piece of work, give it up half way and start doing something else and so on. They do not concentrate on a single piece of work. The result is that it creates incompetency in every work. A French scientist wrote nine hundred articles on different topics of science. It is said that if he had chosen one direction in which to work, he would have become one of the greatest scientists of the world. He failed to achieve that direction due to lack of concentration. It is necessary to get absorbed in whatever one has undertaken to do and being so devoted to it that nothing else may enter the mind while the work is being executed. Therefore, concentration develops competency or efficiency in work. Work losses are largely caused by the deflection of the mind.

**MEMORY**

A sharp memory is essential for developing efficiency of working. It is the sign of competency.

**EMOTIONAL BALANCE**

The fifth element is emotional balance. It is the most effective principle of work efficiency. Failure is certain in case of people who lack emotional balance. Balancing the impulses is very necessary for work efficiency. Imbalance is not desirable under any circumstances. Disorganised working, quarrels, family and institutional disputes are all the result of imbalanced emotions. Clash of egos is the biggest obstacle to success. An incompetent person has no control over his emotions. Therefore, efficiency requires emotional stability.

**STRENGTH TO WORK**

The sixth element of the efficiency of work is the development of the strength to work. Without it, talking about efficiency is meaningless. Education, knowledge of scriptures and training are the means of developing the strength to work.

**CREATIVITY**

The seventh element of the efficiency of work is the development of creativity. People become dull-witted if they lack creativity, new ideas about the future, new creation, brilliance and vibrancy.

**WORK-EFFICIENCY ACQUISITION – A STRATEGY**

In organisational context work-efficiency is a combination of attitude, skill and knowledge which largely impact an individual's job performance. It is similar as to competency. It implies that an efficient person has the capability to perform the assigned task. Work-efficiency acquisition provides a way for identifying necessary skills as well as personal traits or characteristics among the human resources. So, many organisations have been using efficiency acquisition model for enhancing their performance on the job. They follow efficiency based human resource management system. The efficiency acquisition model can be observed as follows:

**CRITERION FOR EFFICIENCY MODEL****1. CAPABILITIES**

- a. Capability to address multi-dimensional issue, mental agility and capability to learn.
- b. Ability to understand with logic, critically analyse database to conclude and be at ease with qualitative numbers.
- c. Ability to divergent logical thinking to formulate and give unique solution.

**2. PERSONALITY**

- a. Be able to keep concentrated and be effective in all favourable and unfavourable conditions.
- b. Be capable to tactfully/diplomatically face situation.
- c. Be self-reliant to work.

**3. SOCIAL SKILLS**

- a. Be self-confident and self-motivated to work.
- b. Be capable to interact with all displaying respect to all.
- c. Be high spirited, keep up speed and level of performance.

**4. TECHNICAL SKILLS**

- a. Be able to get proficiency in activities involving methods, procedures and processes.
- b. Be able to work with specific tools and techniques.

**5. CONCEPTUAL SKILLS OR GENERAL MANAGEMENT SKILLS**

- a. Ability to deal with obstructions and to formulate plans.
- b. Ability to balancing, integrating, setting priorities, conceptualisation, leading and delegating.

**6. SALES SKILLS**

- a. Be smart and keep up perseverance and command the audience.
- b. Be able to articulate in presentation of ideas or data and so on.
- c. Have the skill to sell products
- d. Be capable to understand needs and wants of customers.

**7. KNOWLEDGE**

- a. Be knowledgeable about production, sales, financial aspects and competitiveness.
- b. Be knowledgeable about the organisation's strategies to deal with customers and the products.

**8. AWARENESS**

- a. Be aware about organisation's goal.
- b. Be aware about rate of growth, profitability, share holders' value and social performance.

**9. PERSONAL SKILLS**

- a. Creativity
- b. Sense of high achievement
- c. Risk taking attitude
- d. Emotional balance
- e. Accuracy in work

Efficiency acquisition model highlights the traits, knowledge and skills that are inevitably need for effectively discharging a role. It is used as a tool in Human Resource Management system of training and development. As a human resource tool, the efficiency acquisition model is a must for defining the capabilities. The efficiency essentially needed for effectively performing a task, it must also cite illustration when a given trait can be observed or seen in the job. People are

considered as human capital and their efficiency is their centre point on which an organisation builds its competitive advantage. It is imperative for human resources working in an organisation to have the willingness to learn new knowledge and skills as well as competence to do the task they are paid for.

The identification and measurement of efficiency is a different task. In the case identifying the skills in operation of equipment or computer, the job is not so difficult but identifying the intangible capabilities or innate capabilities, the job is not so easy.

Work-efficiency acquisition is more related to organisational goal. It is a process for attitudinal change, behavioural modification and integrated development of personality. It is an imperative need for human resource professionals. An organisation remains effective as long as it uses efficient human resources. Efficient human resources are important because they help the organisation to have:

- (a) **Competitive Edge** – How can one organisation be better than their rivals? Why do customers buy the product of this company than the other company? The answer is if the company has a better competitive edge i.e. it provides better facilities, excellence in product or service quality, better product design etc. This is possible only through the application of work-efficiency. Global competitiveness can be achieved not merely through the best technologies and plans, but through efficient human resources.
- (b) **Products and Human Resources** – Product improvement is possible by efficient people. The new ideas are created by efficient Human Resource Professionals and they compete on the strength of their products. New designs of the product depend crucially on using efficiency as a core competence of the corporation.
- (c) **Manufacturing and Human Resources** - Work-efficiency is the only core competence for coping with change. Today when manufacturing is done through automation and sophisticated machineries are used for curtailing down the monotonous jobs, nothing but efficient human resources can do to improve their productivity manifold.
- (d) **Marketing and Human Resources** – Products are produced, new styles are designed, but these will not be any use till they are marketed. Marketers are supposed to develop unique selling proposition in their products to make the customers loyalists and satisfied. Efficient Human Resources enable customers' need to be anticipated and produce the products according to needs and wants of the customers.
- (e) **Management Techniques and Human Resources** – Efficient Human Resources can solve problems creatively and innovatively through using relevant management techniques.
- (f) **Effective Business Strategy and Human Resources** – No strategy can be formed without efficient Human Resources. Organisation can only lead in the market if it provides best product, best price and best service. This will only possible through work-efficiency and effectiveness.

## FINDINGS

1. The study focuses on strategic development of Human Resources through work-efficiency.
2. The study demonstrates spiritual and moral techniques for work-efficiency acquisition.
3. The study indicates that efficient Human Resources can help the organisation to have competitive edge i.e. it provides better facilities, excellence in product or service and better product design etc.
4. The study shows criterion for efficiency model which provides a way for identifying the necessary skills as well as personal traits among the staff for enhancing their performance on the job.

## CONCLUSIONS AND RECOMMENDATIONS

Key to work-efficiency acquisition is not only about acquiring efficiency but also developing it. Efficiency in work is not possible in absence of physical, mental and emotional health. In the context of the globalised competitive edge organisations are focussed on work-efficiency acquisition. If we are to move our profession upward, we should develop work-efficiency within the organisation. The study suggests that work-efficiency is a combination of attitude, work-skill and knowledge which largely impact an individual's work-performance. Knowledge, skill and attitude can be measured on defined norms and standards and further improved through training and development, organisation should use efficiency acquisition model for enhancing performance of human resources. Finally, the study suggests that organisations should follow efficiency based human resource management system to achieve the set goals.

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