



A CASE STUDY ON EFFECTIVE WORKFORCE HANDLING TOWARDS PRODUCTIVITY: A CHALLENGE FOR HUMAN RESOURCE AT GEE GEE SUPPLY CHAIN SOLUTIONS PRIVATE LIMITED.

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Abstract:

The case study is prepared based on the problems associated with the employees working in the supply chain sector. The supply chain business is becoming most important business in today's scenario and similarly the problems need to be resolved for their better growth in the competitive environment. The problems of the employees at the workplace were discussed and the suitable solutions related to their problems is provided at the end of this case analysis. As we know that Human resources professionals involves in various activities in the organization like strategic HR planning, framing HR policies and Engaging employees at work place. This case also highlight the various strategic HR practices adopted to manage the workforce effectively. But there are certain challenges exists in the role of

Human resource like handling the workforce and solving employee grievances, which should be addressed at right manner or else it will burst into employee dispute. This case will indicate the problems associated with the workforce and its impact on productivity. This case also explains on the feasible solutions for managing the workforce towards increasing the productivity.

Keywords: Human Resource, Workforce, Supply Chain, Employees, Productivity, Strategy

Introduction :

Gee Gee supply chain solutions private limited started its business in the year 2012 at Chennai, the company involves in receiving the materials from manufacturers, involve in packaging and loading of goods as per the client's specification. Thus Gee Gee supply chain solutions act as third party logistics in delivering the engineering components & goods to the right destination at right time. Nearly 80 employees were working in the organization at various levels and all employees were in the permanent role of the company. The company started their activities at a small level during its initial stage and after 2018 they started to expand their business across India which helped them to get more orders from clients. The work is being delegated through the department heads to manage the orders and to deliver the goods without any delay. To support



the supply chain activities, the following departments were established such as Planning, Finance, Marketing, Production, Maintenance, Purchase, quality control, Logistics and stores to manage their operations. The targets were set by the management and insisted all employees to work towards the target.

Nature of Problem:

Every employee at Gee Gee supply chain solutions private limited were allotted with their respective department works by their heads. The stores department employees will be involved in the following works such as unloading the materials from the truck, packing the materials as per specification and again load the packed materials as per orders in the truck. As the company gets more orders the employees working in the stores needs to work continuously to fulfill the targets. The head of the stores department requested for additional manpower to complete the work faster, but the management worked on the salary expenses and declined the request on additional manpower. The Management also informed the stores head to provide overtime to the existing workers and complete the work. The stores head also tried to console the employees working at stores to complete their work and get overtime allowance for additional working hours.

The stores head also faced the problem often that some of the employees take leave and sometimes the loading of consignments also got delayed. Apart from that problems it is also identified by the quality department that as per standard the quantity is not packed as consignments. The employees say as they were continually working for more hours they get tired and unable to focus on work. To solve this issue even some other department helpers were involved to support the stores department work during the critical timings such as immediate loading of consignments. But during shortages of the production employee's the stores employees will not go and support the production activity, this incident created some sort of ego clashes among employees and heads. During the next consignments other department employees not supported the stores department employees. The stores employees also hesitated to do the work as they were less in number and unable to load the consignments in the trucks. The trucks to be loaded with materials in which each materials weighs about 20Kg for about 1tonne they need to load.

Thus the overtime allowances increased and at the same time the delay in delivery of goods and wrong specifications were loaded in the consignments. The wrong specifications are again returned back this made the companies to select another suitable company for their business



activities. The reputed clients were started to reduce their business dealings with Gee Gee Supply chain solutions. The Management was facing many other problems with respect to employees on one hand and clients target on another side. The management as decided to first sort out the employee problems by effective handling and engagement of employees at work place. As many employees were working with the company for many years so the management not interested on dealing harsh and punishing the employees. To solve this problem on priority basis and then to focus on daily operations of the company. So it is being decided by the management to establish the human resource department to handle the employees in the year 2019.

Human Resource Department;

The Management recruited HR manager to handle the issues faced with their employees and informed the HR manager to increase the productivity. The new HR manager interacted with the stores department head on the existing working systems and process. Similarly, the HR manager understands the entire functioning of the organization through other department heads and employees.

After a month observation the HR came with strategy to solve the problems identified in the organization. The following problems were

identified by the HR Manager such as more overtime allowances were given which increases company expenses, more workload assigned to stores department, delay of consignments, wrong specification delivered and absenteeism of employees.

Workforce Handling:

The HR Manager framed the management order that all the consignments should be completed during the forenoon session (Morning time) itself. Similarly, the planning department should arrange the trucks for loading and unloading in the forenoon session in which majority of the delay can be avoided. The reason for making the above arrangement is that most of the time the employees will be active during the morning hours and maximum physical works like loading and unloading can be done rather than doing it in the afternoon or evening period. During afternoon they can sit pack the materials as per orders.

The planning of trucks for loading and unloading in the forenoon duration also helped to reduce the overtime allowances. The employees involved in loading and unloading tasks were also given energy drink to carry out the work as more physical strain is involved by them. The above strategy helped the store employees to complete the work with ease and within their working hours itself.



The HR manager also made all the employees to work in rotations so that the stores department employees alone will not face the struggle in loading and unloading the consignments, packing of materials as per specification. All the employees were trained and this helped the organization to manage the employees even when some of the employees taking leave during the hectic situation.

All the above strategy is planned with the existing workforce and the HR Manager not recruited any additional manpower as well as more overtime allowances were also not given except during unavoidable situation. The planning and logistics department jointly worked together on the deliveries and truck arrangements.

The HR manager also engaged all the employees by organizing the sports activity at weekends and arranged family gathering, celebrated common festivals, Birthday wishes, health check-ups and training on quality at work place. All the above activities made many employees to have job satisfaction and many were interested to retain in the organization as per the management vision. The above changes helped to avoid the ego clashes among the employees and engage them actively in their work.

The HR manager also started to procure some machines supporting the packing and assessing

the specification. The sensors will indicate the wrong specification immediately so that before the consignments the mistakes can be rectified. This also reduces the huge cost under reverse logistics. For loading activities in coordination with production unit a special machine is designed to reduce the employee physical stress. The Gee Gee key supply chain solutions also advanced their operations with the support of technology and the employees were given training to enhance their skills. Thus the technological enhancement will surely help to overcome the future challenges of the organization as well.

The above initiatives helped the management to focus on getting more orders from clients and also provide more value added services to their clients. The management also decided to share the profits as incentives among employees. Thus the HR strategic measures helped to handle the workforce effectively and increased the productivity in a greater extent. Most of the problems faced by the employees can be resolved only through regular interaction with employees by their reporting heads and HR department should provide suitable welfare measures to the employees. By ensuring the job security, job safety and Job satisfaction among the employees, it will surely help the organizations to grow globally and become competitive.



Questions:

1. Think that you are a HR manager do you have any other suitable HR strategy?
2. Will the employees get satisfaction by the voluntary welfare measures provided. Justify?
3. What are the challenges will be there in job rotation, will it be a suitable one in this case?