Preface

After the brutal recession of 2008, there are some happy challenges which have reappeared for India Inc. There is now a stronger need for sustainable business growth based on internal strengths of any organization. Transformation of physical resources to profitable business processes is critical for success and the singular and dependable resource can be the Human Resources.

The people management function has grown during the past 3 decades under different names, it still continues, however, for some time now one title is often referred to as Human Resources Management (HRM). The emergence of this function has been largely attributed to the decline in competence and interest of employees’ associated with Industrial Relations (IR), which has been due to Government Policies, irresponsible Trade Union Movement and complex people issues. Despite being in existence since early 19th century, IR has not been able to convincingly challenge the glamour of HRM. Traditional controlled management of people could not deter the development dimension brought in by HRM. There has been a change in focus from collectivism to individualism. Businesses have matured and so have the people, unfair treatment is no more acceptable.

If organizations fail to deal with workforce issues, there is bound to be a ‘void’ which may affect the performance of the organization. This void can be handled by creating dynamism, high degree of morale and satisfaction amongst the workforce. This would assure industrial peace on a long term basis.

The Indian Tyre Industry is vibrant and is internationally recognized for its association with growth, more particularly with the growth of the automobile sector. The industry witnessed domineering IR scenarios in both pre and post liberalization periods. However, the industry has remained contemporary since early 1980s in terms of creating and adopting HRM systems and policies. There have been feeble signs of any integrative approach towards IR and HRM.
Despite being rich in empirical research, theories, concept and practices, HRM is just to gain acceptance as a ‘complete solution provider’ to workforce issues.

Due to complex and unavoidable business demands arising out of globalization coupled with Indian working culture and general orientation of organizations, protective laws, the Indian IR scene is resurging since 2005 in all sectors of economy including service industry. Factually there are operational, regulatory, social, political and above all people issues which require structured and forward looking management interventions.

All Research is cumulative and this Research too attempts to make a small contribution to the development of an integrative, mutually complimentary approach to deal with people issues and their development in any organization.