

Original Paper

Increasing Employees' Efficiency through Workforce

Management

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Received: July 15, 2023

Accepted: July 27, 2023

Online Published: August 18, 2023

doi:10.22158/jbtp.v11n3p77

URL: <http://dx.doi.org/10.22158/jbtp.v11n3p77>

Abstract

The study aims to find out the degree of influence of different factors affecting workforce management and to suggest some measures to increase the workforce management by strengthening the HR factors taken under study. It is a descriptive study. The organization studied is a top Indian real estate company in Delhi. The sample size of the study is 30. The study indicates that workforce management procedure has been effective and systematic to a large extent. Nevertheless, there has been more apprehension/disagreement from some quarters/section of the employees. This is indicative of the fact that there's always a room for improvement and enhancement. Referral should be taken on priority basis as it is a speedy source of recruitment and gives the sense of loyalty among the employees. Performance appraisal should be undertaken on regular basis and proper feedback on performance should be given by the superior.

Keywords

career, development, performance, retention, talent management, training

1. Introduction

Workforce Management is profitable for both the organization and its representatives. Workforce Management gives many benefits to an organization to further develop seriousness through more deliberately oversee workforce:

- Identify top performers—it assists you with dissecting and comprehends the attributes of the top-performing representatives, so organization can all the more effectively discover and draw in comparable ability.
- Improve dynamic—by getting to continuous knowledge into the ranges of abilities of existing employees, the situation with accessible ability and the current and future necessities of the organization, Organization can settle on more viable recruiting choices.
- Increase productivity—by smoothing out administration assignments and pooling information on individuals, profiles and positions inside a solitary data set.
- Enhance execution—support the key goals of the organization by adjusting the abilities and tasks of the workforce with the necessities of the organization.

Workforce Management refers to the ability the executives alludes towards creating and coordinating new employees, creating and holding current specialists, and drawing in exceptionally gifted specialists to work for the organization. Its motivation is to guarantee that the stockpile of ability is accessible to adjust the correct individuals to the perfect positions at the perfect time dependent on essential business destinations. Workforce Management infers perceiving an individual's innate abilities, characteristics, character and extending to him coordination with employment opportunity. An off-base fit will result in further employing, re-preparing and other inefficient exercises.

1.1 Workforce Management Process

- Hypothetically, recruitment is said to end with the receipt of candidates, practically speaking the movement stretches out to the screening of candidates in order to dispose of the individuals who are not qualified for the work.
- Training alludes to the organization's endeavors to work on a person's capacity to play out a task or authoritative job. It very well may be characterized as a learning experience in which it looks for an overall long-lasting change in a person that would work on his capacity to play out the work. Preparing empowers employees to exhibit new ideas, fabricate abilities, address troublesome relational relationship and specialized issues or gain understanding into conduct acknowledged as "the state of affairs".
- Performance Management is a precise cycle that includes workers, members of the group, in the achievement of the organization's main goal and objectives. "Performance Management isn't an end in itself. It's one of a bunch of instruments, a method of working, that assists you with distinguishing what requirements doing, a way to convey improvement and an approach to keep up with excellent administrations".
- Effective employee maintenance is an exertion by organization to establish and develop a climate that urges existing employees to stay utilized. An effective maintenance framework results into a wonderful recruitment tool.

2. Review of Literature

Zolch (2021) concluded that providing flexibility to the workforce would bring benefits in the organization like filling knowledge gaps, succession planning, implementation of new idea and dealing with peaks in the workload. Henaio, Munoz & Ferrer (2019) suggested that the organizations should use a tool in decision making to resolve the general multi skilling concerns in unbalanced system, like how much to add, where to add and how it should be added.

The study discussed the importance of conceptual or theoretical understandings of talent management which were found to be immature, just as addressing the absence of consideration in the practitioner community to tending to the employees' capability of the more extensive representative populace (Foster, 2015). The meanings of talent are equivocal, perplexing and inadequate (Ross, 2013). No definition can fit to each organization. This empowers the organizations to recognize the flaws in their separate ways to deal with characterize talent. Dhal, Panda & Mishra (2021) focused on the exploration of future of work and the impact of the changing patterns of workplace on the employees work. It also talks about the challenges faced by facility managers in coping up with the changing working world with a futuristic approach. Indian public sectors can be benefited from the effective talent management practices as they can retain the best talent with the help of such practices (Rana, Goel & Rastogi, 2013).

At BHEL, workforce management practices are centered on learning, capabilities, expanded group gathering engineering, and information and innovation transference.

The investigation had checked on debates around workforce management decisions (Vaiman, Scullion & Collings, 2012). It additionally talks about the principle factors that impact the decision making in workforce management. Nilsson & Ellstrom (2012) the study concludes that employability's concept is wider than that of talent. And at the same time the possession of talent is essential in order to be employable. Tansley (2011) the meaning of talent is explicit to an organization and it is profoundly affected by the idea of the work attempted inside the organizations. It has gotten fundamental to recognize a common hierarchical language for talent. Harris, Craig & Egan (2010) talent fueled logical organizations stands apart because of their capacity to release their analysts' talents to persistently grow the organization's analytical abilities.

3. Research Methodology

3.1 Objectives of the Study

- To estimate the degree of influence of different factors affecting workforce management.
- To suggest some improvement (if any) to increase the workforce management by strengthen the HR factors taken under study.

3.2 Research Design

It is a descriptive study which involves fact finding enquiry and survey. The target area was limited to the top Indian real estate company in Delhi.

3.3 Sample Size

The study has the sample size of 30. Random sampling technique has been used for selecting the respondents.

3.4 Research Instruments

The data has been collected through a structured questionnaire aimed at evaluation of talent in different domains. These domains were:

- 1) Recruitment and Selection
- 2) Training and Development
- 3) Performance Management
- 4) Employee Engagement
- 5) Employee Satisfaction
- 6) Employee Growth
- 7) Retention

3.5 Data Collection

- 1) Primary data: The data has been collected using a structured questionnaire, which were presented to the respondents who were the employees of the company.
- 2) Secondary data: This data has been collected through company's manuals, describing the different process carried by HR department for employees' welfare.

4. Data Analysis and Interpretations

4.1 Recruitment & Selection

Table 1. Showing Responses for, the Organization Follows the Sound Recruitment Policy

	Frequency	Percentage	Cumulative Percentage
Strong agreement	2	6.7	6.7
agreement	18	60.0	66.7
no opinion	5	16.7	83.3
disagreement	5	16.7	100.0
Total	30	100.0	

Interpretations: Around 60% of the respondents hold a positive feedback regarding the statement. While about 16% of the respondents have shown disagreement with the above statement and feel that there is lack of sound recruitment policy. The mean of 2.43 shows an inclination towards the respondents which agree that there is sound recruitment policy.

Table 2. Showing Responses for, the Job Rotation in the Organization Facilitate Employee Development

	Frequency	Percentage	Cumulative Percentage
Strong agreement	5	16.7	16.7
agreement	16	53.3	70.0
no opinion	5	16.7	86.7
disagreement	3	10.0	96.7
Total	1	3.3	100.0
	30	100.0	

Interpretations: Around 53% of the respondents hold a positive feedback regarding the statement. While 16% of the respondents have no opinion with the statement and feel that the job rotation in the organization does not facilitate employee development. The mean of 2.3 shows an inclination towards the respondents which agree that the organization should facilitate job rotation.

Table 3. Showing Responses for, the Company Have Fair Referral Scheme

	Frequency	Percentage	Cumulative Percentage
Strong agreement	2	6.7	6.7
agreement	2	6.7	13.3
no opinion	11	36.7	50.0
disagreement	11	36.7	86.7
Total	4	13.3	100.0

Interpretations: Around 36% of the respondents hold a Negative or no feedback regarding the statement. While 6% of the respondents are in agreement with the statement and feel that company follow fair referral schemes. The mean of 3.43 shows an inclination towards the respondents which disagree that the there is no fair referral scheme.

Table 4. Showing Responses for, There Should Be Situational/Stress Interview during Recruitment & Selection

	Frequency	Percentage	Cumulative Percentage
Strong agreement	1	3.3	3.3
agreement	4	13.3	16.7
no opinion	10	33.3	50.0
disagreement	10	33.3	83.3
Total	5	16.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 33% of the respondents hold a negative or no feedback in concern to the above statement. While around 13% of the respondents are in agreement with the statement and feel that company follow different patterns of interview. The mean of 3.46 shows an inclination towards the respondents which disagree that the above statement.

Table 5. Showing Responses for, the Recruitment and Selection Strategy Differ for Each Category of Employees

	Frequency	Percentage	Cumulative Percentage
Strong agreement	9	30.0	30.0
agreement	15	50.0	80.0
no opinion	3	10.0	90.0
disagreement	3	10.0	100.0
Total	30	100.0	

Interpretations: The employees of the company under study share a positive attitude towards adopting different recruitment & selection strategy for different category of employees. Majority number of respondents is in the favor of the above statement. While 10% of the respondents have shown their disagreement.

4.2 Training & Development

Table 6. Showing Responses for, the Organization Has Adequate Training Policy

	Frequency	Percentage	Cumulative Percentage
Strong agreement	1	3.3	3.3
agreement	10	33.3	36.7
no opinion	4	13.3	50.0
disagreement	14	46.7	96.7
Total	1	3.3	100.0
Strong agreement	30	100.0	

Interpretations: About 46% of the respondents hold a negative feedback with regard to the above statement. While about 33% of the respondents have shown agreement with regard to the statement and feel that organization have adequate training policy. The mean of 3.1 shows an inclination towards the respondents which disagreement that there is adequate training policy.

Table 7. Showing Responses for, the Training Will Help to Optimize Your Efficiency

	Frequency	Percentage	Cumulative Percentage
Strong agreement	1	3.3	16.7
agreement	10	33.3	66.7
no opinion	4	13.3	70.0
disagreement	14	46.7	96.7
Total	1	3.3	100.0
Strong agreement	30	100.0	

Interpretations: The majority of the respondents are in the favor of the above statement. While rest 20% disagree with the same. The mean of 2.43 shows a positive response most respondents favoring the statement.

Table 8. Showing Responses for, the Training, Orientation and Experiences That You Have Got on the Job Has Improved Your Competence and Efficiency as a Human Being

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	14	46.7	56.7
no opinion	4	13.3	70.0
disagreement	6	20.0	90.0
Total	3	10.0	100.0
Strong agreement	30	100.0	

Interpretations: Around 46% of the respondents favor the statement. While 20% denies completely. The mean of 2.73 shows that average number of respondents is not satisfied with the process of training. This is because they feel that training does not result in improving their competency and efficiency.

4.3 Performance Management

Table 9. Showing Responses for, the Performance Appraisal Conducted on Regular Basis

	Frequency	Percentage	Cumulative Percentage
Strong agreement	4	13.3	13.3
agreement	5	16.7	30.0
no opinion	1	3.3	33.3
disagreement	16	53.3	86.7
Total	4	13.3	100.0
Strong agreement	30	100.0	

Interpretations: Around 53% of the respondents disagree with the statement that performance appraisal is conducted on regular basis. While around 16% are in agreement with the above statement. The mean calculated comes as 3.36, which shows a negative response of the respondents towards the statement.

Table 10. Showing Responses for, Company Has Variable Pay Policy like Bonus, Incentives & Stock Options

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	4	13.3	23.3
no opinion	5	16.7	40.0
disagreement	17	56.7	96.7
Total	1	3.3	100.0
Strong agreement	30	100.0	

Interpretations: Around 56% of the respondents disagree with the statement that company provides variable pay packages. While only 13% agree with the above statement.

Table 11. Showing Responses for, the Performance Rating You in Last Appraisal Was Fair Enough

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	10	33.3	43.3
no opinion	2	6.7	50.0
disagreement	10	33.3	83.3
Total	5	16.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 33% of the respondents have shown disagreement with regard to the above statement. And about 10% of the respondents were in strong agreement with the above statement.

4.4 Employee Satisfaction

Table 12. Showing Responses for, Your Job Gives You a Sense of Personal Accomplishment

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	20	66.7	76.7
no opinion	2	6.7	83.3
disagreement	3	10.0	93.3
Total	2	6.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 66% of the respondents are in agreement with the above statement. Around 10% of the respondents have shown strong agreement, and around 10% of the respondents have shown disagreement with the above statement. The mean of 2.36 shows that average number of respondents is satisfied with the job they are doing as it gives them a sense of personal accomplishment.

Table 13. Showing Responses for, You Are Satisfied with Your Job and the Kind of Work You Do

	Frequency	Percentage	Cumulative Percentage
Strong agreement	8	26.7	26.7
agreement	5	16.7	43.3
no opinion	1	3.3	46.7
disagreement	14	46.7	93.3
Total	2	6.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 47% of the respondents have shown a strong disagreement for the above statement. While around 27% of the respondents have shown a strong agreement for the above statement.

Table 14. Showing Responses for, the Working Conditions Like Adequate Temperature, Humidity, Comfortable Seating, Healthy and Hygienic Environment of the Work Place Are Satisfying

	Frequency	Percentage	Cumulative Percentage
Strong agreement	4	13.3	13.3
agreement	23	76.7	90.0
no opinion	2	6.7	96.7
disagreement	1	3.3	100.0
Total	30	100.0	

Interpretations: Around 76% of the respondents agree with the above statement. While around 3% disagrees with the same.

4.5 Employee Engagement

Table 15. Showing Responses for, Is the Mission and Vision of the Company Makes You Feel That Your Job Is Worthy and Important

	Frequency	Percentage	Cumulative Percentage
Strong agreement	8	26.7	26.7
agreement	14	46.7	73.3
no opinion	1	3.3	76.7
disagreement	5	16.7	93.3
Total	2	6.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 46% of the respondents agree with the above statement. While around 16% disagrees with the same.

Table 16. Showing Responses for, If Given an Opportunity to Be Placed in a Similar Working Role in a Different Organization, You Would Choose To Stay With Your Current Company

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	14	46.7	56.7
no opinion	2	6.7	63.3
disagreement	7	23.3	86.7
Total	4	13.3	100.0
Strong agreement	30	100.0	

Interpretations: Around 46% respondents agree with the above statement. While only 23.3 % respondents disagree with the same.

Table 17. Showing Responses for, the Management of the Organization Gives Equal Importance to Work Responsibility and Demands of the Family

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	18	60.0	70.0
no opinion	6	20.0	90.0
disagreement	3	10.0	100.0
Total	30	100.0	

Interpretations: Around 60% of the respondents agree with the statement. While around 20% disagrees with the same.

4.6 Employee Growth

Table 18. Showing Responses for, Career Opportunities to Grow Is Available to All Employees

	Frequency	Percentage	Cumulative Percentage
Strong agreement	3	10.0	10.0
agreement	7	23.3	33.3
no opinion	2	6.7	40.0
disagreement	16	53.3	93.3
Total	2	6.7	100.0
Strong agreement	30	100.0	

Interpretations: Around 53% of the respondents have shown disagreement with the above statement. While around 23% agree with the above statement.

Table 19. Showing Responses for, Seniors Empower Subordinates with a View to Develop Them for a Higher Responsibility at Workplace

	Frequency	Percentage	Cumulative Percentage
Strong agreement	1	3.3	3.3
agreement	18	60.0	63.3
no opinion	2	6.7	70.0
disagreement	6	20.0	90.0
Total	3	10.0	100.0
Strong agreement	30	100.0	

Interpretations: Around 87% of the respondents agree with the above statement. While around 23% disagree with the same.

Table 20. Showing Responses for, Promotion Goes to Those Who Most Deserve It

	Frequency	Percentage	Cumulative Percentage
Strong agreement	2	6.7	6.7
agreement	3	10.0	16.7
no opinion	6	20.0	36.7
disagreement	15	50.0	86.7
Total	4	13.3	100.0
Strong agreement	30	100.0	

Interpretations: Around 50% of the respondents have shown disagreement with regard to the above statement. While around 10% agree with the above statement.

4.7 Retention

Table 21. Showing Responses for, I Have Clear Understanding of My Career Path in My Organization

	Frequency	Percentage	Cumulative Percentage
Strong agreement	17	56.7	56.7
agreement	6	20.0	76.7
no opinion	6	20.0	96.7
disagreement	1	3.3	100.0
Total	30	100.0	

Interpretations: Around 56% of the respondents feel that they know what is expected from them. While around 20% of the respondents disagree with the same.

Table 22. Showing Responses for, the Company Provide Adequate Retention Bonus

	Frequency	Percentage	Cumulative Percentage
Strong agreement	12	40.0	40.0
agreement	1	3.3	43.3
no opinion	12	40.0	83.3
disagreement	5	16.7	100.0
Total	30	100.0	

Interpretations: Around 40% of the respondents have the same opinion towards the above statement. While only 16.3% disagrees with the same.

5. Results and Findings

A survey on Workforce Management in the top Indian real estate company in Delhi has been undertaken and the findings for the same have been enumerated below:

- Employees at the top Indian real estate company in Delhi feel that the referral given by them during recruitment of new worker/employee is not considered accurately and fairly.
- It has been seen that the employees have not shown much satisfaction with regard to the training process of the organization. The training process needs to be in alignment with the line of the job roles so that it can enhance the employees' competency.
- The performance appraisal is not conducted on regular basis.
- The company offers variable pay policy such as bonus, incentives & stock options only to limited employees.
- Opportunity for career growth is not equally available to all employees.
- The criteria of promotion are also not transparent and fair and most employees are disagreeing with the fact that promotion goes to those who deserve it.
- There are inadequate retention measures undertaken by the organization.
- From the analysis of all the factors, the following parameters have been analyzed as the parameters most important for the study:
 - a) Training & development with mean 2.87
 - b) Performance management with mean 2.73
 - c) Retention with mean 2.95

6. Recommendations

- Referral should be taken on priority basis as it is a speedy source of recruitment and gives the sense of loyalty among the employees.
- Encouragement can be provided to the best performers so that they share their learning of training sessions on latest technology being adopted.
- Performance appraisal should be undertaken on regular basis and proper feedback on performance should be given by the superior.
- The KRA's of the employees should be made more time bound. When the employees fill in their KRA's in the PMS form they should also be made to fill in certain time period, within which they will be bound to achieve that KRA, this will lead the employees toward a more assured success.
- Employee retention can be achieved by encouraging and grooming the employees to take higher positions.
- Periodical raise in the compensation of the employees may help in their retention.
- The organization should take selection tests like psychometric test which would help in analyzing the candidate in much better way.

7. Conclusions

The study indicates that workforce management procedure has been effective and systematic to a large extent. Nevertheless, there has been more apprehension/disagreement from some quarters/section of the employees. This is indicative of the fact that there's always a room for improvement and enhancement. The top Indian real estate company in Delhi is an organization which provides all types of facilities to all employees which provide satisfaction to its employees to the great extent. The workforce management is a vibrant process yielding satisfied employees. The study aimed to support the organization under study to acquire, retain and develop the best talent with the required skill sets.

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