Challenges of Human Resource Management Practices in Manufacturing Sector

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ABSTRACT: The responsibilities of HR manager have gradually become broader. The Globalization put together the world as a Global village. Manufacturing, assembling, and marketing takes place in different countries. Thus the global businesses employ the people from multi-cultures and multi-skills. An efficient and satisfied work force is significant factor in a manufacturing sector. The main idea behind this paper is to provide support for HRD, which their predictability and control need to be modified and they may need to respond to situations rather than creating them. Managing diverse workforce is challenge for which cross cultural training is essential. The main hindrance is recruiting skilled, talented and retaining of veteran work force. The educational institutes should be developed in view of modern industry requirements. Labour unions are Anti-capitalist, Anti-managerial and labour disputes against the organization. Now-a-days it is important to the HR manager is to ‘WATCH’ personnel’s personal and social situations.

Key Words: Human resource, Global village, Human Resource Development, WATCH -Words Action Thoughts Character and Heart, Anti-capitalist and Anti-managerial.

Introduction:
HRM is responsible on staff basis aspects such as employment relationships, individual development, promoting, motivation, division of labour, work simplification, managerial excellence. The challenge of HRM is need to be analyzed and solved.

Why does HRM got importance?
HRM is a relatively new approach to managing people actively in any organization. It concerned with quality and quantity of an organization. In present HRM is meeting the requirements of industries by providing an efficient, satisfied wo work force is the most significant factor in organization.

Challenges of HRM
In a manufacturing area HRM has potentially problematic issues for managers in which their assumptions of predictability and control may need to be modified. There are main obstacles i.e training and development, settlement of union disputes, retaining work force, increasing productivity etc.

Challenges from Labour Unions
Managing people is the most complex dimension of management and arguably one which is most difficult to learn, especially for line managers who also have other responsibility. HR manager is member of management. They have to work towards management as well as unions. They bridge the gap between organization and unions.

Unions are capitalist asset for the industry. So, careful dealing is necessary.

While dealing with unions these are the challenges faced by the HR managers,

- Framing various labour policies.
- Supervision system.
- Settlement of union disputes.
- Unions are not satisfactory in nature the unions are not understanding the real problem of organizations. They are thinking of only improvement of themselves. Sometimes there relatively minor matters of taste and preference or might they affect deeper aspect of behavior and mindset of labourer. Work values are more influenced by generations than by age and maturation the overriding influence seems to be a move away from company loyalty and an association of self-worth with one's job.

Political interference: sometimes there is a political interference with labour unions and may support the unions against the organization. HR managers have to take initiatives regarding interference of politics in labour unions to reduce the effect on organization.
Union disputes: the unions sometimes become violent. Labor disputes are very common challenge for HR.

- The case of Maruthi Suzuki has been in the news for almost a year. The HR manager should give importance to the workers, but here the principle followed is to get more work out of a worker. While at the same time paying less. Here out of a work force of 2500, 40% are on contracts. They get only around Rs 6000/- . 13-day strike led to production losses of over 12000 cars & business losses of Rs 400 crores. Its vendors & associator are also suffered losses.

This not only in India, same thing happened in the US Toyota plant. There was suicide, injuries, job fatalities of workers. The constitution of India provides the freedom to form associations, but the Maruthi management denied this basic right to the workers. There was a demand of the workers to have their own representative union. The company finally suffered a lot.

Challenges from Recruitment of Work Force:
The manufacturing sectors have flourished mainly by the engineers and technicians working there. These technical personnel have been educated and trained by the technical institutions; technological development is taking place at a fast rate. No one can ignore this fact and get them train in these new fields. Industrial organization can come forward to expose the student as well as faculties to the real problem and development of industry.

Why Co-operation is required?

Efficient co-operation is necessary between industry, students and institutions to develop better employment opportunities in corporate world.

Figure - 1

- **Student** benefit from an introduction to the real world work, their prospects in corporate world rise as a result of practical work experiences. As industries require personals having exposure and Experience of their work. There is a gap between institute products and industries requirements.
- **Institutions** need the advice of the world of work to frame their curricula as per industrial needs and to have access to the greatest technology.
- **Industry** can profit directly from co-operation at different levels and thus secure the provision of a well skilled technical staff. They can identify students at an early stage with the greatest potential for a future long term contract.

The present day education is designed mainly to knowing things orally and locally perceiving without giving scope for deep study for acquiring through knowledge. The ways and means of removing these difficulties, not by adopting man to the technological society, But, rather by considering now education can form the 'whole man' - that is, the man who is capable of living in a technological society and of transferring it to meet the material and spiritual needs of the age.

Challenges from Training and Development:
The HRM departments are normally, presently named by 'trainees' in various specialized functional areas mainly drawn from other function and the personnel department is manly by personnel executives. In order to pursue production efforts successfully the employees should possess multidimensional skills, capabilities basic knowledge, technical skills, facilitating capabilities, etc. Such employees cannot be acquired at once and therefore systematic efforts for their development will have to be made.

Training including education and development will continue to remain the main focus of the HRM challenges. The following systems are suggested to be developed for achieving the objectives of training and development,

- **Training needs identification**: under this system of training the HRM managers has to develop individual needs, group needs, organization needs in the minds of employees by good workshops.
Training planning system: the employees should involve in the managerial activity, so they can manage their jobs in a critical situations. The HR managers should think of it. This point was also suggested by ‘F.W.Taylor’ who is called as ‘Father of Scientific Management’.

Improving loyalty: loyalty must be improved by providing good guidelines to the employees. Sowing loyalty seed and taking care about its development among workers is important.

Retaining Workforce:
Retaining the highest quality of talented workforce should be the goal of manufacturing organization. The employer is find that their workforces are becoming increasingly more diverse, including people from many different cultural and religious backgrounds. According to "Michael O’ Mailey" in his book ‘Creating Commitment, how to attract and retain talented employees by building relationships that last’, business needs commitment from employees.
While it is easy to understand the benefits of having committed employees, it is an important to acknowledge the connection between commitment and employee motivation and how affects organization. For motivation to exist an employee must be committed have the requisite abilities to act and understand what must be done.
According to the survey of ‘global HR challenges; yesterday, today and tomorrow’ conducted by ‘Price Water House Coopers’ 67% of those who have interviewed they “will not look for a job in the next 12 months” agree that “my manager encourages open, honest 2 way communication”, in contrast, only 40% of them who have indicated they “will not look for a job in the next 12 months” agree with this statement.
The importance of communication from HR manager is vital. The manager should communicate a clear vision of the future direction.

Challenges from Increasing Productivity:
The fundamental function of manufacturing concern is production. The changing economic environment has posed challenges to the manufacturing sector. To face these challenges, the HR manager has to adopt innovative product process, productivity improvement techniques and effective technology management for sustainability of the unit. Here the innovative approach will be the remedy to the HR manager for sustainability. In today's competitive world, it is the technology that drives the economy.
There are different types of workers some are skilled and unskilled. The incentives to skilled are more, comparatively less to the unskilled workers. If this continuous, the production will go down. Therefore the HR manager should take necessary measure to increase the productivity. This point was confirmed by ‘Howthrone Experiment’ which is conducted by ‘Elton Mayo’.
There is also social factor which influence the production. The people are social beings their social characteristics determine the output. Economic rewards and productivity do not necessarily go together. Many non economic rewards affect the behavior of workers. The since of belongingness and mutual understanding is necessary at production plant to improve productivity.

Conclusion:
Now the time has come to introduce the innovative HR ideas because the young HR managers are having different ideas from others. ‘The days are changing, changing days are challenging’. Now-a-days technological development in a manufacturing sector has been changing. So, it is important to the HR manager is to ‘WATCH’ the,

- W- Words of the employees.
- A- Action of the employees.
- T- Thoughts of the employees.
- C- Character of the employees.
- H- Heart of the employees.

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