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## **Six Sigma in Human Resource Management: The Changing Face of People Management in India**

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### **Abstract:**

*The aim of the drawing is to see the six sigma practices and its effect on strategic option. Six Sigma as a line deliver is now allowing organizations to alter their worst finish by artful and monitoring byplay activities in a way that minimizes wastes and resources without, however, flexible with client spirit. Most of the companies attempted to compel this methodology and got retroflected from effort in area of the impact or first due to the challenges in implementing Six Sigma in HRM. Quality of a work depends on the perception of a being HR cause. HR is that it is not thoughtful as a statesman parentage suffice in some organizations. This is mainly due to the non-measurable nature of HR processes, Most of the organizations not thoughtful Human Resources as Human Capital. HR must insure that there's respectable return on investment in Human capital'. This article made an endeavor to build a Five C's idea for gentle and advisable implementation of Six Sigma in HRM by putting the outcome of conversation with five black belt experts, who worked on six sigma projects as the tools to prospering feat of six sigma methodologies in HR functions. Investigate on implication of Six Sigma and implementing of Six Sigma in HR functions abounds in the literature. The paper shall canvass the opportunity and challenges in implementing Six Sigma in HRM*

**Key words:** HR Metric; HR Six Sigma; Strategic HRM.

### **Introduction**

Six Sigma (SS) is a strategic direction agency in business that many companies are using worldwide to push for flawlessness. The slave enables the disposal to continuously amend its utilize society and processes. Sum degree is achieved finished SS as it defines an acquire means map. Motorola started Six Sigma (6 ) in the posthumous 1980s; the conception has been a key spirited somebody worldwide in firms having disoblige with property status in their performing processes. Six Sigma, is a property strategy, supported on customer-focus and involuntary by assemblage than assumptions and experience. It is a nonrandom and exact epistemology that reduces appearance evaluate, measures and improves show by utilizing concentrated accumulation and statistical reasoning tools. Six Sigma measures variability and aids companies in improving overall grade. Six Sigma is a highly customer-focused program-management listens to the tune of the client to pronounce out what is distinguished and captures what he wants. The syllabus defines an organic way for businesses to reckon problems. Users of Six Sigma try to speckle which elements of delivery transferral are important to overall caliber. Essential bottom-line benefits can be achieved by organizations practicing six sigma break-through strategies through the betterment of cycle indication reduction of defects, outlay reduction, etc. Customers from the bag of today's earth activity and sending cleared content: food sharp quality products at displace costs with greater sensitiveness. Six Sigma helps an orderliness achieving these objectives when aligned with else initiatives as component of a sector strategy. HR Metrics are a vital way to quantify the expenditure and the touch of employee programs and HR processes and step the success (or insolvency) of HR initiatives. They enable They enable a company t to excerpt year-to year-trends and changes in these critical variables.

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## Perceptions of Six Sigma

The term "Sigma" is a statistical quantity that measures how far a supposition knowledge deviates from flawlessness as a new methodology using old tools. Six Sigma is a wide grouping for achieving, maintaining and maximizing business success. The supposal of Six Sigma is a elaborate knowledge of client requirements, disciplined use of facts and objective data, statistical psychotherapy and current efforts focused on optimizing acting processes. Six Sigma revolves around a few key concepts:

## Objective of The Study

1. To study the chosen Six Sigma methods for strategic decisions and
2. To display the challenges of implementing Six Sigma in HR in India and FIVE C's for successful implement Six Sigma in Human Resource Management

## Review of Literature

**Miroslav Rusko (2011)** in his explore article examined The Six Sigma method is a structure and versatile scheme of achieving, maintaining and maximizing the performing success. Six Sigma is supported mainly on knowing the client needs and outlook, disciplined use of facts and statistics reasoning, and responsible formulation to managing, rising and establishing new sector, manufacturing and work processes.

**Nagaraj Shenoy (2010)** in his research production described "Six Sigma, which started as cognition improvement tool to intensify grade representation of customers towards products and services, has transformed into a direction ism for umpteen organizations. Weak Resource division plays a crucial portrayal in the palmy implementation of Six Sigma projects. But when it comes to implementing the Six Sigma techniques to the processes of HR demesne itself, galore impediments are posing problems. They potentiality from the questions of practicability to quality to relevancy.

**Lori S. Moth (2010)** In his article evaluated that "Six Sigma is a propertied improvement touch play with the articulate of the customer and using collection and statistics to lick client problems," Six Sigma is organized around mortal projects with mortal timelines, each labor offset by forming a group to key the client and the customer's needs.

## Ideology and methodology of advance by Six Sigma method

It is said, that ideology and methodology of Six Sigma improvement is a revolution in crescendo the efficiency of organizations. Six Sigma is a method of rising productivity, efficiency and degree of products and services. The method Six Sigma is a place study method victimized by engineers and statisticians to fine-tune products and processes. But that is meet a endeavor of the quality. Six Sigma presents a measuring and statistics as an intrinsic relation of improving. It aims at nearly realised amount of all client expectations. The constituent Six Sigma is derived from the average of a control cognition, which shows fewer than 3.4 defects per meg opportunities.

Six Sigma is mainly supported on apprehension the customer needs and expectations, using the facts, information and statistical reasoning and a complete timing to managing, rising and creating new acting, production and activity processes. Six Sigma in item focuses on:

- Method of activity quality, which allows you to a likeness incompatible processes according to the achieved story SIGMA - irregularity of knowledge.
- Project-oriented methodology for determination problems using statistical tools.
- The propertied shift group, aimed at reaction errors and maintaining them at a low quantity, "Six sigma", content DPMO (DPMO = Defects per Million Opportunities).
- Philosophy and managerial strategy bound on consumer spirit and making decisions based on verified data.

### Chosen Six Sigma methods

Six Sigma is supported on six rudimentary principles that help with propulsion the initiatory effectuation of Six Sigma method to production companies or union industries. Sigma uses the bag tools to improve the lineament of products and processes as MSA (Measurement System Analysis), IPO Draw (Input-process-output), CE (Cause-and-effect diagram), Histogram, Pareto diagram, DMAIC (Define, Measure, Analyze, Improve, Control), Run chart, Control chart, Scatter diagram, Regression Analysis, DOE (Desing of Experiments), FMEA (Failure Mode and effect analysis), SOP (Standard Operating Procedure) and QFD (Quality Function Deployment).

If you allot Six Sigma to a payroll outgrowth for happening, and are hard the unexceptionable signal of defects permissible per cardinal payroll calculations, then to surrender within Six Sigma parameters, there would exclusive be 3.4 defects per 1000000 allowed. See table below. This substance, for payroll representation, that an amount activity operative at a Six Sigma steady leave acquire less than 3.4 errors per million opportunities. If you cover Six Sigma to a register growth for example, and are scheming the unimpeachable signal of defects permissible per cardinal payroll calculations, then to dawdle within Six Sigma parameters, there would exclusive be 3.4 defects per cardinal allowed. See table-1 below.

**Table-1: Sigma level defects per million opportunities**

Sigma level without 1.5 $\sigma$ shift	DPMO without 1.5 $\sigma$ shift	Sigma level with 1.5 $\sigma$ shift	DPMO with 1.5 $\sigma$ shift
1.0	317,311	1.0	697,672
1.5	133,614	1.5	501,350
2.0	45,500	2.0	308,770
2.5	12,419	2.5	158,687
3.0	2,700	3.0	66,811
3.5	465.35	3.5	22,750
4.0	63.37	4.0	6,210
4.5	6.80	4.5	1,350
5.0	0.574	5.0	232.57
5.5	0.038	5.5	31.69
6.0	0.002	6.0	3.40

### DMAIC methodology of Six Sigma

**Define:** Process the group to acquisition on status, process the customers of the treat, their needs and duty, writ correspondence. In delineate phase client requirements are derivable and documented.

**Measure:** Identifying key measures of power and efficiency and translating them in to thought of sigma. In portion stage particular Aggregation compendium counsel is embattled.

**Analyze:** Finished psychotherapy, the unit can determine the causes of the problem that needs transformation. In Analyze period form causes are identified, verified and quantified. Analyze stage contains Drive and Signification plot, Hypothesis investigation.

**Improve:** The sum of activities that cerebrate to generating, selecting and implementing solutions. In Modify phase solutions are validated and outgo benefit proposition presented to contender.

**Control:** Ensuring that advance sustains over period. Operation is standard in skillfulness phase and procedures are documented.

### Challenges in implementing Six Sigma in Human Resource Management

More companies attempted to complete this methodology and got inverse from endeavor in intermediate of the affect or commencement due to the challenges in implementing Six Sigma in HRM. Quality of a knowledge depends on the perception of an independent HR person. HR is that it is not advised as a pupil reasoning work in many organizations. This is mainly due to the non-measurable nature of HR processes,

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most of the organizations not advised Human resources as hominine great and there are all transform challenges in implementing Six Sigma in HR activities.

### **Non-Measurable nature of HR execution:**

Measurement is contingent only when you physically live it or sometimes symmetrical by regain it also you can determine the things like services. But in container of HR performance flush though there are several tools titled score card and etc. are ready in business to valuate, it's not mensurable against the criterion. Galore at times there is no bench mark for HR performance as it is examined as the bearing reflection in organizations. Quality of a growth depends on the perception of being a HR person in HR activities. Where there is no any canonical parameter to judge the activity of HR activities it depends on the representation of individual judgment.

### **FIVE C's for successful implement Six Sigma in Human Resource Management**

As the premier rank in that transformation, the Six Sigma mindset considers people as assets, rather than as costs (liabilities), plus as any join of capital equipment, equal promotion with marvelous potentiality for income. Movement the appearance on grouping from liabilities to assets (or investments) is harmonic to Six Sigma. Formerly turn mentation in damage of "human assets," it's equally grievous to sell the inexplicit monetary amount of rooting out lost materials and steps in processes, as this is key to unlocking the hidden yield on your assets in group.

#### **1. Change**

Companies that are not prepared for Six Sigma are those that run to be resistant to alter, human an accuse mindset, a low understanding of staff, the inability to utilize externalize resources, and a unadaptable, hierarchic administration artefact. You can't wait it to impact in a set where every added employee is leaving to withstand up and create status saying that "Why should we commute the way we transform?" or "but it's ever been finished suchlike that here!!" This is why it has to be initiated, managed and monitored by the top management.

#### **2. Communication**

When we decided to excrete any changes in an organization's the co-operation is required that is feasible with shine way of connectedness in all the train of dealing. There should be a guiltless way of act between the section and from top surface to freighter level management in an organisation. If there is no connection gap, there is bear understanding of organizations goal. HR department, ever connect with the different division internally in one or the other way. Implementing Six Sigma in an administration needs definite connectedness.

#### **3. Captain**

Officer who leads the team to attain the planted content, like way in an organisation prosperous implementing six sigma in HR there is require of sound and subject captain. The captain is the CEO or direction of the system, who leads intact administration towards the content. Providing needful infrastructure and financial connectedness to attain planned goals. Captain defines the organizational goal and clears personal goals to succeed organizational goal. Captain provides leadership and confinement for property melioration. Captain communicates organizational policies and execution prospect to employee. Captain acts as a key utility in straight advance and regularly reviews quality performance measuring. Captain audits the process of results of apiece sue contrive.

#### **4. Consideration**

It has to be understood that though HR is not a broad department of the structure, it has a large burden on every administration. Weak resourcefulness is frail uppercase and has to be wise for angelic returns on investment. The processes bang a great effect on the employee's efforts for delivering services or product. The assort should muse humanlike ingeniousness division as an alpha ingeniousness, reinforcement information, encourage initiatives and ability and be encumbered in exact strategic thought

## 5. Choosing Project.

The transmute existence ride and the cost of inferior grade also penury to be conferred decent considerateness. The taste is to superior those projects with the highest Return on investment (ROI) and that are initiate to be workable by dimension and budgetary constraints. Equivalent we human to prefer which answer is so significant and having outstanding consequence on success of disposal and having graduate ROI. In Human resource department choosing an assign effectuation they soul to select which is central and as vessel as caviling part. Functions of HR Section are Achievement and option, training and usage, Show classification, ownership etc.

## Conclusion

The fundamental content of Six Sigma is that if performance is reinforced, caliber, capacity, pedal reading, list levels, and separate key factors as change use, due sources and surroundings present also improve. when these factors are restored, both the bourgeois and the client experience greater satisfaction in performing commercialism transactions. One of the prima tools misused in practice especially abroad is Six Sigma, whose deed has been gradually promoted in business also in India Use of Six Sigma tools and techniques to HR processes and functions is complicated compared to its programme in added utilitarian areas. It is mainly due to the ideational nature of duty of HR processes in selected organizations. But in vista of the highly contending marketplace conditions, an organisation can ill-afford to prevent HR from the purview of uninterrupted transform improvement. The questions on the measurability and measurability of HR processes notwithstanding, the HR guild needs to cerebrate of effort Six Sigma way to execute their functional power. There is ample of chance and financial good from use this sigma methodology in HR activities. Organizations make to put top committal on above mentioned five C's which are key to undefeated implementing Six Sigma in HR activities.

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