Original Research Paper

Volume : 5 | Issue : 12 | December-2016 • ISSN No 2277 - 8179 | IF : 3.508 | IC Value : 78.46

"An analysis of HR strategy for improving Industrial Relationship in OEM industries"

Management

KEYWORDS: HRM (Human Resource Management), EEi (Effort and Ergonomics Index) IR (Industrial relation) OEM (OriginalEquipment Manufacturing)

Dr.T. Ayyappan M.BA., M.Phil., Ph.D. Asst Professor, Annai Veilankanni's College for Women

ABSTRACT

A core issue of HR practice is a challenge in industries to maintain industrial relationship. The recent nt is characterised as having diverse the products due to mass demand of customization, short production lead time and unstable customer demand which requires a new dimension of industrial relationship and seeking industrial peace to achieve the business excellence .Organisation's attitude and its behaviours have played a major role to get employees co-operation. Holistic approach creates green environment in an organisation to align the employee's attitudes towards goal of an organisation. This article focused on HR strategies and policies in Indian Industries also it defined the method of execution. The successful result of HR strategy based employee's attitude and culture which is reflected at the end of business. Role of organisation's chart play a vital to implement the policy of HR strategy which described clearly in the line function of organisation .HR policy and method of implementation have more powerful to achieve industrial relation ship among the employees which leads to industrial piece and harmony . These are creating to ensure continuous smooth relationship with union and employees. Finally, this article strongly emphasised that HR strategy should be correlated with HR policy and method of implementation. The feasibility of organisation should be surveyed before finalising the HR strategy and policy.

1. Introduction:

The unprecedented violability of today's global environment requires future to possess a variety of diverse capability, so they can successfully handle tomorrow's issues. Owing to the global recessional fears, most companies find it difficult to balance cost cutting and talent development without hurting the productivity and performance, later stage it has been managed using best HR practice which helps to make an excellence in business by employee's co-operation and industrial peace. HR play a vital role to co-ordinate various activities in a section, department, shop and whole in the organisation. Hence, the organisation taking more concentration to maintain industrial relationship through best HR practice and policy. The effectiveness of HRM policy and practices have played as a significant role to attain the goal of organisation. Also, it has been focused more to change the behaviour and attitude of employees. The factors of management approach influences to changes the employee's culture and flexibility which is contributing lots to maintain Industrial harmony. Hence, holistic approach of management is dominating in front line to maintain continuous relationship between employer and employees. These are leading to resolve the industrial dispute at an earlier stage.

2. HR practice in India

As highlighted by Indian management researchers , Indian firms focus on strategies of turnaround, diversification , expansion and internationalisation , human resources and human capital performance have become increasing important because HR role is using an effectively for employer brand which tremendously expanded grown in importance for improving growth of organisation. A brief historical snapshot provides background about the increasing role of human resource management in India and employer brand as strategic HR tool .The HR profession in India began in the 1920 with concern for labour in factories. After India's independence from great Britten in 1947, the HR profession evolved, expanding in 1960s in to three areas – labour welfare, industrial relations and personal administration. The profession further matured in the 1980s and was more commonly known Human resource development. With liberalisation of the Indian economy in 1991 and subsequent reforms, the importance of the HR function dramatically increased. In the 1990s the function was on HRD as a key tool for business survival, and the method to measure effective people development activities with arrival of many multinational corporations (MNCs) in India, there has been increase in progressive HR practices as well as an expansion of difference type of HR terminology, such as human resource management (HRM). In the past 10 years, the human resource profession in India has become increasingly sophisticated. In continues to evolve best practices needs of organisation for improving quality of work and improving productivity. HR practices are being modified to appropriately fit Indian companies. Being observed many, MNCs have a policy that enables the company employees to fire people without explanation, sometimes termination without cause, this policy goes against Indian culture and legislation. An important factor of productivity is based on employee's engagement. Employ engagement has emerged as a critical driver of business success in today's global market place.

2.1. TQM concepts

TQM culture has introduced in Indian industries to guide and motivate the employees which have contributed in many ways to align the people for achieving goals of an organisation. Employee Engagement is tricky. Don't fall into the "more" trap; it is observed sensitive related subjects. But, achieve "Together we can. TQM and its dimensions which mainly consists of leadership strategic planning, Information and analysis, process management, Human resources focuses and customer focuses, the background of TQM and knowledge management theory served as a good starting point to align the people towards objective of organisation.

2.2. Job simplification methods

Job simplification is making daily tasks easier in order to reduce stress and strain, or to decrease the amount of human fatigue to complete an activity. Occupational therapists often combine work simplification techniques for people to reduce chronic pain conditions. This leads to job satisfaction which in turn improves the productivity. Today, creativity of engineers and technology plays a vital role in job simplification. But in India it is difficult to reach such levels because the level of technology, creativity and work culture are vastly different from western countries. There are various factors which influences a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the fairness of the promotion system within a company, the quality of the working conditions, leadership style, and relationship of management. But at the same time job satisfaction is not the same as motivation and compensation, as it is clearly indicated that job satisfaction related to job design with simplification of working methods. Impact of Job simplification leads to maintain sound relationship between employees, supervisors and management.

2.3 .Recognition and rewards

Reward -based systems are certainly the more common practice for attempting to influence motivation with an organisation, but some employees strive it simplify the work itself to be more conducive. There are multiple ways an organisation can leverage job design and simplification in method which increase motivation. The job should be provided intellectual stimulation, opportunity for creativity and greater discretion over work- related activities. Reward -based systems are certainly the more common practice for attempting to influence motivation with an organisation, but some employees

strive it simplify the work itself to be more conducive. There are multiple ways an organisation can leverage job design and simplification in method which increase motivation. The job should be provided

Intellectual stimulation, opportunity for creativity and greater discretion over work- related activities.

2.4. EEi methods

Human fatigue reduction is a key factor which influences productivity and improves the organisation's performance. It is measured in scientific method to find the real value of fatigue rather than assumption in the terms of EEi index value .This guides the designers in quantifying methods for simplifying the process and method in a job. The designer can easily understand the realistic working nature of the process and its impacts and this facilitates increasing productivity with fatigue reduction. Fatigue reduction also leads to love the job and help to strengthen the industrial relationship with desired productivity.

3. HR process in Indian Industries

- Fro- Fro practices in HR professionals
- No entry barriers for serving HR area
- No decision science for solving issues
- Professional attitude of employers
- Competencies of industries
- World of difference with CEO approach.
- Pussy cat syndrome in problem solving.

The positioning of HRM departments is ideally near the theoretic organizational center, with maximum access to all divisions and management levels. In larger organizations the HRM function might be headed by a vice president, while smaller entities will have a middle-level manager as head of HRM. In any case, because the HRM department is charged with managing the productivity and development of workers at all levels, the top HRM manager ideally has access to, and the support of, key decision makers. In addition, the HRM department should be situated in such a way that it has horizontal and vertical access, or is able to communicate effectively with all divisions within the company. Horizontal and vertical access allows HRM to integrate, educate, and train the workforce, and to facilitate changes that affect one division and indirectly influence other segments of the company or institution. The structure of HRM departments differs according to the type and size of the organization that they serve. But many large organizations (including governments, institutions, manufacturing companies, and service firms) organize HRM employee development functions around various clusters of workers—they conduct recruiting, administrative, and other duties in a central location. Different employee development groups for each department are necessary to train and develop employees in specialized areas, such as sales, engineering, marketing, or executive education. In contrast, some HRM departments are completely independent and are organized purely by function.

3.1 Barrier to implement innovative HR practice in Indian OEM Industries

Recent surveys explored that the most of the unions are not co-operating to implement the innovative HR practices effectively to the unionised employees due to the lack of knowledge, improper communication, lack of understanding about the concept, and fear on changes, wrong assumption, un faith on management, wrong assumption on the concepts incentives, So, the most of the unions are not favoured to change the attitude of unionised employees. These are identified as challenges to management to introduce innovative HR practices to the unionised employees in an organisation

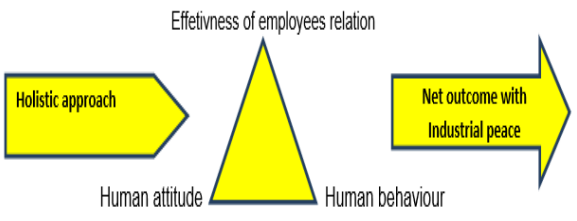
4. Suggestions to fill gap in HR practices

1. Workers participation can be modified suitable rewarding system.
2. Collective bargaining strengthened to reduce friction between management and union
3. Performance appraisal system can be applied effectively to the unionised employees.
4. Develop open communication with clarity.
5. Appropriate counselling can be done if any barrier found between employees and union.
6. Bias should be eliminated while motivating employees..
7. Remove bureaucracy.
8. Incentive system can be developed to improve productivity
9. Work place environment strengthened.
10. Recreation and family get-together can be introduced.
11. Medical facilities can be extended for family members (Dependant)
12. Special rewards can be introduced those who are working in critical area.
13. Safety policy and working procedure systemised in an individual KRA for unionised employees
14. EEi value can be measured for work simplification.
15. On –the –job training can be strengthened through PLC machine.
16. Fixing remuneration through job evaluation rather than service.
17. Group discussion can be strengthened relating his work.
18. Punishment should be made for realising mistake.

4.1 .Holistic approach

Concept of holistic approach indicates that the execution of work system designed in friendly manner between management and employees. So the relationship of management and employees are ensured in long term and all complicated issues are being settled through negotiation between themselves. Hence, Industrial disputes are being easily derived without complication which helps to drives peacefully.

- Employees are empowered to create new ideas.
- People oriented management system.
- Sound negotiation system maintained to sort out industrials disputes
- Union respected by management.
- Employees are motivated through rewards and recognition.
- Intangible rewards recognised widely in industrial productivity.
- Cordial relationship maintained between employer and employees.
- Time rate incentive system introduced



Reliability test

Questionnaires Reliability test of Innovative HR practices

Volume : 5 | Issue : 12 | December-2016 • ISSN No 2277 - 8179 | IF : 3.508 | IC Value : 78.46

Q1. Approach of management
Q.2 Management and relationship of employees.
Q3. Relationship between Union and Management.
Q.4 Mutual understanding between employees and management.
Q.5 Organisational performance.

Analysis :

Cronbach's Alpha value > 0.6

Cronb	N of items
0.887	5

Item -A	Scale Mean if item Deleted	Scale Variance if items Deleted	Corrected items- total correlation	Cronbach's Alpha if Item Deleted
Q1	13.26	14.686	0.657	0.879
Q2	13.44	14.700	0.773	0.854
Q3	13.56	13.925	0.710	0.860
Q4	13.42	14.534	0.739	0.860
Q5	13.28	14.247	0.767	0.853

Result :

The survey indicates that holistic approach which assessed that the average value of correlation found from Q1 to Q5 is 0.887 , opinion taken from 50 employees in OEM industries .The correlation found in reliability test is satisfactory relating holistic approach in an organisation . Employees opinion indicates 0.887, Cranach's Alpha value more than 0.6 is good correlation .

Hypothesis test:

Ho: There is no significant difference in mean score in the effectiveness of Innovative HR practice and Industrial peace of organisation.

Ha: There is significant difference in mean score in the effectiveness of innovative

HR practice and Industrial peace of Organisation

Organisation	Mean	S.D	t value	p value
Effectiveness of Innovative HR practice	18.33	2.83	2.955	0.004**
Effectiveness of Industrial piece	17.71	3.89		

Finding: Since p value is less than 0.01 null hypothesis rejected. Hence there is significant between innovative HR practice and industrial piece of organisation. Based on means square the effectiveness of HR practices leads more effectiveness in an industrial peace.

5. Conclusion

This article focused on the importance of human values and effectiveness of HR practice to maintain industrial relationship which leads to industrial peace and harmony. Again this article stressed about HR practice and its barrier of application in Indian OEM industries. Today, most of the industries are focusing on technology updating to improve the productivity rather than HR development. Subsequently, human values are being treated not in up to mark, But against this, lot of surveys and case studies are proved in research study that the lower productivity causes due to reduction of artisan level because trained employees are being switched over his usual work for new opportunities. So, the stability of artisan level based on the style of management approach and job satisfaction. These are influencing overall productivity of industries. Hence, the innovative HR practices play a vital role to accrue industrial stability and to obtain the industrial relation ship in all aspects. Finally this article focused about industrial piece by applying innovative HR practice through one way ANOVA test. At last, this article strongly emphasised that the holistic approach of management helps to retain the artesian level and leads to understand the realistic situation which creates mutual relationship between employees and management which ensured sustain the Industrial relationship.

References ;-.

References ;-.

1. "An Institutional Economic Analysis of Labor Unions," Industrial Relations 51 (April 2012): 438-71.
2. "The Firms Choice of HRM Practices: Economics Meets Strategic Human Resource Management," Industrial and Labor Relations Review (April 2011): 526-57. With Ben Miller
3.. Advances in Industrial and Labor Relations, Vols. 7-18. Elsevier (1996-2011). (Annual research volume, with David Lewin, Paul Gollan, co-eds.).
4.. Hired Hands or Human Resources: Case Studies of HRM Programs and Practices in Early American Industry. Cornell University Press, 2010.
5.. Befort, Stephen F. and Budd, John W. (2009) Invisible Hands, Invisible Objectives: Bringing Workplace Law and Public Policy Into Focus, Stanford University Press.
6. Promoting Labor Market Efficiency and Fairness Through a Legal Minimum Wage: The Webbs and the Social Cost of Labor," British Journal of Industrial Relations (June 2009), pp. 306-26.
7.. Managing the Human Factor: The Early Years of Human Resource Management in American Industry. Cornell University Press, 2008.
8. "Paradigms in Industrial Relations: Original, Modern, and Versions In-between," British Journal of Industrial Relations (June 2008), pp. 314-39.
9. Bruce E. Kaufman (2008). "The original industrial relations paradigm: foundation for revitalizing the field". In Charles J. Whalen. New Directions in the Study of Work and Employment: Revitalizing Industrial Relations As an Academic Enterprise. Edward Elgar Publishing. p. 31. ISBN 978-1-84720-452-3
10. Daphne Taras (2008). "How industrial relations is marginalized in business schools: using institutional theory to examine our home base". In Charles J. Whalen. New Directions in the Study of Work and Employment: Revitalizing Industrial Relations As an Academic Enterprise. Edward Elgar Publishing. p. 124. ISBN 978-1-84720-452-3
11. Budd, John W. and Bhave, Devasheesh (2008) "Values, Ideologies, and Frames of Reference in Industrial Relations," in Sage Handbook of Industrial Relations, Sage
12. "Non-union Employee Representation in North America: Diversity, Controversy and Uncertain Future," Industrial Relations Journal (September 2006), pp. 513- 42
13. "What Do Unions Do? -- Commentary and Evaluation," Journal of Labor Research (Fall 2005), pp. 555-596.
14. Okade , Aya (2004) ; skills development and interfirm learning linkage under Globalisation Lesson from the India automobile industry , world development , vol32, No7, PP1265-1288.
15. Non-union Employee Representation: History, Contemporary Practice, and Policy, M.E. Sharpe (April, 2000). (With Daphne Taras). .
16. Anna, Bahri (1989): manufacture supplier relationship in Japan and concept of relation – "specific Skill ", Journal pf Japanese and international Economic ; 3 (1) ; 1-30