

Six Sigma Approach of HRM for Business Excellence

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ABSTRACT

World class firms like Motorola and GE have relied on six sigma to strengthen themselves, build their cultures for higher performance, are too often left out of human resources functions. Six Sigma initiatives have made Caterpillar, to develop a strategic vision that provided a roadmap for change based on fact-based analysis. The Samsung, the Korean giant developed a reputation for efficiency, innovation and quality. Intangible and soft processes of HR are possible to measure performance, which pulls the HR function closer to strategic alignment with organisational goals. This explorative study initiated with the conceptual basis for six sigma and identifies six sigma phases, roles, initiatives. Further, this study geared to how Six sigma pioneered at Motorola followed by General electric, Caterpillar and Samsung Companies. Then the current study explores the application of linking six-sigma to the HR function. Further, this study continued with six sigma approach to HRM resulted into finding out HR competencies.

KEYWORDS: Six Sigma, Strategic vision, Innovation, Strategic alignment, HR competencies.

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