

DIXIÈME RENCONTRE INTERNATIONALE DU GERPISA
TENTH GERPISA INTERNATIONAL COLLOQUIUM

La coordination des compétences et des connaissances dans l'industrie automobile
Co-ordinating competencies and knowledge in the auto industry

6-8 Juin 2002 (Palais du Luxembourg, 15, rue Vaugirard, 75006 Paris, France)

**MODELES INDUSTRIELS ET QUELQUES ELEMENTS DE LA RELATION
SALARIALE DANS LES FIRMES RESEAUX COMMANDEES PAR LES
CONSTRUCTEURS AUTOMOBILES DANS LA REGION METROPOLITAINE DE
CURITIBA-PARANA (BRESIL) : LE CAS DE VOLKS-AUDI ET DE RENAULT**

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The changes that have occurred in the world's auto industry of both technological and organizational nature express a competition format in which horizontal competition among the automakers has been marked by an important movement of mergers and acquisitions, a regionalization of markets and a process of significant differentiation of products, which was intensified after the decision of producing by the project and the simultaneous engineering with set suppliers and other suppliers. It is quite evident that this strategy runs along the old price competition strategy, as expected.

When submitted to the general model of demand-oriented production, automakers "apply" differentiated industrial models, depending on the region in which they are installed, availability and qualification of the workforce, on incentives given and its profit strategies, as Boyer and Freyssenet has defended (1999).

¹ Les auteurs remercient le Secrétariat de l'Industrie et du Commerce du Gouvernement de l'état du Paraná pour l'appui reçu au travers du professeur Antonio Carlos Banzatto qui a facilité immensément l'accès aux entreprises du pôle automobile du Paraná. Les auteurs remercient également Paulo César Mota Ribeiro pour les tableaux et le traitement des données.

Therefore the search for an organizational format which is compatible to this competitive strategy has incurred in important changes. If, on one hand, the higher rate of automation and the usage of electronic-based equipment has been intensifying in the various steps of the productive chain, on the other hand the automaker has adopted the organizational format of the network company (Veltz, 2000) or of the integrated chain (Zavilask, 1999) in order to obtain financial and structural advantages.

What we call network company can be understood as the J company (Coriat, 1997), transversal company (Dieuaide, 2001) or the network cell model (Veltz, 2000). What is relevant is that the network company alone does not have the capability of organizing, producing and distributing its product other than by setting up cooperation ties with other companies at different levels and degrees. Thus, it is a company in the market which responds to several signs other than prices and whose results depend on outsourcing, cooperation and partnership practices. Besides, this network company needs to organize different resources which don't directly belong to it, as well as to manage accordingly the different workforce teams which are directly and indirectly under its orders (Carleial, 2000).

At the same time, it is indispensable that the suppliers adapt to the new strategies of the automakers concerning marketing, technology and quality issues.

The new organizational format based on the network company has also changed workforce management. The job structure has also been changed due to the higher requirements in terms of flexibility, availability and multi-tasking, in addition to favoring precariously skilled workforce (resulting from the integrated chain among the many levels of suppliers) and valuing individual competency (GORGEU et alii, 1999).

In this article we support the hypothesis that the network company is compatible with different industrial models and different formats of workforce management, resulting in highly differentiated salary agreements among the automakers, set suppliers and other suppliers. This possibility is even more important when we analyze regional spaces in underdeveloped countries which suffer a lot of pressure on their workforce due to the relative surplus of qualified workers.

This article will analyze the example of two automaking companies, Renault and Volks-Audi, located in the Metropolitan Region of Curitiba, Paraná, southern Brazil, and six supplying companies which make different product with different relevancy to the final assembly of the car, such as stamping and jacks.

First, we will establish the specificities of the industrial models implemented in Brazil by both companies. Then, we will analyze the features of the workforce management (forms of staffing, organization of work, minimum salary limit, training and qualification strategies,

existence of outsourced workers in the assembly line and modes of remuneration). Next, we will present the standard practice of workforce management in each of the six supplying companies. Finally, in the last part of the article, we will present how different industrial models and highly differentiated salary agreements live together within one organizational format, the network company.

The analysis is based on the results from direct interviews with the industrial and human resources directors in the automaking and supplying companies, and also with direct interviews with the workers. The results used in this article arose from a more comprehensive research being developed in the Graduate Program of the Universidade Federal do Paraná with the support from CNPq- Conselho Nacional de Pesquisa and from Fundação Araucária

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