

# Make In India – HR Issues and Challenges

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## Abstract

The present paper is based on secondary data and presents the current status of HR and IR scenario in the country with specific reference to Make in India Initiative. The paper elaborates the emerging HR and IR challenges and issues that need to be tackled including betterment of Quality of Manpower in terms of skill and training, improvement in systems including labour laws and tackling of labour disputes through improvement in the labour dispute settlement machinery, building positive industrial relations which need to be looked into, thereby facilitating the Make In India Initiative.

The paper also critically evaluates the status the current skill set available in the manufacturing sector, training and retraining issues, industry academia gap, attitude issues of employees towards taking employment in the manufacturing sector as some of the key issues that need to be addressed with regard to HR, while the IR challenges include safety issues at workplace, lack of government initiatives and loopholes in the settlement machinery related to disputes, out dated labour laws etc. as some of the major issues that demand immediate attention.

In short the paper presents the HR and IR challenges that the current system needs to take charge of in order for the successful implementation of Make in India Initiative. The researcher has also made an effort to come up with suggestions specific to these problems in HR and IR to Make in India Campaign a successful one.

## Keywords

HR( Human Resource), IR( Industrial Relations), Make in India, Human Resources, Industrial Relations, Labour, National council on skill development.

## Introduction

The government of India has introduced couple of new initiatives like 'Make in India', Digital India, Skill India to strengthen the economy of the country. Make in India is a strategy of government of India to attract foreign investments from

businesses around the world to manufacture in India. This new found thrust will lead to job creation and boost the economy of our country bringing about new approaches to manufacturing.

The Indian economy is towards a growth trend with improvement in the economic environment and increased investments being made as a part of the various government initiatives to attract investors from around the world. With the reduced product life cycle and evolution of technology there has been also an increase in the product development and manufacturing.

In the light of the above, the question that seeks attention from an HR perspective include, Do we have the right skill sets available in order to attract and utilize investments across the value chain? How amicable is the Industrial relations scenario and labour laws to facilitate productivity and business?

As far as labour is concerned there needs to be a commitment on the delivery of labour reforms thereby facilitating collaborative and a constructive dialogue between corporate and unions. From the perspective of HR there remains a dire need in generating the necessary skill, attitude and competencies of the human capital which will facilitate the successful implementation of Make in India initiative.

The paper is an attempt to provide perspective on these questions thereby analysing the HR and IR trends, issues and challenges affecting the Make in India initiative.

## Labour- A Crucial Aspect

We are the only country in the world to offer 3D i.e. Democracy, Demography and demand, we have capability, setup and talent, All what we need is investment, technology and exposure. With almost 60 million youth who are employable, India will have the largest young working population by 2020, when the whole world might be facing a shortage of manpower.

The data with regard to India's attractiveness amongst potential investors looks quite optimistic. India has been ranked as the most attractive, by 32% while 60% place our country among the top three investment destinations in the world. (Source: EY

Survey 2015 India's attractiveness survey)

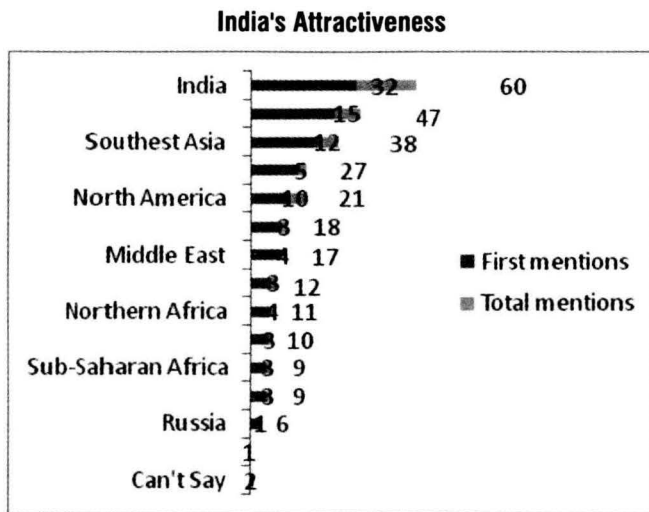


Figure 1: India's attractiveness

(Source: EY Survey 2015 India's attractiveness survey)

A look into the factors of attractiveness for the potential investors shows that Human Resource is one of the most important factors of attractiveness and includes labor costs, labor skills and flexibility of labor laws at 1, 4 and 9 respectively. (Refer Figure 2; Source: EY Survey 2015 India's attractiveness survey)



Figure 2: Factors of Attractiveness

(Source: EY Survey 2015 India's attractiveness survey)

Though labour is one of the most attractive factors, it is an equally challenging and critical aspect too from the perspective of attracting potential investors.

With every organization being heavily dependent on people, acquiring their services, developing their skills motivating them to high levels of performance and ensuring that they maintain their commitment to the organization are essential to achieve organization effectiveness. This is due regardless of type of organization, government, business education, and health or social. According to a recent data only two out of every twelve people who are capable of working get into jobs. In 2020 when

the country is going to boast of world's youngest country with almost over 64% populations in the working age, the challenge still stands unaddressed as to how many would be employable , how many will have the requisite skills to be employed?

India, a developing economy, has traditionally been looked upon as an encouraging destination for low-cost manufacturing. Prime Minister Shri Narendra Modi has provided extra initiative to economic development by launching the "Make in India" initiative. This initiative has an aggressive ambition to transmute India into a manufacturing and technology hub, which puts the country on the centre stage of global economic activities.

If we look at the challenges these include, infrastructure, Land acquisition, land related approvals post acquisition, and Labour and skill as far as HR is concerned. Issues' including the type of workforce is also an area that demands enough attention.

With this background the paper has been designed to find amicable solution related to various challenges of HR and IR.

**Objectives of the study**

The objectives of the paper include:

- To evaluate the current status of HR and IR framework from Make in India perspective.
- To identify the various HR and IR challenges which pose hurdles towards the successful implementation of Make in India initiative?
- To suggest different methods and systems that addresses the various HR and IR obstacles especially in the manufacturing sector thereby catalysing the Make in India Initiative.
- To suggest various HR and IR strategies that uplift the HR scenario in the Indian Manufacturing sector, which is the main highlights of the "MAKE IN INDIA" campaign

**Methodology**

The study is based on secondary data. The researcher has made use of extensive data available on various newspapers, journals government sites and labour bureau. The data has been also generated and analysed through reports of various surveys conducted by different associations and bodies including FICCI, ASSOCHAM, CII etc .

**HR Issues and Challenges**

India's youth population is both, a strength and threat. In order to bring the huge chunk of unemployed youth power in to employment stream, the country needs to create millions of jobs

every year. Most of the western countries and even China are rapidly ageing, whereas India shall continue to remain young for next 2-3 decades. So the aging globe will eventually have to depend a lot on India. This makes the Make in India an ongoing process, irrespective of the fact that whichever government is in power, the drive has to continue with the same vigour. However, the following threats or challenges pertaining to HR needs to be overcome

#### • Skill Development

With Just 2.3% of the Indian workforce having undergone skill training, the government has recognized the need for a skilled manpower. Government has shown its sturdy commitment towards skilling people by apportioning a good disbursement for skill education. PM national policy on skill development, National council on skill development, NSDC goal of skilling 500 million by 2022 speaks volumes on the government's priority on enhancing skill of the national workforce. In spite of the various initiatives of the government the challenges are many.

The skill India program though viewed complimentary to skilling of people they yet again focus on low level skilling of fitters, plumbers, carpenters technicians etc, skilling of graduates remain unaddressed.

There also remains an acute shortage of skilled manpower in various sectors including ITES, Biotechnology, healthcare, Food processing and construction in addition to technologists, technicians, trained process workers, service providers, managerial cadre and other support staff.

If we look into the data 2/3rd of the beginners pursuing vocational education are not employed in the trade and may be they were trained for at a primary level. The flaws in the education system cost the industry very much. Engineers, diploma holders, technicians, operations, clerks, supervisors, managers, designers need to be given skills that train their minds to analyze and apply. With this also comes the need to upgrade skills periodically. The manufacturers face problem in both attracting and training them to make them industry ready. They are able to attract talent while have to invest in up skilling to make them industry ready.

This applies equally to non-productive jobs like accounts and administration where online filling of monthly VAT returns as well as transportation documents are now mandatory in most states.

This problem of skill development requires a holistic approach. HR needs to be created right from schools; there exists a gap between what companies are looking for and what the

educational institutions have to offer. Hence an increased focus needs to be placed on review of curricula in alignment with industry needs, improved partnership with academia and government on the skill development agenda, defining competency level and supporting assessment on certifying bodies eg. - to increase spread and usefulness. The skill challenges for India include the following:

**a. Quantity:** Though being the major supplier of skilled manpower to the world, and boasting of over 65% of population below the age of 35 years, having a powerful training and certification system which reach out to most is an enormous task.

**b. Quality:** Given the volumes and extremely input oriented training systems, often students completing their skills diploma's and certificates are not exposed to industry applications of these skills. Various factors including the Quality of delivery, instructions and output, affect productivity, resulting in on job losses for industry and slowing down economic activity.

**c. Access:** Being a country with large geographical spread, difficult terrain and different social economic conditions, implementation of quality control, standardized skill instructions become a huge challenge.

Other challenges include shortage of trained trainers and instructors, discrepancy in curriculum and industry expectation and lack of global recognition of certification.

There is a strong need for defining and classifying the competency level required for all sectors at a central level. For eg in the manufacturing sector, the competency specific to roles such as a machinist, turner, painter, fitter, etc. may be laid. Hence there seems to be a greater role for a recognized agency which can certify skill levels on defined competency for all sectors. Though there are efforts made by Sector skill councils at this level, there still needs to be an industry recognized centralised certifying body laying down clear standards and certifying the talent pool.

#### • Manufacturing – A Less Attractive Proposition

Another aspect is the attractiveness quotient of the manufacturing Sector. Loud, unclean, dirty lit, poorly ventilated, claustrophobic workplace spread with too many rickety machines making rattling sounds and the dull, colourless building called sheds situated on the remote industrial area, where people have to wear helmets on head, marks on mouth, still toe shoes, and an earplug. Commuting from their distant homes in nearby town to the factory over a pot-holed road sap their energy even before they reach office in a work in a bus wearing that same

uniform and who possibly cannot be recognized from their back. People have to shout to get them heard.

Cut to an IT service organization, where a swanky AC glass building office in the most happening business centers of the town with specious cabin, vacuum cleaned carpeted floors, soft background music fresh whiff of a room fragrance marked by the sounds of chicks of music, tops of keyboards and occasional ring tone of the latest model mobile. Employers talk in low tones and an occasional shout would draw attention of all the fellow colleagues.

There has been a change in which talent is structured, led and managed. The Gen Y does not ask what one can do for him / her rather would ask what else can be done for them. They are very clear about their aspirations and seek instant gratification.

While The Make in India primarily focuses on manufacturing in India, it becomes essential that the attractiveness Quotient of the manufacturing industry be improved, in order to attract and retain the best of the talents in the country to Design in India, Innovate in India and support in India. But with manufacturing jobs being considered drab in confessions to an IT, it becomes difficult to address as to why an IIT / IIM would prefer Manufacturing over IT or why the best of the talents would look to seek their aspirations within the country.

#### • Recruitment System

Though India has a population of over 1-2 billions people, with one of the largest young working population, the employability quotient remains low. There is an immense shortage of skilled manpower in almost all sectors. Graduating students are attached to MNC's thus leaving with the less competent for SME's. If they are trained, of them who are recruited, the risk of their retention is high, as they become capable of larger organizations hence for fear of attrition. MSE's are reluctant to impart the necessary training, besides the time and cost constraints.

The way forward should be through an assessment through skill mapping to assess the skilled manpower demand and supply for specific sector followed by synchronization between the objectives of the government, academic world, industry and the job searchers for ensuring the industry specific skills are imparted. Once acquired developing and retaining these resources and continuously upgrading their skills with the changing requirements is equally a big challenge.

The good news is that a work has been initiated by the government to form a labour market information system which

would support industry sourcing their manpower requirements, but the major challenge of recruiting and retaining Human Resources in the MSME remains.

Yet another challenge includes the retention of talent at the top notch level, some of the reasons may be attributed towards the demand for qualified talent outstripping the availability, aspirations of top performers to move up the value chain and look at wider and challenging opportunities and of course growth of other sectors with competitive jobs.

#### • Labour Efficiency

More than 50% of India's population is under the age of 25 giving India a great potential to become an economic superpower. Moreover this young population with the second largest English speaking inhabitants will give the country an advantage over China. This young population is equally restless and looking around for newer opportunities, hence inviting and engaging the right people with the right skills in the right portion by identifying the essential skills, aptitude, attitude and behaviour is the first step to developing a knowledgeable and committed workforce. Some of the capsules include no square pegs in round holes that would mean right person for the right job and of course followed by the nourishment capsule of training and development.

Human capital advantage is tapped when the organizations are able to recruit and retain people with high potential and Human process advantage includes processes such as learning corporation and innovation that release and build on potential of people. Both are required to attain sustained Competitive Advantage through human resources. A combination of H.P and H.C. for the development of economy depends on the HR competence of the country as a whole.

Proactive approach on Investment in growth rather than a reactive approach of investment for growth is strictly the essence of employee T & D. This can bring about flexibility, adaptability and provide career growth. T & D are two vitamins for energizing and providing the appropriate repository of skills and knowledge to make India, Go, Grow and Glow.

#### • Employee Engagement- Mind and Body, Heart and Soul – “Un Me Hai-Shakti Anmol”

Given today's dynamic, competitive and complex business environment, organizations have realized that in order to stay relevant they need highly engaged employees. Studies have found that the Indian employees are more engaged than their global counterparts. (Dale Carnegie Training Report, 2014). The report shows that the number of fully engaged working

professionals in the Indian workforce is at 46% while the global average for the same is 34% and that of the US is at 30%.

While these statistics do present a relatively good picture of engagement in India, the fact remains that almost 54% of the Indian workforce is somewhat dissatisfied with their job. A study by the Indian Council for Research on International Economic Relations, reflects that the India's "rapid economic expansion has boosted not only the corporate profits and employee incomes, but has also sparked a surge in workplace stress"; and stress has an adverse impact on employee engagement and productivity levels. This makes it quite clear that organizations must take creative initiatives to boost up the engagement levels of employees. This can be brought about by ensuring correct work allocation with realistic timelines, encouraging proper work life balance, promoting employee wellness and executing a positive work culture thereby increasing employee motivation. The role of HRM in recruiting the right talent deploying them to the right jobs, retaining them through employee engagement cannot be bypassed. This aspect will be even more front and centre as the talent war heats up. After all, talent is most critical to meeting business goals in today's knowledge economy. All said and done Make in India is banking on this aspect of the workforce and Hence organizations across all sectors need to take an earnest effort to retain and make use of this immense talent and skill of labour of the country.

**Industrial Relations Challenges & Issues**

The regulatory framework dealing with the relationship between employer and employee has a vital role in accomplishing the agenda of Make In India. A partnership with workmen and unions is critical to develop mutual appreciation of the fact that an employee's growth go hand in hand with organizational growth. An increased awareness and constant assessment of IR climate is imperative to ensure sustainability of the overall ecosystem.

In order to translate the "Make In India" slogan into action, there is a need to visit the regulatory framework dealing with Industrial Relations in the country. The significance and impact of IR as a nerve center was first felt in 2008, due to a disruption in an auto-component manufacturer, which led to loss of productions and delay in supply. In addition to this the country has faced industrial unrest in many automobile and manufacturing industries including Honda, Maruti, MRF, Toyota to name a few. This exemplifies the criticality of a conducive Industrial Relations in the country.

The data in Figure 3, 4 and 5 reflects that the Trade Unions play a

key role in delivering organizational agenda including the up gradation of skills.

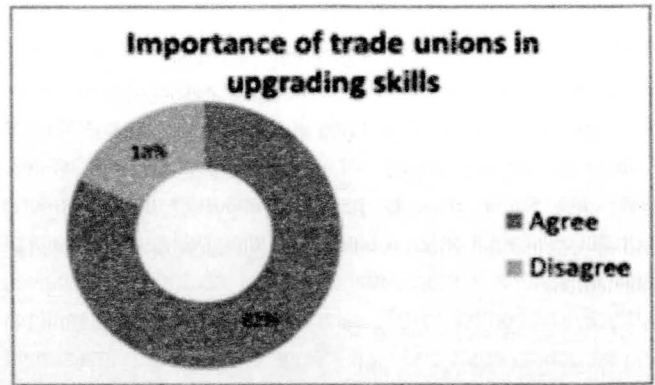


Figure 3

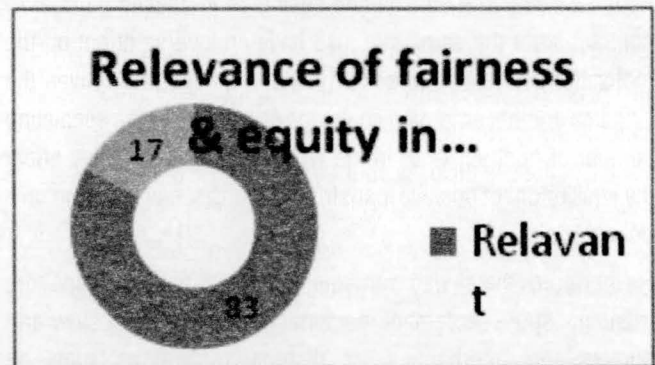


Figure 4

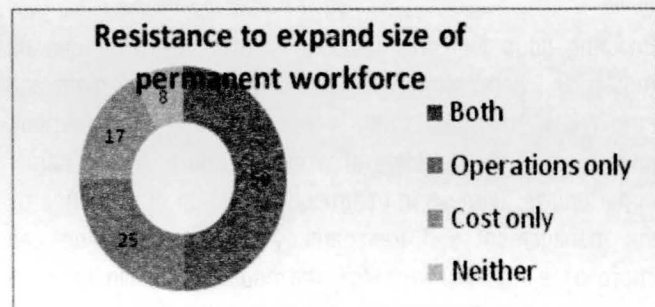


Figure 5

(Source; SIAM HR conclave, 2015, Survey)

There has been a growing use of contract labour in organized manufacturing. Table 5.3 depicts organizations are resorting to considering employment of contract labor at the near minimum wages thereby skewing the workforce composition towards temporary employees in order to manage the complexity of labor laws. The percentage has increased from 14% in 1995-96 to 31% in 2007-08, and further to 34% in 2010-11. An article in Hindustan Times in March 2014 mentioned that contract workers make up 46 per cent of workforce of India's largest industrial companies.

Businesses need flexibility in dealing with input costs like labor to maintain operational efficiency. Hence, they would like to keep it variable to remain competitive. Somewhere it becomes essential to accept the reality of contract labour and work with Unions and remove the negativity attached to contract labour. The rates may be addressed according to scale and size. The major problems that need to be tackled include paying minimum wages, extending social security benefits, ensuring basic working conditions in addition to problems including skill gap, shortage of skill in various sectors, manufacturing sector not perceived attractive as compared to IT, salary gaps which is due to minimal infrastructural costs and high linkage of return with investment into HR as far as IT sector is concerned.

With the workforce constitution seeing an increased number of contract labor the same can also have an inverse effect on the motivation and sense of security within the industry. Given the situation another emerging challenge as to whether the escalating number of contract labor in the workforce shall inversely affect the equilibrium of positive Industrial relations seeks attention on a priority basis.

Furthermore there also remains the need to streamline the existing dispute settlement machinery, as the existing slow and bureaucratic approaches to dispute resolutions may be perceived to be unfair and lead parties to resort to undesirable actions.

Ensuring good industrial relations through special focus on regular and better communication between management and employees to build trust, motivation and commitment, investment in skill building of workmen and providing career opportunities, fairness in treatment, resolution of grievance by the management and transparency of communication can improve the quality of work life in the industry, which in turn shall make the work environment cordial and productive.

In organizations of today though factors such as building high performance culture, building positive work environment, transparency, fairness of treatment, increased visibility of leadership in employee forums have become increased areas of focus, while going forward organizations will need to ensure transparency, openness and authenticity in their dealings with all sections of employees.

### **Workplace Safety**

A Legal framework for the protection of workers in the formal units which employ only 10% of the workforce, has been in existence for long but the execution has been negligent. Number

of safety officers, factory inspectors and medical inspectors are below optimal level.

According to a recent assessment, there are twenty one institutions across the country capable of training 460 specialists and there are around 1000 qualified occupational health professionals in India and only around 100 qualified hygienists. As against over 1000 units in Delhi there are just 25 safety inspectors. This number is obviously inadequate considering the size of the workforce.

The limited staff in the labor department for eg 25 labor inspectors vis a vis 1000 units in delhi makes the task of a safety officer literally impossible to physically inspect the establishments. The government has come up with self-certification scheme where in the employers file returns for compliance for 16 labour laws on the online portals. Based on the lots drawn by the computer inspections are held. The whole initiative of the government revolves round the philosophy of self-accountability. Just like a person driving the car takes care of his own and passengers safety, similarly a an employer has to take care of own and workers safety by maintenance of boilers , machines etc.

### **Reform In Labour Laws**

Labour can be an important clog on the wheel. Being a democratic nation India is positioned vis-a-vis labour. Archaic Labour laws have proved difficult for any overseas company to set a shop in India. There are more than 100 Laws in India that govern labour sector, of them 44 are at central level. Some of laws that are out-dated include the The ID Act, 1947, Minimum Wages Act, 1948, The Payment of Wages Act, Factories Act, 1948, Contract Labour (Regulation and Abolition Act), 1970.

While the industry expects a Hire and fire system that permits the management to retrench employees when they feel, engagement of temporary and contract labourers instead of permanent workers, a system of no security with regard to retrenched employees, removal of burden of higher wages to the contract workers or temporary staff, a system of no strikes and trade union activities while the trade union carry a different set of expectations altogether. The trade unions on the contrary look for protection for the permanent workers and their jobs, full participation in management, bonus against profits as well bonus to employees who are out of ceiling of bonus act, contract workers to be made permanent as well paid other perquisites, pension, bonus etc.

Rigidity in labor laws in India does not allow flexibility and as a

result the industry is inclined to take capital intensive routes to production and services which is not in the socio-economic interest of the country as we have a backlog of 40 million unemployment, which is further added by 13 million youth joining the labor force every year. A report of the World Bank (2010) states that the imposition of excess rigidity through the labor laws in the formal manufacturing labor market has created disincentives for employers to create jobs. The report also states that the ID Act has caused about three million less jobs to be created in formal sector manufacturing.

The organized sector would have provided 12 million jobs if 3 million jobs were not lost. Thus, going by the estimates of the world Bank study, the Industrial Dispute Act has lowered employment in organized manufacturing by 25%

Under these circumstances there appears an immense need to liberalize the provisions of Chapter V of Industrial Disputes Act by allowing up to 300 people outside its current number of 100 for closure thereby boosting up new ventures. Also a flexibility for engagement of temporary and contract labor in place of permanent workers shall give more space to employers. The Rajasthan and Madhya Pradesh Government have gone ahead with reforms in the state laws, they have increased the limit to 300 from 100 for applicability of ID Act, which is a positive step because as per official estimates 85% factories in Rajasthan employ less than 100 workers. It is also suggested that the employers may be encouraged to increase the compensation payable on termination instead of making employees permanent. The 14 day notice period should also be made compulsory for strike/ lockout so that there is adequate time for negotiated settlement. The Contract labor (Regulation & Abolition) Act, 1970 puts numerous conditions on hiring Contract Labour and hence the Section 10 of the Act needs to be eliminated.

The context and challenges in terms of the labour laws may be highlighted as follows.

#### **a. The Context**

- The labour laws not keeping pace with the industry requirement.
- Difficulty in managing increasing wage and career aspirations of workforce.
- Traditional mind set of management vs union.

#### **b. The Challenges**

- Building a culture of increased productivity.
- Lack of regular personal contact with labour force and

unions.

- Cumbersome and lengthy labor laws.
- Difficulty in sharing of info between industry and specific government departments.

While the current compliance procedure and labour laws are burdensome for organizations opening or scaling operations in the country. Restricted accessibility of information and government machinery to support also increase the challenge.

The government's proposal to merge 44 labor laws into 4 to simplify laws is definitely a good step. The dispute settlement machinery needs to be strengthened, a new inspection scheme may be introduced and there has to be timely settlement of dispute. ILO's convention no. 87498 on right to organize and Collective bargaining which India is yet to ratify, for which the Trade Union have been complaining for a long time may be sorted out for the betterment of the IR system as a whole.

#### **Effective Leadership Skills**

Further the advent of knowledge economy has necessitated that business leaders become global leaders. Successful global leaders are those who can guide and empower a expanded workforce operating in different countries, cultures and time zones so that they can maximize the returns from trading in a worldwide market with distinct local needs. The leaders of the next century need a diverse set of skills, as their role will go beyond the margins of their geography and beyond the purview of business.

It is impossible to lead an organization without knowing how to work with regional clients and counterparts, lead a diverse multinational team, device new initiatives, recognize distance management issues, assimilate different people and organization, adapt change and continually think on the feet to keep pace with differences. The new age leaders must lead without any cultural bias and prejudice and understand that there is nothing called absolute culture.

HR authorities have the onerous job to identify eligible leaders and train them not only to prepare them with necessary skills for the present but also to ensure that there is smooth transition from one leader to another. Moreover a clear cut "succession planning" should be mapped out to ensure that there is no disturbance in the organization due to the parting of the leader from the organization which can have a devastating affect not only on the organization but the country as a whole.

With the veracious kind of leadership, leaders of global India Inc

can confidently call out loud and clear "Chak de India".

### **Crisis Management**

Unforeseen unpleasant crisis can make the going tough and intimidating to harm economy and organizations. The tough will rise to the occasion and get going by resorting to effective crisis management, which consists of skills and techniques required to assess understand and cope with any serious situation especially from the time at occurs to the point that recovery procedure starts.

Disaster management at reliance industries is a startling example. Though after a cyclone in June 9, 1998 which left wrecked kutch all over, there were no casualties in Jamnagar where reliance was building the world's largest refinery, but the work painstakingly undertaken since 1995 lay in tatters. There was a big laundry list of damages, yet Reliance was back to Pre-cyclone stage in just 12 days. In 15 days 60,000 people were back to work. The refinery was commissioned in June 1999 as scheduled.

Here the HR played a pivotal role in helping the company and people bounce back to work. The Tsunami effect in India vis a vis the Katherian effect in America was a case to prove to the world that the people of India have more ability, capacity and willpower to deal with unprecedented adverse situation unlike their counterparts from across the globe.

### **Conclusion & Findings**

The HR practically is the backbone of any organization and in turn the economy. India in order to climb the pinnacle of success has to focus on a steady growth and the right environment. The findings of the study reveal that though there are a number of skill development policies, there still remain an immense need to focus on the low level skilling which includes plumbers, fitters, carpenters, technicians etc. There also remains an acute shortage of skilled manpower in segments including ITES, Biotechnology, Healthcare, food processing & construction and hence attention on this front is of utmost importance.

The major challenges that are to be looked into by the current skill development schemes include Quality, Quantity and access in addition to lack of trainers, discrepancy in curriculum and dearth of certification at a global level. A proactive approach with involvement in development with specific focus on Human process advantage and Human potential is the need of the time. There is also a dire need to rethink on the current education system as the focus has to be on generating skills and competencies that the industry is looking for thereby increasing

the employability quotient.

As far as the analysis of the Industrial relations policies from the perspective of Make in India is concerned we need to bring about a huge change in the policies and structure of the system enabling the effective implementation of the Make in India initiative.

The complexities of labour laws have brought about a change in the equilibrium of the workforce with a growing use of contract labourers in organized manufacturing. This has twisted the composition towards temporary employees.

The slow and bureaucratic approaches to dispute resolution have affected the equilibrium of the positive Industrial Relations. The dearth of staff in labor department is a cause of concern for effective implementation of safety norms in the industry. The rigid labor laws which do not allow flexibility has forced industry to take capital intensive routes. The challenges also include labour laws not keeping pace with the industry requirements as well cumbersome and lengthy labour laws in force. Though the government's proposal to merge 44 labor laws into four shall definitely simplify the process there remains the dire need to strengthen the dispute settlement machinery and look for processes that would scale up the statistics of organizations opening new business.

In addition to this there is a need to develop a culture of productivity with improvement in the personal contact between the labourers and the union, as well strengthening the sharing of information between industry and specific government departments.

HRM professionals need to be ahead of the cultural and technological change curve with innovative and exciting HRM practices so as to be a potentially powerful lever for shaping and changing the future of India thereby building more effective organizations.

Eventually the Make in India is bringing about vital number of technological changes which has a great impact on the Indian economy dynamics as there will be more job creators than job seekers.

The HRM and IR practices would be facing enormous challenges and changes with this emerging change in the economy. Keeping abreast with these emerging changes will help HR prove itself as a source of sustainable competitive advantage.

Hence the intellectual, cultural, social, economic and political empowerment of these knowledge people is the basis on which the modern world will be constructed.



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