



Management of Human Resources in Manufacturing Sector

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ABSTRACT

The 21st century witnessed nations around the world becoming part of the global village with trade barriers between them reduced or removed completely. Globalization of trade and economy are taking deep roots in India. The holistic paradigm shift to a single global company has opened up new economic opportunities. Events of the last five years of the previous century have focused our attention on manufacturing and knowledge industries. Quality human resources have therefore become an important base with which to respond to the emerging environment in manufacturing sector. The knowledge workforce in particular has a vital role to play in the emergence of this sector.

A look at the trends in managing people in ever changing manufacturing industry reflects that Attracting, Managing, Nurturing Talent and Retaining good performer has emerged to be single most critical issue of today's changing business environment in this sector. The new avatar of talent is the knowledge professional who is innovative, business savvy, quick on the uptake, has an instinctive ability to network and possessing unbridled ambitions. They are propelled by an urge to experiment, scan new avenues that is flexible, has strong values, a robust performance ethics and provides challenging work on latest technology. This has led to companies proactively taking measures on creating an organizational ambience where talent can bloom, put in place system that help unleash their potentials and build a reward and recognition mechanism that provides value for people. The present article is an humble attempt to look into the problems and challenges being faced by the stakeholders of the manufacturing industry.

Keywords : Human Resource Management, Manufacturing Sector, Quality Circles, Performance Appraisal, Employee's Commitment, Engagement and Involvement, Succession Planning, Employee's Retention

INTRODUCTION

WHAT IS HRM?

Human Resource is a term used to describe the individuals who comprise the workforce of an organization in business sectors. Human resources is also the name of the function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals (i.e. the human resources). This function title is often abbreviated to the initials 'HR'.

In simple sense it means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

HRM is a management function involving procurement of suitable human resources, train & develop their competencies, motivate them, reward them effectively and create in them an urge to be part of the mgmt team whose aim should be rendered, dedicated committed service for the success and growth of the organisation.

DEFINITION

- In the words of Mary Parker Follett, "It is the art of getting the things done through people".
- P Subha Rao, states that, "HRM is managing the functions of employing, developing and compensating human resources resulting in creating and developing human relations and utilization of human resources with a view to contribute proportionately to the organisational, individual and social goals."
- Mgmt is further defined as, "that field of human behaviour in which managers plan, organise, staff, direct and control human, physical, and financial resources in an organised

effort, in order to achieve desired individual and group objectives with optimum efficiency and effectiveness".

MEANING

HR is a like any other natural resource and it concerns with human beings. It is an organisation's manpower as its resources & assets. It also means to give enough importance of humane approach while managing people as it manages & develops human beings of an enterprise. Its meaning also involves of management of various aspects of human resources. In other words HRM is a system that focuses on HRD & effective management. Ultimately it means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with job & organization's requirements.

BASIC KEY AREAS OF HR DEPARTMENT OF A MODERN CONCERN

Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. Some of them are:-

- Recruitment, selection, and on-boarding (resourcing)
- Organizational design and development
- Business transformation and change management
- Performance, conduct and behaviour management
- Industrial and employee relations
- Human resources (workforce) analysis and workforce personnel data management
- Compensation, rewards, and benefits management
- Training and development (learning management) Implementation of such policies, processes or standards may be directly managed by the HR function itself, or the func-

tion may indirectly supervise the implementation of such activities by managers, other business functions or via third-party external partner organizations.

PROPOSED HRM STRATEGY IN MANUFACTURING SECTOR

In simple terms, an organization's human resource management strategy should maximize return on investment in the organization's human capital and minimize financial risk.

Human Resources seeks to achieve this by aligning the supply of skilled and qualified individuals and the capabilities of the current workforce, with the organization's ongoing and future business plans and requirements to maximize return on investment and secure future survival and success.

In ensuring such objectives are achieved, the human resource function purpose in this context is to implement the organization's human resource requirements effectively by taking account of legal, ethical and as far as is practical in a manner **that retains the support and respect of the workforce.**

An HRM strategy pertains to the means as to how to implement the specific functions of HRM. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies; however all of these functional areas of HRM need to be aligned and correlated, in order to correspond with the overall business strategy. An HRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas. An HRM strategy typically consists of the following factors:

1. **"BEST FIT" AND "BEST PRACTICE"** - meaning that there is correlation between the HRM strategy and the overall corporate strategy. As HRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's HRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organization. Specific HRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.
2. **CLOSE CO-OPERATION BETWEEN HR AND THE TOP/SENIOR MANAGEMENT** - in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. The personnel's proper management is vital in the firm being successful. Thus, HR can be seen as one of the critical departments within the functional area of an organization.
3. **CONTINUAL MONITORING OF THE STRATEGY**- via employee feedback, surveys, etc. The implementation of an HR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm.

An HRM strategy can be divided, in general, into two facets – the people strategy and the HR functional strategy. **The people strategy pertains** to the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. **The HR functional strategy** relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met.

MANUFACTURING SECTOR

Manufacturing is the use of machines, tools and labour to produce goods for use or sale. The term may refer to a range of human activity, from handicraft to high tech ,but is most commonly applied to industrial production, in which raw ma-

terials are transformed into finished goods on a large scale. Such finished goods may be used for manufacturing other, more complex products, such as aircraft ,household appliances or automobiles, or sold to wholesalers, who in turn sell them to retailers, who then sell them to end users –the "consumers".

The **manufacturing sector** is closely connected with engineering and industrial design. Examples of major manufacturers abroad are General Electric, and Pfizer, Volkswagen Siemens ,and Michelin, and Asia it includes Toyota, Samsung, Tata and Bridgestone.

Manufacturing Categories: Various categories that than be considered in the manufacturing sector are:-

- ❖ Chemical Industry
- ❖ Pharmaceuticals
- ❖ Construction
- ❖ Aerospace Manufacturing
- ❖ Tyres & Automobiles
- ❖ Electronics & Engineering
- ❖ Energy & Industrial Designing
- ❖ Metal working & Metal casting
- ❖ Textile & Telecommunications
- ❖ Plastics & Jewellery
- ❖ Food and beverages, etc.

All these industries have requirement for employees with some specific skill set. Different departments would also have different skill requirements. The HR function is to take care of all the aspects possible that might affect the employees. Human resource management in these industries involves several processes. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments.

PROCESSES INVOLVED IN MANAGEMENT OF HUMAN RESOURCES

1. Workforce planning
2. Recruitment to include attraction, selection. Induction and Orientation.
3. Skills management.
4. Training and development.
5. Personnel administration.
6. Compensation in wage or salary .
7. Employee benefits administration.
8. Personnel cost planning.
9. Performance appraisal.
10. Labour relations.

We will now discuss some of the HR practices followed while performing the laid down processes in any manufacturing concern in some of MNC's:

CHEMICAL INDUSTRY

Du Pont

Du Pont is an **American chemical company** that was founded in July 1802 as a gunpowder mill. DuPont is currently the world's second largest chemical company in terms of market capitalization and fourth in revenue. In the 20th century, DuPont led the polymer revolution. DuPont has also been significantly involved in the refrigerant industry, developing and producing the Freon (CFCs) series and later more environmentally friendly refrigerants. In the paint and pigment industry, it has created synthetic pigments and paints, such as Chroma Flair. DuPont is often successful in popularizing the brands of its material products such that their trademark names become more commonly used than the generic or chemical word/s for the material itself.

HR Practices at Du Pont: Du Pont encourages its employees to balance their work and personal responsibilities, through programs like the following:-

1. **Family Leave:** When you need time off to meet changing

family responsibilities and respond to different life events. Family Leave provides options and allows you time away from work without hurting your career or your benefits coverage. Family Leave is available to all full-service employees for maternity, paternity, adoption, or placement of a foster child, or to deal with the serious illness of a parent, spouse or child. This unpaid leave of absence is in addition to paid time off for disability or vacation. Benefits continue at the same level as they were prior to the leave, and there is an option to earn credit for part-time work with service. A commitment to return employees to the same or similar job of comparable pay and status is part of this program.

2. **Guidance Resources:** Guidance Resources helps you manage your work/ life responsibilities with practical advice, useful materials and local referrals. You can obtain personalized and confidential consultation with experienced counselors on topics such as:

- ❖ Parenting
- ❖ Education information and college planning
- ❖ Caring for adults, parents and older relatives.
- ❖ Caring for yourself
- ❖ Career planning

3. **Flexible Work Practices:** Flexible Work Practices have been designed to help better balance the needs of both the business and the employee. The organisation encourages the use of Flexible Work Practices because they can help employees juggle their personal obligations while managers try to seek a creative and productive means of meeting the business needs. With the help of your immediate supervisor, a variety of options can be assessed.

4. **Dependent Allowance:** in the form of Dependent Care Spending Accounts (DCSA): Spending accounts enable you to pay for childcare with pretax dollars. You may select this benefit yearly by choosing one of the following option:-

- ❖ **"Just in Time Care"**- "Just in Time Care" is currently available at selected sites. This emergency/ backup service links employees to a variety of dependent care options such as in-home dependent care, drop-in center-based care for children and elders; work-site or near-site school holiday and snow day care; and center-based sick care.

- ❖ **Adoption Assistance:** This program is designed to assist employees with the expenses incurred when they legally adopt a child. Covered expenses include agency fees, legal fees, court costs, temporary foster care before placement of the child, medical expenses of the birthmother and medical expenses of the child.

5. **Training and Development:** Learning is a continual process in DuPont. As the career progresses, there are opportunities to enhance professional and personal skills of each employee. A formal process, known as **Targeted Development**, helps employee and his supervisor in planning your development to meet both business and personal goals. DuPont recognizes the effectiveness of experiential learning and values **"on-the-job"** training as a primary means of development.

- ❖ **The company's collaboration** with many leading universities, research institutions, companies, and industry & professional organizations also often present unique developmental experiences.

- ❖ **Formal training** is another important avenue for gaining new skills. Each business within the company has ongoing training programs that are designed specifically to maximize the performance of its employees in meeting business objectives.

- ❖ **The DuPont University** taps on the expertise of exter-

nal training providers and the company's own functional experts to offer a wide range of courses in areas such as Leadership & Management, Sales & Marketing, Finance, Manufacturing, Human Resources, Information Technology, Personal Skills, and Safety & Health. Other development opportunities include training sessions and seminars presented by industry or professional organizations. DuPont also offers a program that provides financial assistance to employees pursuing courses at academic institutions.

PHARMACEUTICAL: INDUSTRY

The **pharmaceutical industry** develops, produces, and markets drugs licensed for use as medications. Pharmaceutical companies can deal in generic and/ or brand medications. They are subject to a variety of laws and regulations regarding the patenting, testing and marketing of drugs. Some of the top pharmaceutical companies are: Novartis, GlaxoSmith-Kline, Johnsons & Johnsons, Pfizer and Procter & Gamble.

GlaxoSmithKlin

GlaxoSmithKline often abbreviated to **GSK**, is a global pharmaceutical, biologics, vaccines and consumer health care company headquartered in London, United Kingdom. It is the world's third largest pharmaceutical company measured by revenues (after Johnson & Johnson and Pfizer). It has a portfolio of products for major disease areas including asthma, cancer, virus control, infections, mental health, diabetes and digestive conditions

HR Practices at GSK: Here are a few of the ways GSK works with its employees to help them achieve their full potential, although not all of these initiatives are available in every country in which GSK operates.

1. **The GSK Experience:** Career development starts on the first day. This includes career and personal development planning and "The GSK Experience", an interactive, global induction programme they provide in the UK and US.

2. **Performance and Development Planning:** Their global Performance and Development Planning process (PDP) is there to help employees at all stages of their career. PDP is a powerful tool for matching personal success to the success of the business. Throughout the year, both the employees and their manager will work together on this process to set you challenging objectives and identify career development needs.

3. **Career Innovation Zone:** Career Innovation Zone is an online resource that employees can access freely at any time from work or home. It offers a wealth of interactive tools and tips to help them work out the potential career directions and choices that would be right for them.

4. **MyLearning:** Employees will also have access to myLearning, its online course catalogue. myLearning allows employees to work with their manager to create a customized learning plan and to take advantage of the wide variety of instructor-led and eLearning courses, including a number of customised Leadership Development offerings.

5. **Coaching and Feedback:** GSK foster a culture of ongoing coaching and feedback for all employees. A variety of formal and informal resources are available to help employees, including a 360-degree feedback process and external coaching. Employees will also be encouraged to take part in either a formal or informal mentoring relationship.

6. **On-the-job development:** On-the-job development is part of the way GSK works. Opportunities for "stretch" assignments, secondments, and access to their cross business job posting data base are a few of the resources available to employees.

7. **Work-life balance:** GSK wants all their people to be able to do their best work. And want them to do it in a way that meets not only the needs of the business but their own personal needs as well. That's why they take flexible working so seriously. The approach is to support flexible working arrangements wherever they can make life better for their employees, while ensuring business needs are met.
8. **The Flexible Working Policy,** which applies to all their staff, covers a variety of working patterns, including home working, part-time working, annualized hours and term-time working. Of course, these kinds of flexible working options are particularly attractive to parents and care-givers. But reduced or redistributed hours or home working arrangements can also support people's religious observances, civic duties and further education commitments, along with a whole host of other interests and responsibilities outside the workplace.

ELECTRICALS AND ELECTRONICS : INDUSTRY

The worldwide electrical and electronic and computers industry is the most flourishing and extremely diversified sector consisting of manufacturers, suppliers, dealers, retailers, electrical engineers, electricians, electronic equipment manufacturers, and trade unions. ***This sector has been growing at a rapid pace with the invention of innovative technologies and an ever-increasing customer inclination towards electronic goods and services.***

The global electrical and electronics sector is highly fragmented, comprising of various auxiliary sectors namely electronic components, computer and office equipment, telecommunications, consumer appliances and industrial electronics. Comprises of various establishments engaged in designing, manufacturing, marketing, supporting, selling and distributing of broad range of electronic components such as bolts, clamps, fasteners, rivets, lighting, semi conductor, integrated circuits, microprocessors, cables and wires, switches, sensors, keyboards, sockets, timing devices, laser modules, solar devices, test and inspection equipment, scientific and technical instruments etc.

GENERAL ELECTRIC

The **General Electric Company** is an American multinational conglomerate corporation incorporated in the State of New York. The Company operates through five segments:

- ❖ Energy Infrastructure,
- ❖ Technology Infrastructure,
- ❖ NBC Universal (NBCU),
- ❖ Capital Finance and
- ❖ Consumer & Industrial.

In 2010, Forbes ranked GE as the world's second largest company, based on a formula that compared the total sales, profits, assets, and market value of several multinational companies. The company has 304,000 employees around the world. GE's divisions include GE Capital, GE Energy, GE Technology Infrastructure, NBC Universal and GE Home & Business Solutions. Through these businesses, GE participates in a wide variety of markets including the generation, transmission and distribution of electricity (e.g. nuclear, gas and solar), lighting, industrial automation, medical imaging equipment, motors, railway locomotives, aircraft jet engines, and aviation services. It has a presence in over 100 countries.

HR PRACTICES IN GENERAL ELECTRIC

Here are a few of the ways GSK works with its employees to help them achieve their full potential, although not all of these initiatives are available in every country in which GSK operates.

1. **Operating with Integrity:** How we deliver results is as important as the results themselves. GE seeks to lead in work place and marketplace integrity by respecting the

human rights of everyone touched by our business, and by enforcing legal and financial compliance. These commitments are detailed in our integrity policy, The Spirit & The Letter which every employee supports with a signed pledge. They are further enabled by our ombudsperson process, which encourages any employee to report integrity concerns without fear of reprisal.

2. **Rewards and Benefits:** GE strives to provide competitive employee benefits packages in the regions and industries in which we have a presence. Our wide range of employee services, retirement, health and other benefit plans are designed to help eligible employees make the best decisions for themselves, their family, and their lifestyle. GE offers innovative programs to help our eligible employees gain more value from their healthcare benefits. Through Health Ahead, GE has further committed to improve the health of our employees and their families by creating a '**culture of health**' which will deliver onsite and on-line programs, education, tools and services. We have also developed a global, industry-leading site certification program that will recognize excellence in worksite health.
3. **Learning and Leadership:** GE believes in developing the talent of new employees with programs designed to give in-depth experience and build skills that are crucial to our long-term success. Our heritage is built on continuous learning, which is why we invest more than \$1billion annually in training and education offerings. In addition to the GE Global Learning Program, employees can take advantage of tuition reimbursement benefits to help improve their skills, grow their career, or get a loan to help pay for their family's higher education.
4. **Diversity and Inclusiveness:** As a global company with operations in more than 100 countries, diversity isn't merely a noble idea—it's the reflection of our business. Every day, GE works to ensure that all employees, no matter where they are located in the world and no matter where they come from, have an opportunity to contribute and succeed.
5. **Work and Life Balance:** Naturally, the passion that our people bring to their work extends to their own private worlds, and GE is committed to enabling a healthy balance between the two. GE encourages our people to meet their work commitments while balancing their own life responsibilities. To support this balance, flexible work arrangements are an integral part of the way we conduct business. The Company also offers many programs and resources to support employees including financial management, family counselling and more.

Let us take an example of our down country with reference to the Steel Industry in India:

STEEL INDUSTRY IN INDIA

STEEL, the recycled material is one of the top products in the manufacturing sector of the world. The Asian countries have their respective dominance in the production of the steel all over the world. India being one among the fastest growing economies of the world has been considered as one of the potential global steel hub internationally. Over the years, particularly after the adoption of the liberalization policies all over the world, the World steel industry is growing very fast. Steel Industry is a booming industry in the whole world. The increasing demand for it was mainly generated by the development projects that have been going on along the world, especially the infrastructural works and real-estate projects that has been on the boom around the developing countries. Steel Industry was till recently dominated by the United States of America but this scenario is changing with a rapid pace with the Indian steel companies on an acquisition spree.

TATA STEEL:

Tata Steel formerly known as **TISCO** and **Tata Iron and Steel Company Limited** is the world's seventh largest steel com-

pany, with an annual crude steel capacity of 31 million tonnes. It is the largest private sector steel company in India in terms of domestic production. Ranked 258th on Fortune Global 500, it is based in Jamshedpur, Jharkhand, India. It is part of Tata Group of companies. Tata Steel is also India's second-largest and second-most profitable company in private sector with consolidated revenues of 132,110 crore (US\$29.72 billion) and net profit of over 12,350 crore (US\$2.78 billion) during the year ended March 31, 2008.

Its main plant is located in Jamshedpur, Jharkhand, with its recent acquisitions; the company has become a multinational with operations in various countries. The Jamshedpur plant contains the DCS supplied by Honeywell. The registered office of Tata Steel is in Mumbai. The company was also recognized as the world's best steel producer by World Steel Dynamics in 2005. The company is listed on Bombay Stock Exchange and National Stock Exchange of India, and employs about 1,52,700 people.

HR PRACTICES IN TATA STEEL

At Tata Steel, there is a continuous effort of staying in touch with employees to ensure that there is the right culture to engage them in consistent performance improvement. There are well-established and effective arrangements at each business location for transparent communication and consultation with Works Councils and Trade Union representatives. Further, the Company has always registered steady quality improvement and productivity enhancement through dedicated efforts of the Company's Performance Improvement teams, focused on technical best practice transfer and the value of knowledge networks. Towards the well-being of employees Tata Steel has put into practice many initiatives, events and programmes that have helped to create not only an enduring loyalty amongst employees but also enabled them to have a more fulfilled life.

1. Special Benefits provided for Employees:

- ❖ **Medical facilities**- Free medical facilities for employees and their family, which continues even after retirement.
- ❖ **Housing facilities**: Subsidized electricity, water and housing facilities to all employees.
- ❖ **Higher studies** - Monetary incentives to employees acquiring higher qualifications in a related field along with study leave, scholarships etc. when necessary.
- ❖ **Holiday Homes**: Tata Steel has five holiday homes for benefit of employees during vacation.
- ❖ **Tata Steel Officers' Beach Club** : All officers of Tata Steel are eligible to be members of the Beach Club that offers holidays in elite hospitality chains.
- ❖ **Family Benefit Scheme**: In the tragic case of a fatality in the Works, a monthly pension equal to the amount of the last drawn salary of the deceased is given to the legal heir until the time the deceased would have attained the age of 60.

2. Developing People: Valuing its people as a great asset, Tata Steel is committed to their development, both in order to benefit the individual and to benefit the Company through increased knowledge and skills. In order to leverage maximum potential of human resource to achieve business objectives the Company recognises that enrichment of people will help retain a motivated workforce in a competitive environment.

- ❖ **Skills Development - Non-Officers** : Skill training is a process that begins at the time of an employee joining the company and continues throughout his or her career. Employees work in clusters of multi-skilled workers and move across and within clusters on improving their skills levels. The Technical Training Institute imparts vocational and basic skills training; the departments impart on-the-job training. In order to promote self-directed learning, the Company has introduced e-learning whereby employees can access electronic courses from their departmental e-Learning centres.

- ❖ **Skills Development –Officers**: Tata Steel Management Development Centre conducts a number of managerial and functional competency based programmes for officers and supervisors. The objectives of these programmes are:

- ❖ **To build individual capability** by enhancing managerial and functional competencies which are critical to operations, service and support functions.

- v **To build a leadership pipeline** in the organisation to prepare the people to meet the challenges of growth, globalisation and change.

3. Equal Opportunities Practices: Tata Steel is an equal opportunity employer and does not discriminate on the basis of race, caste, religion, colour, ancestry, marital status, sex, age or nationality. The Company's Affirmative Action Policy promotes equal access to its employment and opportunities and all decisions are merit based. Respect for equal opportunities asset out in the Tata Code of Conduct is followed.

The HR Policy and Affirmative Action Policy are monitored by the Ethics Counsellor and supported by an effective grievance redressal mechanism.

Tata Steel encourages female employees to advance their career with initiatives dedicated towards personal development and professional advancement. The Women Empowerment Cell examines and addresses the issues and concerns of female employees and ensures that they do not miss out on any growth opportunity.

4. Freedom of Association and Collective Bargaining: Tata Steel respects the employees' right to exercise freedom of association and collective bargaining and provides appropriate support for this. There is an established system of joint working and collective bargaining, which ensures that every employee is able to exercise this right without any fear. Pioneering the concept in India, a system of Joint Consultation has been in place in Tata Steel for more than 50 years.

Conclusion:

The study on the role of Human Resource Practices in the manufacturing industry has directly lay emphasis on the practical application of the HRM Concepts. The maintenance of the valuable asset **"the human resource"** is tedious task that involves a lot of industriousness dedication presence of mind and people skills. Assigning the **"right project to the right person"** is the organizational motto these days with companies setting up Manpower Allocation Cells (MAC) to carry out this agenda.

The role of Manufacturing takes turns under all types of economic systems. In free market economy manufacturing usually directed towards the mass production of products for sale to consumer at a profit. In collectivist economy it is more frequently directed by the state to supply a centrally planned economy. In free market economy manufacturing occurs under some degree of government regulations. In modern manufacturing, integrated and intermediate processes are required for the production and integration of products' components. Whatsoever is the type of economy it has been established fact that the success of any manufacturing concern in the modern times would entirely depend upon the human resources available. It is not the availability which of concern but the methods, the procedures, the processes being used to get the maximum productivity from such a knowledgeable professionals by retaining them at all costs. Therefore the biggest challenge now a days for any industry is **"how to manage this biggest and most critical resource which is human capital"** so that the competitive advantage can be enjoyed by any manufacturing concern in any economic system.

Looking at the current scenario, it could be said that there is

a n acute shortage of middle level management professionals and lower level manpower of skilled labour. The call is for HR Professionals to play more productive, proactive and prominent role in order to retain the high tech skilled employees who are constantly looking for greater gains and prospects in their work. This is the real HR challenge to retain the **“knowledge workers”** and **“knowledgeable workers”** by introducing new processes and procedures as discussed in this paper and still to ride high in implementing organizational effectiveness.

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