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"A STUDY OF BEST PRACTICES AND KAIZEN – DIFFERENCES AND SIMILARITIES IN DEVELOPING THE ORGANIZATIONAL HUMAN RESOURCE POWER AND MOTIVATIONAL LEVEL AMONG EMPLOYEES" – A STUDY AT IT UNITS IN MYSORE

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1.Introduction:

Introduction to research:

This paper will investigate whether the best practices (within the units – not are same as that of kaizen or they are different or whether they are complimentary to each-other. The paper investigate whether the kaizen lead to best practices and are they one and same etc..

The selected IT units are researched into the aspects where the best practices are recorded KM – bp server for everybody information and use and kaizen's are implemented in all units for increasing the productivity to improve the way the process of work is being done.

2. Literature survey:

2.1 Introduction to best practices:

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. In addition, a "best" practice can evolve to become better as improvements are discovered. Best practice is considered by some as

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a business buzzword, used to describe the process of developing and following a standard way of doing things that multiple organizations can use.

Best practices are used to maintain quality as an alternative to mandatory legislated standards and can be based on self-assessment or benchmarking. Best practice is a feature of accredited management standards such as ISO 9000 and ISO 14001.

Source: Bogan, C.E. and English, M.J., 1994: Benchmarking for best practices: winning through innovative adaptation. McGraw-Hill, New York.

Projects, as a way to attain objectives, have been used since ancient times, generating important results to society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine and many others. A project is a new, unique and temporary set of activities, with a defined beginning and end, which uses resources in a planed and organized way with the purpose of reaching certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities.

2.2 Kaizen -Make Continuous Improvement

The Japanese term “kaizen” has contributed to this component. Kaizen believes that there are no limits to continuous improvement. This means that a TQM organisation will continuously strive to improve their product/service and increase the quality standards. A TQM organisation will also view change positively whether the change involves a process change or a change in customer needs and expectations. This is because changes will enable the organisation to develop and explore quality.

2.3 Review related research papers :

Henry Kim and Rajani Ramkaran [1]– authors of the research article “Best practices in e-business process management extending a re-engineering framework" states that in formulating e-business strategies enabled by the Internet and WWW, parallels can be drawn from the viewpoint on process enabled by desktop and centralized computing in the 1990s, and that of present day. In this paper, the cornerstone of 1990s thinking on process, Hammer and Champy’s

nine best practices, are analyzed to apply for e-business process management (e-process management). For instance, Hammer and Champy's first principle is re-stated as "{o}rganize around business rules (some combined tasks can be performed by stakeholders using interfaces accessed via the WWW)". One finding is that checks and controls may not need to be reduced – as Hammer and Champy espouse – if they are perceived as valuable and can be performed inexpensively using Internet technologies. This work evolves the traditional re-engineering framework to use in current e-business realities; it can be applied to formulate e-business strategies that are rooted in more traditional, and vetted, management thinking.

In this paper, an e-process management perspective is outlined as a translation of Hammer and Champy's nine best practices in the current age of ubiquitous Internet use and increased customer expectations. An e-process is executed using business rules and interfaces that transform recurrent requests, process them via a web of interactions involving the firm, its customers, and other stakeholders in its value chain, and deliver unique value to the stakeholders. Characteristics of these business rules and interfaces are the following:

- Inclusion of all participants in the value chain when designing an e-process;
- Optimizing process across the value chain to maximize value to the customer;
- Leveraging technology and design interfaces to maximize agility across the value chain;
- Designing processes that do not necessarily end when output is delivered and recognizing that a process may be a web of processes;
- Noting that checks and controls are easier to implement and utilizing them if and where value is added;
- Maximizing visibility to the process to all stakeholders and minimizing the use of a central point of contact for status information; and
- Leveraging the case-manager role to both service the customer for exception processing and the vendor in delivering value added services and generating additional revenue.

Selma Limam Mansar and Hajo Reijers [2]– authors of the research article "Best practices in business process redesign: validation of a redesign framework" states that A fundamental challenge in any Business Process Redesign (BPR) project is to come up with a new process design that is in one or more ways superior to the existing plan. Based on earlier research, a

framework to help the designer in selecting the proper best practice(s) for this purpose is presented and validated in this paper. It is described how the framework is used in generating improved process designs for two Dutch organisations. Furthermore, the results from a survey are presented, which has been carried out among BPR practitioners in the UK and the Netherlands to test the framework. The overall conclusion is that the framework is indeed helpful in supporting process redesign and that its core elements are recognised and put in practice by the BPR practitioner community. The framework, therefore, may be of direct interest to both academics and practitioners active in the process improvement field.

They have explored in the literature several frameworks and business process analysis models that were potentially suitable for business process redesign. In our framework, six elements are linked (refer to Fig1):

- the internal or external customers of the business process;
- the products (or services) generated by the business process;
- the business process with two views:

a. the operation view: how is a business process implemented? (number of tasks in a job, relative size of tasks, nature of tasks, degree of customisation), and

b. the behaviour view: when is a business process executed?

Limam Mansar and Reijers [3] – authors of the research article "Best Practices in Business Process Redesign: Survey Results Amongst Dutch and UK Consultants" states that this paper describes and discusses the results of a survey they have undertaken in 2003/2004 amongst Dutch and UK consultants in the field of Business Process Redesign (BPR). It describes a set of best practices in BPR they wanted to test. In the paper they explain how the survey was conducted and describe the participants' profiles. They also highlight the major survey's findings.

Table I. Most popular best practices in business process redesign.

Best practice	Definition
1. Task elimination	Eliminate unnecessary tasks from a business process.
2. Task composition	Combine small tasks into composite tasks and divide large tasks into workable

		smaller tasks
3.	Integral Technology	Try to elevate physical constraints in a business process by applying new technology
4.	Empower	Give workers most of the decision-making authority and reduce middle management
5.	Order assignment	Let workers perform as many steps as possible for single orders
6.	Resequencing	Move tasks to more appropriate places
7.	Specialist-generalist	Consider to make resources more specialized or more generalist
8.	Integration	Consider the integration with a business process of the customer or a supplier
9.	Parallelism	Consider whether tasks may be executed in parallel
10.	Numerical involvement	Minimize the number of departments, groups and persons involved in a business process

In this paper they have discussed the results of a survey amongst practitioners in BPR. The results provide a list of "top ten" best practices in BPR used and validated by experienced practitioners. In our survey, they have also analysed and discussed the impact of the top ten best practices on four dimensions: the flexibility, the cost, the time and the quality.

Subramanian Muthu, Larry Whitman, and Hossein Cheraghi [4] – authors of the research article "Best Practices in Business Process Redesign: Survey Results Amongst Dutch and UK Consultants" states that Business Process Reengineering is a discipline in which extensive research has been carried out and numerous methodologies churned out. But what seems to be lacking is a structured approach. In this paper they provide a review of BPR and present 'best of breed ' methodologies from contemporary literature and introduce a consolidated, systematic approach to the redesign of a business enterprise. The methodology includes the five activities:

Prepare for reengineering, Map and Analyze As-Is process, Design To-be process, Implement reengineered process and Improve continuously.

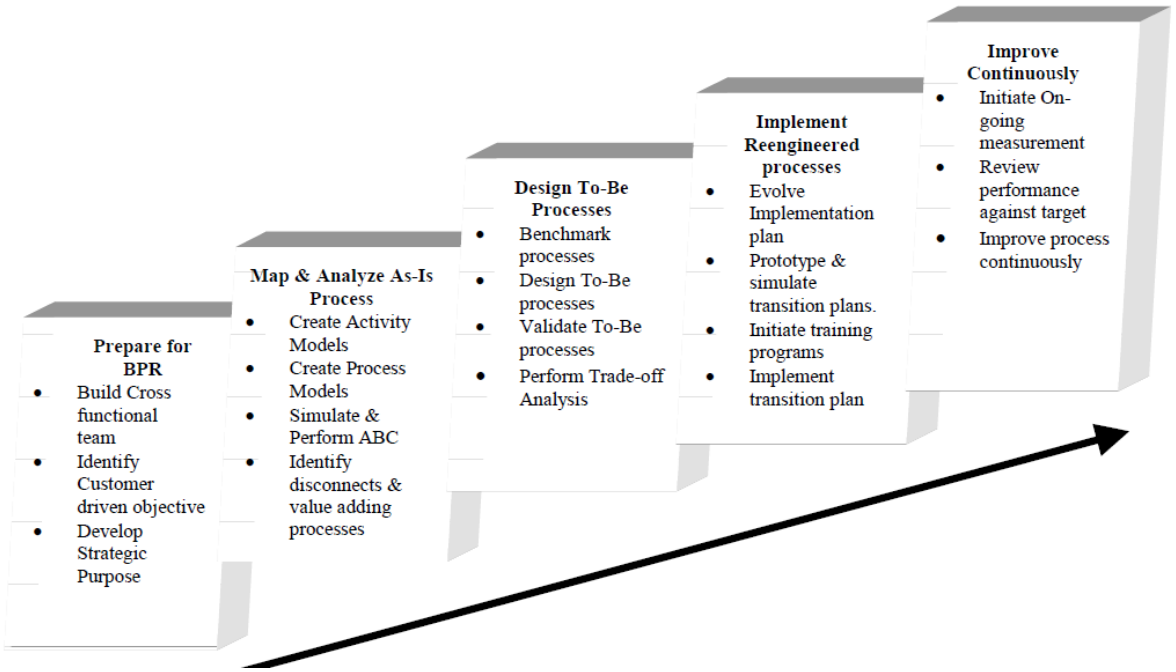

Figure 1 BPR: The surest way to the Top!

An intense customer focus, superior process design and a strong and motivated leadership are vital ingredients to the recipe for the success of any business corporation. Reengineering is the key that every organization should possess to attain these prerequisites to success. BPR doesn't offer a miracle cure on a platter. Nor does it provide a painless quick fix. Rather it advocates strenuous hard work and instigates the people involved to not only to change what they do but targets at altering their basic way of thinking itself.

Limam Mansar and Reijers [5]– authors of the research article "Best practices in business process redesign: use and impact" states that - This paper seeks to provide business process redesign (BPR) practitioners and academics with insight into the most popular heuristics to derive improved process designs.An online survey was carried out in the years 2003-2004 among a wide range of experienced BPR practitioners in the UK and The Netherlands. Findings – The survey indicates that this "top ten" of best practices is indeed extensively used in practice. Moreover, indications for their business impact have been collected and classified.The authors'

estimations of best practices effectiveness differed from feedback obtained from respondents, possibly caused by the design of the survey instrument. This is food for further research.The presented framework can be used by practitioners to keep the various aspects of a redesign in perspective. The presented list of BPR best practices is directly applicable to derive new process designs.

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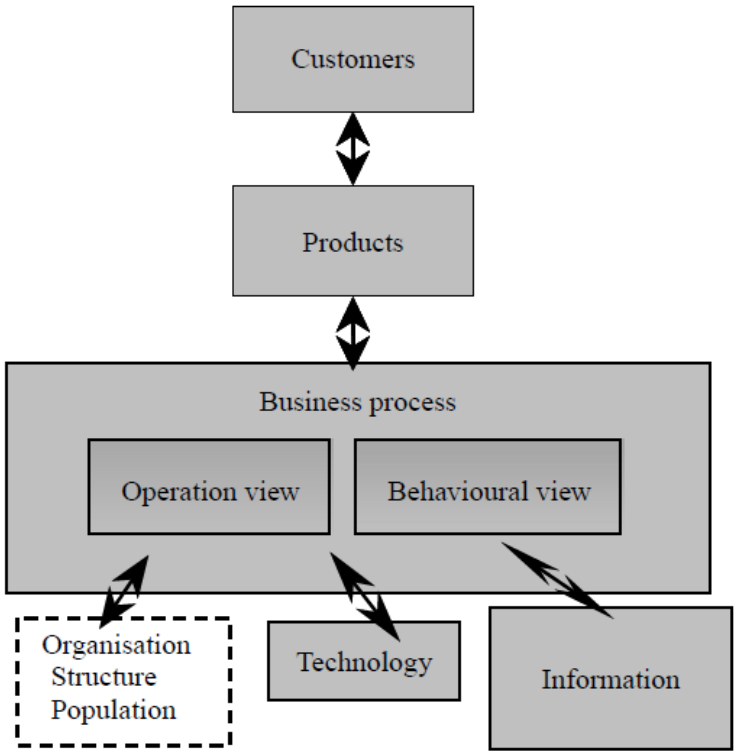

Figure 2: Framework for BPR implementation

Jansen-Vullers, Loosschilder, Kleingeld, and Reijers [6] – authors of the research article "Performance Measures to evaluate the impact of Best Practices " states that Business process redesign best practices help to generate alternative process redesigns. Best practices are often used by practitioners to repeat design techniques that have proven effective in practice, but it is not clear why they are the best, and in what respect. More importantly, it is unclear why a best practice might be "best" for one process and not for another. In this paper, they propose a framework for performance measures that can be used to evaluate the effect of a redesign with the dimensions of time, cost, quality and flexibility. For each dimension they propose a set of measures, which have been operationalised as much as possible. They conclude that a simulation

approach is very well applicable to estimate the impact of redesign best practices, especially for the time, cost and flexibility measures. For quality measures additional methods are necessary to complement the estimation.

For the dimensions of time and costs, the computation of the measures in a simulation model is quite straightforward. Determining the external quality of the output and the process with a simulation model is much more difficult, or even impossible. They identified a large number of different proxies, of which a few were mentioned in this paper. Although this set of proxies can be computed in a simulation study, this does not do complete justice to the real complexity of external quality in practice. Something similar holds for the internal quality measures; these can be implemented, but also in this case this will provide a limited view on what will happen in reality. Furthermore, internal quality is highly dependent on the perception of the person involved. With respect to the flexibility measures, all measures can be implemented (except process modification flexibility). Here they expect that actual changes in our metrics' values accurately reflect what will happen in practice.

Mariska Netjes, Hajo Reijers, and van der Aalst [7] – authors of the research article "On the Formal Generation of Process Redesigns" states that Business Process Redesign (BPR) is a process oriented methodology to improve organizations. Although literature on BPR is available in abundance, little concrete support on how to get from as is towards to be is available. They propose the use of an evolutionary redesign approach that is based on BPR best practices to fill this gap. The approach is evolutionary in nature, because local updates are made to an existing process. In this paper they focus on one part of the approach: the generation of redesign alternatives. The first step in the generation of an alternative process is the selection of a process part for redesign. This is followed by a process transformation that determines an alternative for this selected part. Finally, the original process part is replaced by the transformed part resulting in the alternative process. Using Petri net analysis techniques the correctness of such a redesign generation is ensured.

r evolutionary approach consists of six steps,

1. Model an existing process,
2. Determine weaknesses in the process,

3. Select applicable best practices,
4. Generate alternative models,
5. Evaluate the performance of the generated alternatives, and
6. Choose the best alternative and implement the new process.

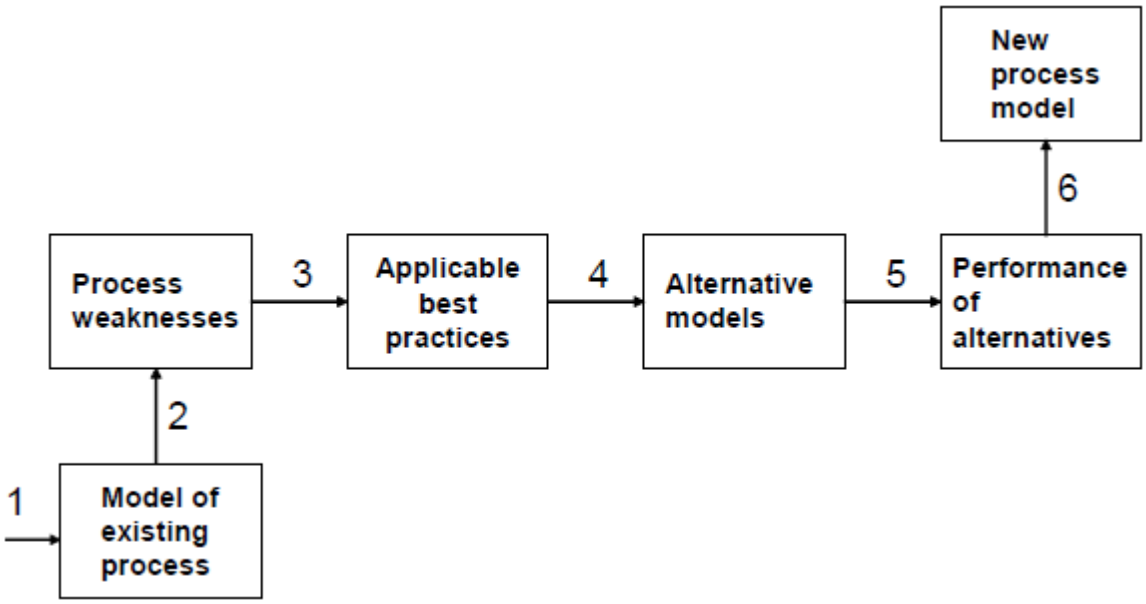

Figure 3. Evolutionary approach towards redesign

The first three steps of Figure 1 they addressed in [10].With regard to the modeling of an existing process (step 1), they gave a formal process definition and showed that it is not straightforward to spot inefficiencies in a process. For the determination of weaknesses (step 2), they presented a set of process measures, which provide a global view on the weaknesses in the process. For the selection of applicable best practices (step 3), they used and combined the set of process measures to evaluate the applicability of each best practice for the process.

In the next step, the generation of alternative redesign models (step 4), the best practices are applied. This step performs the actual change on part of the process, thus making a local update to the process. Then, the process can be redesigned again resulting in another update. Each iteration results in a redesign alternative which may be used as a starting point for another local update. In such a way, a tree of alternative process models is generated with the original process model as its root node.

In the final steps of our approach, the performance of the various alternatives is evaluated (step 5) and one redesign alternative is selected as the best alternative (step 6). Evaluation of process models can be done by simulating the model or (for simple processes) with analytical techniques. For such an evaluation, performance data (time, cost and quality indicators) are required. These data may be collected in event logs which are derived from the execution of the actual process. Log-based extension of a process model with a new aspect or perspective (e.g., enriching the model with performance data) is part of the process mining research.

The actual change in the process is made with process transformations. With the process transformations they aim for extreme changes, e.g., they place as many transitions as possible in parallel. Of course, depending on the specific process the redesign effort is made for, more conservative changes may be preferable. In a supporting tool it will be possible to adapt the transformations and generate such redesigns.

Jeff rouseel in his paper "best practices fro effective kaizen management " (posted may 28 th 2014 – for web- magazine on kaizen – everything continous improvement " –by kainexus blogs for kaizen. Gives the five best practices for kaizen management.

Kaizen management can give company a significant edge over competitors. It involves lean operations and continuous improvement, two factors that are vital in order to be effective in today's economy. Another major component is empowering your employees to participate in findingOpportunities for Improvement as well as their solutions.

Following a kaizen management style involves a shift away from many of the principles of traditional business management models.

The best practices associated with Kaizen:

1 Focus on the process, not the goal : In a country where goals are almost sacred, this might be the biggest difference between kaizen management and traditional management styles. Kaizen is based on a philosophy of small, incremental, continuous improvement. When this style is fully operational, it creates a self-sustaining cycle of opportunities and solutions aimed at reducing waste of time, money and resources. Goal-oriented management focuses on control

with a limited definition of success, while kaizen is flexible and adaptive. It uses metrics for evaluation rather than to measure the improvements and meet a predefined number. Process oriented management looks at the big picture, while goal oriented management is more narrowly focused on the short term.

2 **Engage your employees in the decision making process** : Employees often feel powerless to affect change in their work places. They're your greatest resource for ideas and skills, but they believe that their voice isn't heard. Token attempts at engagement like the typical suggestion box don't produce any meaningful action. Kaizen management, on the other hand, includes employees in the improvement process from identification through implementation to recognition. Seeing their position in the company validated gives them the confidence and motivation to continue looking for more opportunities to improve.

3. Go after the low-hanging fruit :As mentioned, kaizen management focuses on small, incremental improvement. Employees are encouraged to seek opportunities for change that are low-risk and low-cost. This enables change to be affected quickly, creating a momentum that carries through to the next project. It also keeps the energy level high, providing greater engagement on the part of employees. These changes create the building blocks that form the culture of continuous improvement.

4. "Do it better, make it better" :Everyone is familiar with the saying, "If it ain't broke, don't fix it." In traditional business models, if a process or system appears to be functioning reasonably well, it's assumed that it's operating at maximum effectiveness. Kaizen management assumes that **every** element of a company can be improved. Employees are encouraged to look at established policies and methods with a fresh eye. Instead of thinking up reasons why something can't be done, they're urged to ignore conventional limitations and figure out how it can be done.

5. Eliminate waste in all forms : For many companies, waste is looked at from a financial perspective. For Kaizen management, waste applies to all resources. One resource that can never be replenished is time. Every action should add some value to the company, and employees are

encouraged to look for ways to increase efficiency and reduce waste. The workplace is constantly adjusted to be organized in such a way that no unnecessary steps are taken.

3. Research Objectives and hypothesis of research paper :

3.1 objectives : The research objectives were designed after a sample study in the survey sample organisations . They are as follows:

1. **To study whether Kaizen and best practices implementation will bring better quality and power in HR practices in IT units**
2. **To arrive at suitable findings and conclusions useful for the IT units with regard to Kaizen and best practcices.**

3.2 Hypothesis : The below hypothesis have been framed by the initial survey to be investigated by primary research survey :

Ho$_1$ The BP and Kaizen implementation will NOT bring change in HR power and quality in the organisation.

Ho$_2$ The Kaizen practices and motivation will NOT lead to useful and significant best practices in IT units

These above envisaged hypothesis which were framed by the initial survey was investigated by primary and secondary research survey .

4. research methodology :

The research focus on the survey study of three IT units at Mysore. The survey is conducted on the team leaders and software engineers in the selected IT units from leading IT units at Mysore**.** The methodology also include besides this sample survey the secondary survey of Books, management journals, research organization records and research magazines, conference proceedings on Kaizen, TQM and BP and annual reports of the sample survey companies with additional information from web sources.

5 .Research Interpretations, Findings And Conclusions :

5.1 The findings w.r.to hypothesis:

a) The study showed that the first hypothesis of the research is disproved and the study showd that the Kaizen and best practices implementation will bring better quality and power in HR practices in IT units.

b) The study reveled that the second hypothesis is also disproved that the motivation and encouraging practicable kaizens implementations in IT units lead to better , useful best practices which are stored in KM based server as general ware available to build the total knowledge power of the unit empower HR skill and speed of execution of software projects.

5.2 The major conclusions :

The usual kaizen which lead to best practices were identified as - design of general software – project management tips and generalized (OOP) software routines and the better software methods to speed up the software development , the standardized (menus , pop-up and pop-down options and software frontend designs and graphics) development frontend routines will prove enormously important and useful in reducing the following in

software development life cycle :-

a) software development time

b) execution time of programmes

c) software memory space occupation (constraint is also addressed properly)

d) software execution time (constraint is also addressed properly)

e) the object orientation and structuring time

these above will reduce the monotony of re-development of routines which are already there in some corner of the same organisation and the duplication in software development work and projects in the It units.

The front-end routines such as

a) major menus,

b) popup and pop-down menus

c) front page graphics and designs

which need only marginal make-ups and small changes to suite to other software- projects and development

and back-end routines like

a) Standard sorts ,

b) searches,

c) relational database management systems

d) supervisoroy and users -log-book management systems,

e) cloud connecting protocol management,

f) the internet embedding software routines to connect the software of any organisation online applicable

g) intranet (within units) protocol management software systems

h) encryption and decryption systems

i) communication protocol system based on TCPIP* and organisation specific non-TCPIP based (* transfer control protocol and internet protocol)

j) security system routines

These software routines which are developed as kaizen with object oriented and structured software segments will really help to reduce duplication in development cycle of the software development for all projects as these routines are common to all-most all projects like banking, multinational manufacturing corporate , multinational marketing companies and service sectors like internet enabled services in couriers, health care, hospitality sector, etc..

These confidential routines of each projects when put with standardised systems in the shared pool of KM server as KAIZEN then these lead to best practices for that particular IT organisation.

These kaizens and best practices which are encouraged, motivated by reward, award and increment based - HR policy the kaizen's of projects will come in general pool (as " money is power and money has become a major motivating parameter of IT remuneration and retention systems") and will become useful to bring real increase in productivity and augment the HR power and quality showing better time based project completion , lesser client objections and avoidance of duplication of similar documentation and routines developments in all projects of units and improve the overall development systems.

5.3. Major Suggestions :

A) The training addressing and aimed at sharing of best practices and kaizen is a must to empower the overall productivity in IT units.

B) All the units top-level management has understanding of kaizen and Bp and utility and usefulness in IT units ahould be converted to total commitment to bring change in systems.

C) There is need of better and effective training focussed developing good human relations between software engineers between themselves , which help in creating an organisational environment where "kaizens leading to best practices" are freely shared and stored voluntarily in KM-BP servers..

D) The Top-management should sincerely try to build an environment of mutual-trust and belief among employees to motivate knowledge sharing.

E) The kaizen's such as efficient routines and modules (both front-end and back-end) should be cross checked and standardised by experts and expert system software.

F) Awards, rewards, wage revision , promotions and increments needs to bring better kaizen which are will be useful to development process .

6. Final conclusions of the research :

The study conclude that kaizen will lead to useful and practicable best practices and the organisational environment quality and power will increase to bring world class HR based corporate in the IT units. The IT units by this implementation will be able to better understand the IT software engineers and change the organisational HR environment and bring a better working comfort zone for employees to augment the HR power and quality to build a world class IT units in India.

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