

The Role of Human Resources in the Management of Industrial Infrastructure

(Case Study: The Leather Industry)

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1

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Abstract

A competent organization is an environment in which employees cooperate with each other in different groups of activities. Overview of the status of human resources in the leather industry reveals that illiterate employees are most, and literate ones mostly have middle school diplomas and a very small percent have high school diplomas, indicating a very dangerous situation of human resources in Leather industry and indicates the necessity of revisions and changes in the structure of human resources in the organization. In the current situation, according to a new look to modern management and improvement of its situation to the real position, the sensitivity of this matter has become more. The aim of this study is to determine the components of infrastructure management of leather industry and to formulate an appropriate model for the management of infrastructures of Tabriz leather industry. Research questions include what are the components of management model of good infrastructures of leather industry? And based on mentioned components what model can be provided for management of good infrastructures of leather industry? The research was descriptive - survey. Research sampling, is systematic random sampling. In this study, 120 questionnaires were used for analysis. Research Methods, are library and field studies. Research data collection instruments include, internet, all international database of articles, interviews, and the final step is questionnaire. Based on the results of studying a series of articles, related theories, and interviews, and components and related indicators, parameters and variables of research are formulated.

Keywords: Human resource, management, infrastructure, leather industry

Introduction

Certainly, human resources, in all the centuries, have been considered as the most important factor of management, and always have been proposed as the engine of management. In the present era, that human has achieved great advances in science and technology, despite the technology's role in the economic and industrial management, not only the importance of human resources is not diminished, but also paying attention to the issue of human resources, as creator

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and employer of technology has become increasingly necessary. Human force is one of the most important elements of organizational management and realization of long-term and short-term goals of any institution and organization. Strategic management, in process management programs, considers human resource management to include two components: the selection and growth. In the first component, the human resources required are identified and in the second component, these resources accustom their task, and are properly equipped to do it correctly, so that they can work in the environment with changing conditions. In the process of human resources management, these two components must simultaneously be organized. The most important element of any system is human force, who can lead the country towards goals. Proper use of human force has always been considered by governments, as the most valuable and the greatest wealth of any society, as an important issue, in other words, it can be said that, humans is considered as both the goal of management and its operator and the realization of management goals, to a considerable extent, depends on how to run and manage these vital sources and wealth. Before beginning the process of the management of human resources, understanding about organization tasks and expertise required to perform these tasks is essential.

The study is a fundamental research as well as applied and since the purpose of research is to collect description and analyze and provide a model, research method is descriptive - survey. In every statistical analysis, the set of required elements is called community. In other words, the community is the set of all possible observations that can be obtained by repeating a test (Amidi, 1390). The population of this study is all the leather factories and production units of eastern Azerbaijan province and respondents are top managers of leather factories and production units of eastern Azerbaijan province. Collecting information from a part of the community is called sampling. (Amidi,1390). Human force problem in the leather industry must be considered as the most important and fundamental problem, and among insufficiencies and bottlenecks of comprehensive plans in implementation, failures and managerial, organizational and human force bottlenecks exist in the leather industry, and include weakness of manufacturing units in various aspects of employment, organizational, managerial and deficiency of laws in these cases, lack of qualified staff in leather production, being inexperienced personnel, the inability to attract experts in leather production due to the limitations in the organizational chart and the low level of wages, restrictions of the country's employment law on the payment of adequate salaries and benefits to staff and thus low uptake of existing forces by the private sector, lack of any human resources ideology, lack of creating executive authorities in leather relevant organizations. Human force planning in the leather industry at macro level demands that by systematic collection of information, analysis of situations and supply and demand processes of human force and understanding different ways, the actual number of people needed for various businesses can be acquired and at micro and local level, by analysis of past and present human force condition, to determine the ways in which required human resources are defined and adopted in the appropriate time and place.

If the policies and procedures of the organization employees match each other and contribute substantially to the achievement of organizational goals and strategic plans, having access to organization's success is more likely. Overall culture and values, organizational conditions and managerial behavior from which culture stems, have a great influence on achieving desired excellence. Such a culture is required to be managed, which means that a continuous effort must be done to achieve the reception and implementation of them. Integration

requires continuous effort. Integration means that, all members of the organization work together with a sense of common purpose (The Japanese Model).

In this research, qualitative and quantitative methods have been used that in the first step, qualitative method is used for finding the effective and key variables and factors in industry management and in the second step, quantitative method is used in order to prove that selected factors and variables have reliability and validity and are properly chosen and used. Also, in the second step, the effect of each variable in the leather industry (impact coefficients) was identified. Research Method is library and field studies. Research data collection instruments include, internet, all international database of articles, interviews, and the final step is questionnaire. In the library method, all theses, internal management papers, professional leather industry essays, and also article of databases such as Emerald and Science Direct were used.

Finding

In today's competitive world, one of the most important tools for the evolution and survival of the organization and to achieve desired goals and objectives is the human element. In the meantime, what realizes the evolution issue and also ensures the survival of the organization, is human resources. Organizational success, depends on an effective mixture of money, materials, machines and human resources to achieve short-term and long-term goals, and due to complexity, variety and uniqueness of organizations, many fields of expertise are developed, to maximize the potential benefits of each one of the components.

In fact, if we lack creative, expert, opportunist people in the organization, we will lose many opportunities and situations. To achieve the goal of globalization, or even staying at this level, breeding and replacement of new forces, in order to continue the growth and progress is essential, and the future of the industry belongs to who the plan and aim for it. This is how changes in organizational structure and human resources is inevitable, and management scientists believe that change and evolution in human resources is the root of all organizational success. Obviously, if there is no change in human resource management, the industry is certainly doomed to die.

So planning in the regard of human resource management and designing programs for empowerment of human resources is one of the essential strategies to achieve sustainable management and globalization, that human resource managers, play an important role in it. The structure and method of research, based on appropriate methods of research questions was designed and research model was presented. In this section, the relationship between the infrastructure of leather industry and performance of organizations were fully understood. Survey instrument, which was obtained after the interview, was confirmed, and was sent to the sample. After collecting data and grouping, analysis was performed and according to the results obtained and summarizing the results of the data analysis, we offer suggestions. Proposed model is for the management of leather infrastructure, using components extracted from the theoretical principles and experimental background and components that are included in the questionnaire. The first proposed model of appropriate infrastructure management of leather industry is in Iran and therefore is not comparable (due to lack of other models) with other models. Considering the effective role of human resources in the management of the leather industry, the presence of the experienced teachers with modern science in the leather industry, and professionally trained workers, mutual commitment of employers and employees and enhancing managers' level of

literacy in manufacturing units and scientific knowledge of officials in office that are associated with the leather industry, and the essential support that they make, can make the way smoother for infrastructure management of the leather industry.

Traditional nature of leather industry, is one the reducing agents in the management of the leather industry in East Azarbaijan, meaning that lack of appropriate update technology, enjoying the very least experience of the scientific world, the absence of the R & D and equipped laboratories in production units, lack of attention to standards for raw skin from the slaughter to the sunburn, the necessary standards for chemical raw materials used in the tanning and factors related to them, caused the leather industry not to develop. Organizations to grow and develop their human resources are forced to use new efficient methods of management, because both they benefit from the management process and also has many positive impacts of the organization's workforce.

One of the primary objectives of human resource management is creating and providing an environment through which, potentials of employees are discovered and flourished and their commitment to the organization increases. This potential, not only is related to their ability to learn and apply new knowledge and skills, but also includes valuable ideas and opinions about the organization. In the concept of management and training of human resource, the goal is to develop skills that a person can prepare himself to obtain higher employment and heavier responsibilities. Therefore, educational programs of human resource management are to grow persons without current or future organizational business relationship. This does not mean that the result of the educational programs of management are useless in current or future businesses of the organization employees, but the programs are designed and in a word, the goal of educational programs of management is to hold organization alive and persistent that adaptation process and change of practices and policies of the organization, are easily done.

Conclusion

Consistency in the management programs of human resources requires the management programs of empowering employees, that human resource management plays an important role in consolidating and integrating these programs to provide a suitable model for empowering employees. Personnel Management is an area that has a history as old as the total management area, but naturally has changed and evolved. The turning point of this change and evolution is where instead of personnel management, human resource management is discussed. Human resource management, in addition to having personnel management principles and concepts, considers new and more general approaches in the management of human resources. Management is the most important factor in survival, growth, and management of organizations. Achieving sustainable productivity, creativity, and proper quality of life depends on human resource management and efficient, effective, intelligent and committed human resource. Since human resource is considered as the most valuable production factor, most important asset, main source of competitive advantage, and creator of essential capabilities of each organization, one of the most effective ways to achieve competitive advantage in the current conditions, is to make organizations' employees more efficient. What is important in the management of human resources is that improving human resources is achieved not only through technical and professional training, but also the management of employees' training should be in various ways,

and this will not be possible except application of strategic programs in the territory of human resource management.

Unfortunately the link from personnel management to Human Resources Management has not happened here leading to major cracks in the sector and to our belief the most critical weakness. Obviously reversing the trend and returning to track of Human Resources Management strategy will take time and it has begun by Human Resources Management workshops in ALPT (Association of Leather Producers of Tabriz). These workshops cover the managers which have met with extreme resistance but due to legal obligations, they have opted to cooperate and sign up to minimum workforce standards. The second phase of these workshops will cover employees but putting them through re-educational courses with specific concentration on management, technology, safety and productivity. Despite the extreme resistance from both parties, we hope to see an altered approach to Human Resources Management issues, leading to a more focused workforce which is one of the major elements in our LSFD (Leather Sector Functionality Development) model.

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