SOCIAL INCLUSION THROUGH SKILL DEVELOPMENT IN INDIA

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Abstract

There is a myriad of social and economic issues in India and the most cardinal ones are that of social injustice, racial tensions, and workplace equality that is affecting the labor market in India. The lack of capital funding and formation by the government of the country pose serious barriers to resource planning and development in India. And that is why external support is often required to promote the skill development programs as well as the need for social inclusion at workplaces in India. Overall, a holistic sense of equality should be developed appropriately among the communities and social sections of India. That is why, the multinational corporations with the level of resources and leadership they have, can help the government in these special progress areas. In this study, a review has been used methodology to understand the impact of multinational companies on social and skill inclusivity and development of professional and vocational skills in India.

Introduction

There is a serious issue with respect to the manpower quality and labor availability in India and the problems are specifically build due to lack of skilled labor. The lack of education, low health literacy, and lack of sanitation and hygiene plus poor economic status has led to the development of major problems concerning income and affordability. Workplace diversity is one of the major requirements of today's corporate workplace and this is chiefly due to the evolution of human rights and ethical frameworks over the ages. But India is very much far from reaching what can be considered as substantial workplace diversity in all of its industries and regions. Workplace diversity refers to the workplace attribute of having employees and staff from different social, economic, professional, and cultural backgrounds to enrich the diversity of the corporate culture (Dan 2014). This has been reported to have better problem-solving outcomes, better satisfaction, and higher levels of motivation among the employees at work but attaining this state is very difficult as a matter of fact.

Diversity management requires skilled human resource management as well as administrative management with standard operating procedures written down and complied with, on a day-to-day basis (Strachan 2015). Even training and development of the staff are often required as a part of diversity management and workplace engagement strategy. The idea of social inclusion has been greatly emphasized in

the context of diversity management and workplace diversity as it can be understood very well. The sense of equity and equality, perception about fairness and justice at the workplace should be promoted with social inclusion tools and effective diversity management (Panicker Agrawal and Khandelwal 2018). It is to be noted that efficient management structures and competent organizational and federal administration are needed, as it is missing in the country. A large proportion of the population of India is unemployed and unemployment roots from the issues such as the lack of communication, educational and technological skills in the workforce, and lack of resource planning.

The unified, safety culture is missing from most of the organizational frameworks and at the same time, government policies are not good enough to support the same. The lack of proper financial planning and management by the government, lack of capital formation, and lack of workforce skills development by the government itself are the main reasons behind the lack of social inclusion and skilled labor in India. Most Indian companies do not meet the workplace health, safety, and ethical requirements and business practices undertaken by them also go beyond the line of ethics and human rights (Kumari 2014). And this is where, compliances with the federal workplace policies are often needed that are not done effectively, in the country. Workplace management is a major and serious requirement in various industries of the country and workplace violence, loss of psychological capital and psychological plus physical safety in the employees are the main rising problems. As it can be understood, this is chiefly due to lack of proper resource allocation and workplace management, lack of behavioral compliance, lack of documentation of workplace interaction policies, and ineffective diversity management. Thus, in most cases, the problem is due to workplace discrimination and social non-inclusion (Fitzgerald and Lai 2015).

The cohesion between the teams and staff of the organization is greatly reduced due to this as well, leading to low productivity. The community people and people from remote and even lower socioeconomic areas do not have access to quality education and functioning academic institutions that are resulting in the skills gap and lack of skilled workforce in the country. For this, skills development programs are needed, and the government of India simply does not have the proper funds and capital to support the skill development need in India. That is why, it is very much important to understand that the support of Multinational companies (MNCs) is required in order to run the skills development programs and also to improve social inclusion in the country (Zhao, Tan and Park 2014).

Multinational organizations have several roles to fulfill in the host or home country and these are corporate social responsibility (CSR) activities plus regulatory compliance with federal policies. Through this, it can directly or indirectly support the promotion of social inclusion and skills development in India, against all barriers.

In this paper, the facilitators plus the barriers to skills development and social inclusion in India have been emphasized upon and evidence from around the world has been reviewed.

Review

The scholarly evidence of the scientific journals from across the globe concerning the above-mentioned areas of the problem has been scrutinized and the implications, as well as the major findings of each study, have been explained. The categorization of the articles being reviewed has been done based on similarity, and resemblance of the research findings.

The function of MNC human resource management

Hiremath, Mohapatra, and Paila (2021) believe that human resource managers can surely impact the learning and also the development of the workers working in work from the home framework or other remote scenarios. In multinational organizations, there are several host countries in addition to the home country where the multinational organization works and that is why a global human resource system is required to support the resourcing needs. During the recent global pandemic crisis due to COVID -19, the need for digital learning and development has amplified to a great extent, and technology leadership is required to upskill the workers from the host and home countries.

Digital training modules have been taken up and utilized by the different companies from the Information technology-enabled and telecom service industry as well as by the biopharmaceutical and automobile industries. Tools like LinkedIn workplace, Skillsoft, and the companies like IBM, Flipkart, Hewlett- Packard, Siemens, Airbus, and Genpact have been analyzed in this study. Leadership development plus effective talent management was at the core aim of these learning and development programs and upskilling activities, provided digitally. According to Tregaskis and Almond (2019), the human resource department has a very serious function to fulfill in the organizational framework and that is of resource and workplace management, in a fair and justified manner.

The staffing and the allocation of the resources from the local market of the host country are important for the multinational organization and this develops the brand and corporate image through cultural empowerment and ethical leadership. This also helps in the reduction of production and servicing costs, especially when it comes to operating in a low socioeconomic country like India. According to this study, the competitiveness of the local market can be increased by the process of resource endogenization, and through the upskilling activities by the multinational organization, new and enriched labor markets can also be synthesized. This will in turn help the economy as well as the social progress of the host country and strategic human resource management is required for this.

Jaiswal, Arun, and Varma (2021) focus to study the vitality of technology leadership in the development of required work skills and knowledge in the workforce of the multinational organization. As the employee capacity of multinational organizations is quite large as compared to the non-multinational companies and this requires aligning them under a single roof of organizational structure, culture, and standard operating procedures. This often takes global human resource management working at its best efficiency, to address the skills and developmental needs of the staff from across the world. As a matter of fact, the Indian staff does not have the needed levels of knowledge and awareness when it comes to machine

learning and technology use. That is why upskilling is required for the Indian employees of foreign multinational companies.

Artificial intelligence training should be used to enhance the neo-human abilities and skills that will put the technology leadership at best use. The human resource teams focus on improving the data analysis and data collection skills, equipment inspection, and documentation skills of the company staff in different departments. This will help in the overall progress of the multinational company and the skills development of the staff. Continuous professional development should be the framework to be used, as recommended. Zhou and Zhou (2020) focused to understand the importance and vitality of having human resource specialists as consultants for the improvement of team productivity, employee engagement, and competitive advantage of the company, by a huge margin.

The alignment of corporate strategy with its human resource strategy has been seen as critical. And that is why, for knowledge worker recruitment and workforce management, for streamlining of human resource system through effective problem solving, the assistance of external human resource business partners has been recommended. Proper compensation and the incentive structure for the workers plus effective training programs for the upskilling of staff are often required to develop a safe, strong, and resilient team plus strong corporate culture. Both the digital and the traditional, offline upskilling and training programs are required. Gope Elia and Passiante (2018) argue in the favor of knowledge management by the human resource department of the multinational organization.

Human resources have several responsibilities such as talent management and human capital management and it has been found out that the capacity for knowledge management is at the center of this strategy. The career development activities, the innovative retention, reward and compensation strategies, development and training strategies, recruitment and selection activities by the human resource department are important. And knowledge sharing in addition to knowledge practice by the staff has been found to increase the performance of the company, drastically.

Importance and ways of skill development

According to Nestorovic (2015), the need for the upskilling, learning, training, and development of the workforce in the information technology and services sector is utmost. This is chiefly due to rapid changes and upgradation in the technology market that creates a serious need for the upskilling of the employees in the technology services and business process consulting industries. The important areas such as team or collective learning, motivational strategies for the staff's skills development, the establishment of a robust talent management system, and an effective feedback-taking system has been studied.

The case of Capgemini and its handling of the problem concerning employee retention has been taken into focus by the researchers of the study. The retraining of the exiting staffs and the training of the new staffs in the earlier years of their career - is effective for managing and retaining the staffs in the highly challenging, fast-moving and competitive technology sector. Davis and Luiz (2015) argue in favor of devolution of the human resource roles in multinational organizations so that more tasks are delegated and authorized to the local human resource managers of the host country's offices.

Reinforcement of the local workforce and market of labor along with the setting up of Centers of excellence in large numbers in the low socioeconomic host country by the multinational organization - is needed. This will help the development of a skilled workforce and also human resource managers. Negotiations regarding annual wage, disciplinary compliance, recruitment, and staffing plus the payroll activities should be done by the local human resource system of a foreign subsidiary. The administrative distance from the headquarters should be decreased. This helps in better upskilling and workforce engagement. Cultural management and cultural distance minimization should be focused upon, by these strategies. Group and leadership training, remote and on the job training, remote training, and specialist training have been recommended as the prime upskilling methods, to be opted by multinational companies.

Transformational human resource management is required to upscale the self-management and self-servicing abilities and skills of the staff working in the low socioeconomic host country. Jackson and Horwitz (2018), focus on understanding the need for training and development of the expatriates before they are going to a foreign location for job duty, as instructed by the multinational company's administration. In this study, the vitality of pre-departure training has been emphasized upon and the need for cultural synchronization between the company's home and host offices has been focused deeply. As mentioned by the researchers of this study, strategic policymaking regarding the creation and implementation of the cultural and scientific training modules in the educational project scenario is needed. Upskilling of the future expatriates will be done using several methods such as cultural and language training, diplomacy skills training, and engagement training for coherent involvement with the local communities of foreign countries.

The pre-assignment orientation is as important as the training. Developing a synergy between the foreign and home country's culture is at the core and crux of this upskilling strategy, employed by the multinational organizations. Along with performance management, incentive and rewards are also very important for the staff. According to Santandreu el. (2019), Multinational organizations like Vodafone must use massive online open courses (MOOCs) to upskill the workforce of different host countries. These massive online open courses help in upskilling a large number of company professionals from many hosts and home countries at the same time and opening corporate accounts in the educational technology companies is important.

Multinational organizations gain a lot of advantages by training their staff for quicker actions in the rapidly changing business and corporate environments. The affordability, accessibility, customizability, modularity, and flexibility are the options that multinational companies are looking for in terms of staffs training and MOOCs are the most effective answer to their question. The upskilling and the workforce hiring decisions are also impacted a great deal by the educational activities undertaken by the professional. These courses often come with accreditations of universities, technical bodies, and the reputed colleges of the host country and this helps in the multinational company's compliance with the work and workforce development standards of the host country.

The professionals who have taken up these continuous professional development courses have the advantage of getting promotions and appraisals more than the others who have not taken it up yet. And that is why an internal drive is always created in the staff themselves to take up these courses and educational upskilling programs. It is to be noted that again technology leadership has been emphasized here. Maheshwari, Samal, and Bhamoriya (2020) study the importance of employee relations to increase organizational commitment and also to improve the sustainability outcomes of the organization. According to the study, the medium and small size enterprises based in India should be taking lessons and also be benchmarking their processes, concerning the multinational organizations to better social inclusion. And to develop the right organizational outcomes. Investment training, process training, sustainability training are the most important upskilling methods and innovative strategies such as job rotation and smart compensation should be used with training to better the outcomes, cumulatively.

The reinforcement of the employee's personal and professional behaviors is highly critical and cardinal for the improvement of business productivity and rewards plus training should be given to the staff equally. Donnelly (2015) argues in favor of employee training and skills development for more social inclusion and also better diversity management in the country of India. For multinational companies, it is very important to empower the skills and the rights of the staff of host countries. And that is why, several parameters like international diversity, national cultural diversity, gender, knowledge, and age gaps should be considered closely. Equality and equity should be maintained at the workplace and strong operative policies should also be formulated to support the same.

Several pieces of training like cultural training, self-defense training, business process outsourcing (BPO) training, software, and women leadership training plus language training are required for skills development in the country. Any kind of discrimination done socially, racially, culturally, economically, gender-wise, or professionally should be strictly seen as a punishable act and strong federal in addition to organizational policies should be developed to avoid and manage these areas.

Corporate social responsibility (CSR) performance of multinational enterprises

Muller and Kolk (2015) believe that the government of countries with low socioeconomic status such as India does not have enough capital, both human and financial reserve. And this does not help them to run the industrial framework, trade, and business infrastructure of the country in a single-handed manner. That is why, the support and the generous assistance of the multinational companies who have the massive resource, leadership as well as management capital – are required. The companies and the enterprises that are multinational should be acting diplomatically to help the economy and financial situation of the host country and this in turn, will also help in their business performance and important ventures.

The study focuses on the tax-paying responsibility of multinational organizations. And by paying the taxes in a timely and transparent manner, they can indirectly help the government develop public transportation, goods, and infrastructures that end the sociocultural and other differences between Indian people. Thus, it can be very well understood that the 'responsible tax payment' by these organizations of large infrastructure and human capital, will help the sustainability of their global business. These taxes paid by them are much larger than the Indian local firms and that is why it can help the government build the capital

fund required for the overall advancement of the country and to promote social inclusion. Thus, this action by multinational firms can be considered as a corporate social responsibility.

In the article by Bhatia and Tuli (2017), the importance of sustainability reporting by multinational companies has been studied in detail. It has been found that the sustainability practices and the reporting plus public disclosure regarding corporate social responsibility activities, if not done properly affect the advertising and marketing outcomes, growth, leverage, and profitability of the organization. Corporate social activities are critical for the social and economic development of India and only by social inclusion, can be fostered effectively. Social cost estimation and social performance can be bettered by the corporate communications done by the organizations, as per the study. The social inclusion of the government, employees, staff and the customers, investors can be bettered with the help of effective stakeholder management.

The sustainability guidelines compliance, the triple bottom line analysis, as well as subjective judgment accounting by the corporate managers, are the various strategies required to enhance and improve upon social inclusion, sales, and marketing as well as corporate social responsibility performance. The oil, gas, information technology, and software industry have been greatly impacted by these regulatory sustainability reporting practices. Madlani (2014) focuses to study the importance of corporate social responsibility activities for the highest level of community involvement. The analysis is done with respect to the Hindustan Lever company, and it has been found that the bottom of the pyramid engagement is critical to the success of a social business or social enterprise in India.

The social capital must be utilized through social inclusion activities, and this will help in the betterment of the sales performance of the organization. Even the State Bank of India and Airtel have designed corporate social responsibility activities for community involvement at the grass-root level. Banking net support and microfinance support to rural community people have been very useful for social inclusion and community development.

Conclusion

Thus, it can be concluded saying that many actions can be taken up by multinational companies to help the Indian government overtly or subtly. Human resource management needs to have a global system as well as country-specific delegatory approaches to retain, hire, select and train the workforce of the host country in an effective manner. The marketing, sales strategies of the multinational company operating in many host countries should align its corporate strategies with its human resource and also with its technology leadership strategies. And both the elements of social inclusion and skills development are at the core of it that is vital to note.

Through regulatory compliance with the corporate social activities, the multinational companies operating in India and abroad can help in the process of community development, more social inclusion, and also in the improvement of social justice. The technology leadership for upskilling of the staff and the Indian employees is important and digital learning pathways and massive online open programs are the best ways of upskilling the company staff at a properly controlled cost and at the same time. Activities like group learning, team learning, and collective learning need to be developed by the human resource managers for the overall development of the personnel and team.

Workforce management with standard operating procedures and documentation will help in the development of disciplinary compliance in the staff of the multinational organization, as social inclusion and a sense of equality will also be promoted. The self-dense training, language and leadership training along with the language, cultural competence training, and pre-departure training can help the workforce feel more secure and competent at foreign and local work locations. Rewards and recognition, compensation as well as the performance management and career growth opportunities plus incentives will help in reinforcement of the labor from the host country's internal market.

Strategic hiring practices and also cultural management is critical for diversity management. Microfinance services, educational and skill development opportunities can be used effectively by multinational companies for social inclusion and skills development of the local communities. Technological training is also very important for the skills development of staff in the modern world business environment.

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