

A STUDY ON HR POLICIES AND PRACTICES

SHAIK SHAHEENA, EPHRON. K. PAUL

MBA Student, Assistant Professor

DEPT OF MBA

PVKK INSTITUTE OF TECHNOLOGY(AUTONOMOUS), Anantapuramu – 515001 (A.P)

haseenabanu9703@gmail.com, ephronpaul.mba@pvkkit.ac.in

ABSTRACT

Human Resource practices and functions have a far reaching impact on the employees morale and performance, which in turn, affects the overall performance of the organization. This is why they are claimed to be closely related to a business's 'balance scorecard' through "productivity, people, and processes" (Ulrich,). Given its criticality, a regular assessment of the HR function, like that of finance function, becomes essential for sustaining organizational health and growth. The need for such assessment is even greater in today's dynamic and, at times, turbulent, environment, where human resource management needs continuous up-gradation and re-alignment.

Moreover, with increased importance of the human contribution to organizations' competitive advantage, especially in the knowledge driven economy, the human resource function itself is under transformation. It is gradually moving from the role of a service provider to that of a strategic business partner. In order to perform this emerging role effectively, the HR function has to continually assess:

Whether it is adding tangible value to the organization through its strategies, policies, processes and practices;

Whether it is doing so at a competitive cost; and

Whether it is doing so in a manner that is satisfying to its people, acceptable to the society and the law, and, from a long term perspective, sustainable.

I. INTRODUCTION

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Whether it is doing so in a manner that is satisfying to its people, acceptable to the society and the law, and, from a long term perspective, sustainable.

Answers to all these questions need regular HR Audit.

Moreover, HR Audit becomes significantly critical in situations of Merger or Acquisition. Often Human Resource is not even informed about such transactions till they are complete. However, most often if mergers or acquisitions fail, it is due to the people related issues. Consequently, it is important that managements spend adequate time and energy to learn about the human resource component of

the target company. An audit or due diligence prior to the closure of the deal can have a direct impact on the success or failure of the acquisition.

Regulatory Compliance is another area of major concern for most organizations. With increased judicial scrutiny and pressures for compliance with the statutory requirements of the country, it has become vital that HR continually remains vigilant with respect to the legal compliance.

It must keep itself abreast with the new laws and regulations, ensure that they are being followed and also eliminate the gaps between what it does and what it says, as that by itself, carries legal liability.

THE SCOPE OF HR AUDIT

The HR audit usually covers three parameters, namely, the **HR policies and practices, the HR professionals and the HR department.**

With respect to each of these, the Audit tries to find out : 1 The actual state;

The congruence between the desired/professed state and the actual state; 1 The alignment with the overall organizational audit and goals; and 1 The compliance with the laws and regulations.

Auditing HR Practices

All HR departments provide several services that may be clustered into six key domains (Ulrich and Lake,1990), staffing, training and development, appraisal, rewards, organization governance and communication. For each of these six domains, Ulrich recommends four types of assessments.

What is a Human Resources audit? Why do one? How do we do it and what do we do after it is done? This article will discuss the basic concepts and help you get organized to take on this important and beneficial project.

Intellectual Capital

Accounting

The first is an assessment of activity that not only describes the services being provided by the HR department but also assesses the focus of the HR strategies, the distribution of responsibility, the resource utilization, and the competencies of the HR portfolio.

The second type of assessment is that of customer value. HR departments may be said to be providing a range of services to customers, who are the employees of the firm. Customer surveys are conducted to capture the employees' perceptions about the importance and the quality of the HR services.

Often Cost benefit or utility analyses of HR functions are made to define the value of each of the HR functions. Formulae that can trace the cost and benefit of the services, are developed and the results compared over time and with the results of other companies, to make an assessment.

Research, involving HR experiments are also sometimes conducted by using experimental and control groups. These groups may be formed across sites, or across departments. The purpose of these research studies is to identify the effective HR practices by generating comparative data. This data enables the organization to adopt the best HR practices.

Auditing HR Professionals

An audit of HR professionals is essentially an assessment of the extent to which the professionals demonstrate competence for HR function. Such an assessment requires a 360 degree feedback, and, according to Ulrich, usually employs the following five steps :

1. **Developing a Model of Competencies:** Before embarking on an assessment of competence, it is necessary to first determine what the competencies that make a successful HR professional are. These competencies usually stem from knowledge of business, knowledge of HR, knowledge of change and finally personal credibility. In addition to determining the competencies that account for a successful HR professional, it is also important to determine the behavioral attributes that reflect these competencies. A model that reflects both these aspects may be said to be a comprehensive model for auditing of HR professionals.

2. **Collect data using the Model:** Several techniques may be employed to collect data about the

extent to which an HR professional exhibits the modeled competencies. These include interviews, questionnaires and focused groups.

3. Summaries data and give feedback to the HR professionals: The quantitative and qualitative data that is collected in the above mentioned ways needs to be synthesized and codified so that specific themes emerge. These themes are then used as aids to help the HR professionals identify his/her strengths and weaknesses.

One of the key activities of an HR audit is to give feedback. This needs to be done in a way that protects the confidentiality of the participants. The manner of the feedback should take into account the sensitivities of the receiver. The tenor of the feedback should neither be accusatory nor defensive. In addition, the individual data that is collected may be integrated into an audit for the overall HR function.

4. Create action plans: The HR audit goes beyond defining the competencies and inadequacies of the HR function. It also identifies the measures to develop the competencies at both, the individual and the departmental level. At the institutional level, this may involve doing an 'HR for HR.' At the individual level, the action plan will concentrate on developing a tailored set of trainings, readings, assignments and training opportunities.

NEED AND IMPORTANCE OF THE STUDY

In the past decade, the news headlines have definitely made it clear that the need for management should be one of the top agendas in modern day society. The rages alone such as Road Rage and the trends of violent acts in life today prove a lot of it well.

Living today is a lot tougher than it was even in the days of the great depression. It's been coming out in many ways such as all time occurrences of stomach and intestinal ulcers. Others find sleep disorders and wind up zombies during their busy days. Insomnia is growing in leaps and bounds.

Today stress management is important in everyone's lives. It's necessary for long happy lives with less trouble that will come about. There are many ways to deal with stress ranging from the dealing with the causes of stress to simply burning off its effects.

A good place to start in planning your own stress management would be finding the roots of your stress. It can come from physical exertion and mental strain as well. We all have these things in our everyday life. Its effects on our overall being can vary dramatically from others experiences. For that reason your needs in stress management may indeed differ from theirs as well.

NEED FOR BASIC PURPOSES OF HRM POLICIES:

- To increase productivity.
- To improve quality.
- To help a company fulfill its future personnel needs.
- To improve organizational climate.
- To improve health & safety.
- Obsolescence prevention.
- Personal growth.

SCOPE OF THE STUDY

One of the main functions of personnel management in industrial organization is to impart programmers to its employees.

HRM plays a large part in determining the effectiveness and efficiency of the establishment. Increase in productivity is possible only when there is an increase in quantity of output. It applies not only to new employees but also to experienced people. It can help employees and employers to increase their level of performance and to develop skills, knowledge on their present job assignments.

OBJECTIVES OF THE STUDY:

Human Resource Management: Objectives

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.

II. RESEARCH METHODOLOGY

Research is scientific and systematic search pertinent information in a specific topic. The meaning of research is "A Careful Investigation (or) Inquiry."

HRM POLICIES AND PRACTICES is the corner stone of sound management, and it makes employees and employers more effective and productive. It is actively and intimately connected with all personnel and managerial activities.

There is a present need for HRM POLICIES AND PRACTICES measures. So that new and changed techniques may be taken advantage and improvements effected in new methods, which are woefully inefficient. Training is practical and of vital necessity because, apart from other advantages mentioned, and increase their "Market Value", earning power job security.

Leo labs are spending for HRM POLICIES AND PRACTICES activities. It is introducing global concepts like

- Team Building
- Time Management

It uses all the technology available and modern equipment in HRM POLICIES AND PRACTICES programmers. In a contemporary study, it was revealed that it is more inflammable so the workers and superiors must concentrate on the work what they are doing. At any time if they don't concentrate on their work it is very dangerous to the whole industry.

OBJECTIVES OF RESEARCH

- On an average, every employee at Nutrient undergoes at least 2 training programmes for a financial year and the employer in HRD requires the executive development programme at the time of intensive competition.
- So the study is aimed to know the adequacy of training given to employees and employers.
- To know whether employees and employers are having enthusiasm in knowing about training and development programmers, training plans, implementation and participation.
- To suggest appropriate techniques and modification in training to achieve corporate goals.
- Development to employers arises due to providing technical skills and conceptual skills to non-technical managers and managerial skills and conceptual skills to technical managers.

RESEARCH INSTRUMENT:

In order to collect the data from the people in organization the research instrument used is **QUESTIONNAIRE**.

A structured questionnaire has been designed, consisting of Closed Ended questions. All the questions are objective. Questionnaire does not contain any column for personal details of the people in Projects.

Questionnaire is designed for employees and employers containing 15 questions respectively. The questions are framed consisting of different factors. Both positive and negative questions are included to reduce the bias.

DATA SOURCES

Data can be broadly classified as;

1. Primary Data.
2. Secondary Data.

Primary Data:

The primary data is collected with the help of questionnaires, which consists of twenty questions each. The questionnaires are chosen because of its simplicity and liability. Researcher can expect straight answers to the questions. The respondents are informed about the significant of the study and requested to give their fair opinions.

Secondary Data:

Secondary data is obtained through various,
Management books
Journals

Newspapers and Internet web: www.leo-labs.com

SAMPLING

Sampling is always necessary to collect data from the whole organization. A small representative sample may serve the purpose. Sample means "A Group Taken From a Large Lot". This small group should be miniature cross-section and really "Representative" in character. This selection process is called Sampling.

SAMPLE SIZE

Sample is device for learning about masses by observing a few individuals that selected sample is "100".

SAMPLE PLANNING

Sample planning consists four major parts they are

- Sample Unit : Employees
- Sample Size: 100
- Population : 598
- Sample procedure: Convenience Sampling

SAMPLING METHOD

The various methods of sampling can be grouped under 2 broad heads:

Probability Sampling (Random)

The method adopted here is Random Sampling Method. A Random sample is one where each item in the universe has an equal chance of known opportunity of being selected.

Non Probability Sampling (Non Random)

The method does not provide every item in the universe with a known chance of being included in the sample. The selection process is at least particularly subjective.

LIMITATIONS OF THE STUDY

- Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents.
- Secondly the sample of respondents was very less given by the organization hence appropriate sample technique was not applied for selecting the respondents.
- Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.
- For the above limitation the study conducted may not give the true representation of the entire

organization.

III. REVIEW OF LITERATURE

SUPPORT FOR SUPERVISORS: HR ENABLING FLEXIBLE WORK

Penelope Williams

Abstract

Flexible work arrangements (FWAs) are routinely offered in organizational policy, yet employee access to FWAs is highly dependent upon support from their immediate supervisor. There is little empirical research that specifically investigates the role of the human resource function (HR) in supporting managers to implement FWA policy. Through the lens of HR systems theory, the purpose of this paper is to examine how HR supports managers to implement FWAs.

Using a case study in the Australian Insurance industry, this paper analyzes corporate documents and interviews with 47 managers, supervisors and HR staff across four diverse business units.

RESOURCE MANAGEMENT SYSTEMS IN STRATEGIC HUMAN RESOURCE MANAGEMENT RESEARCH

David P. Lepak, Hui Liao, Yunhyung Chung, Erika E. Harden

Abstract

A distinguishing feature of strategic human resource management research is an emphasis on human resource (HR) systems, rather than individual HR practices as a driver of individual and organizational performance. Yet, there remains a lack of agreement regarding what these systems are, which practices comprise these systems, how these systems operate, and how they should be studied. Our goal in this paper is to take a step toward identifying and addressing several conceptual and methodological issues regarding HR systems. Conceptually, we argue that HR systems should be targeted toward some strategic objective and operate by influencing (1) employee knowledge, skills, and abilities, (2) employee motivation and effort, and (3) opportunities for employees to contribute. Methodologically, we explore issues related to the relationships among policies and practices, sampling issues, identifying the appropriate referent group(s), and who should serve as key informants for HR system studies.

HUMAN RESOURCES POLICIES COMPARED: WHAT CAN THE EU AND THE USA LEARN FROM EACH OTHER?

Eduardo Tomé

Abstract

To compare in a fruitful way the human resources (HR) policies that exist in the European Union (EU) and in the United States of America (USA). Nowadays, the world is evolving to a situation in which big economic spaces like Brazil, Russia, India, China, Japan, the EU and the USA are becoming dominant. Those spaces can learn from one another on how to guide their HR policies. The comparison between the EU and the USA is further justifiable because the EU seeks to become the world leader by 2010, and is facing a strong “neo-liberal” ideological trend.

Having in mind the known theories on HR, the various types of welfare states that may underlie HR policies and also some basic questions regarding the practical organization of those policies are analyzed.

TRANSLATING NATIONAL POLICY CHANGES INTO LOCAL HRM PRACTICES

Nicolette van Gestel, Daniel Nyberg

Abstract

The purpose of this paper is to explore how a national policy on sickness absence management is translated by HR managers into local human resource management (HRM) practices by developing and applying an analytical framework with three dimensions: individual preferences, strategic reframing, and local grounding.

The paper is based on policy documents and interviews with HR managers in Dutch law firms. The theoretical scope is the debate on HRM and institutional contexts.

HUMAN RESOURCE POLICIES, MANAGEMENT ACCOUNTING AND ORGANISATIONAL PERFORMANCE

Reza Kouhy, Rishma Vedd, Takeo Yoshikawa, John Innes

Abstract

The purpose of this paper is to examine the relationships between human resource (HR) policies, management accounting and organizational performance in Canada, Japan and the UK.

A cross case analysis of the observations emerging from each of six case studies (two in Canada, two in Japan and two in the UK) result in a set of 13 findings.

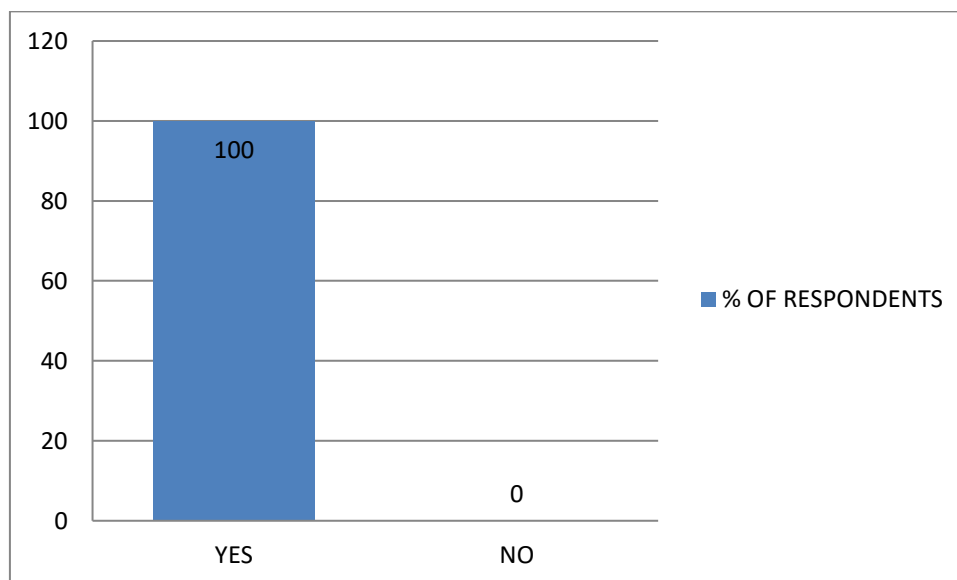
IV. DATA ANALYSIS AND INTERPRETATION

1) Do you feel that training programmes are necessary for employees?

TABLE NO 4.1

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100

GRAPH NO 4.1



INTERPRETATION:

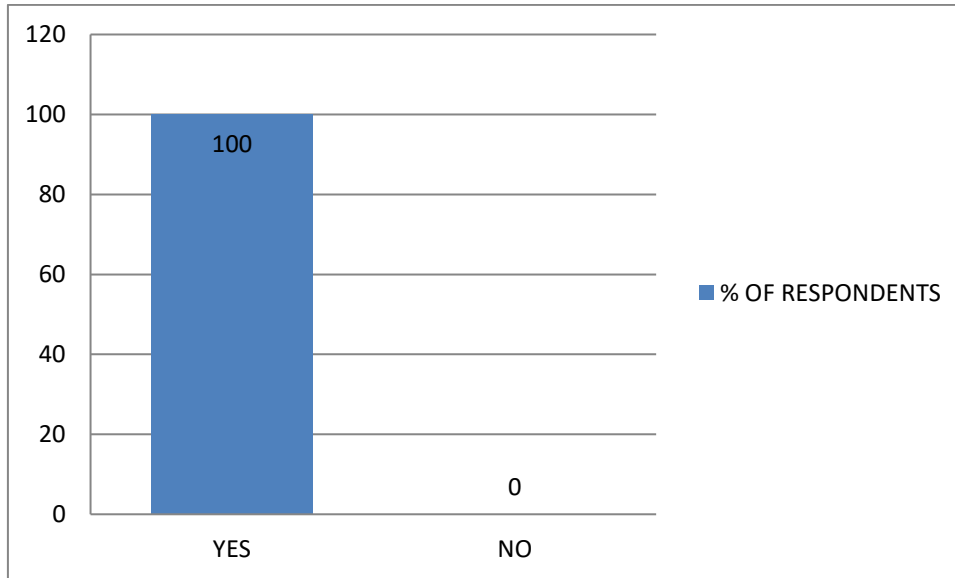
From the above analysis we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

2) Training & development programmes affect employees in getting promotion. Do you agree?

TABLE NO: 4.2

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	AGREE	100	100
2	DISAGREE	0	0
3	TOTAL	100	100

GRAPH NO: 4.2



INTERPRETATION:

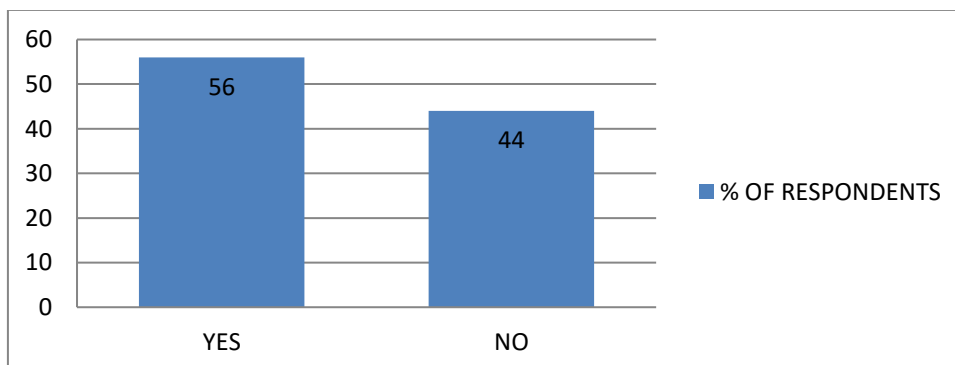
About 100% of the employees agreed that the training and development programmes affect employees in getting promotion and 0% of the employees disagreed that the training and development programmes affect employees in getting promotion.

3) Are you satisfied with present HRM Audit following in your organization?

TABLE NO: 4.3

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	56	56
2	NO	44	44
	TOTAL	100	100

GRAPH NO:4.3



INTERPRETATION:

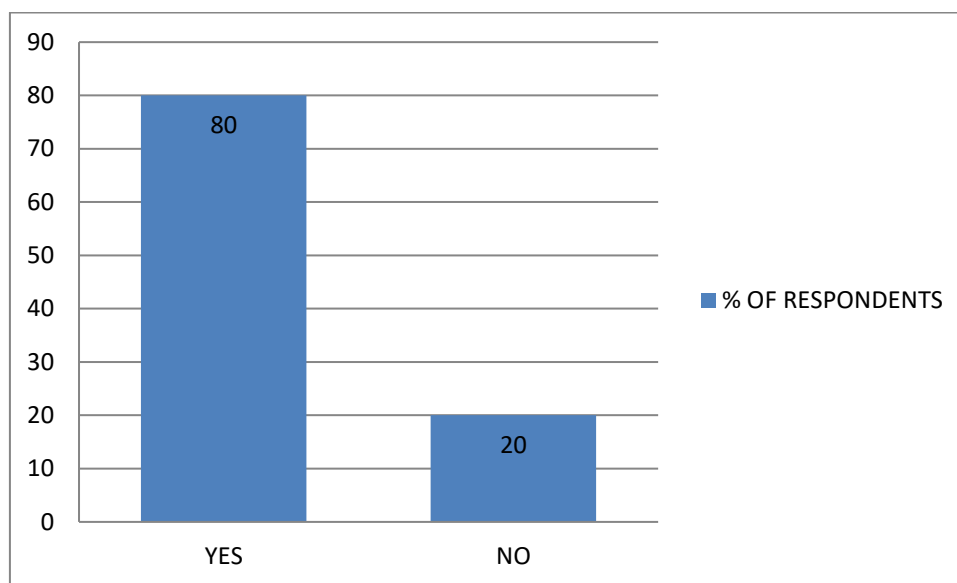
About 56% of the employees are satisfied with present HRM programmers in organization. 44% of the employees were not satisfied with present programmers in organization.

4) Are you satisfied with working conditions in your organization?

TABLE NO: 4.4

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	80	80
2	NO	20	20
	TOTAL	100	100

GRAPH NO: 4.4



INTERPRETATION:

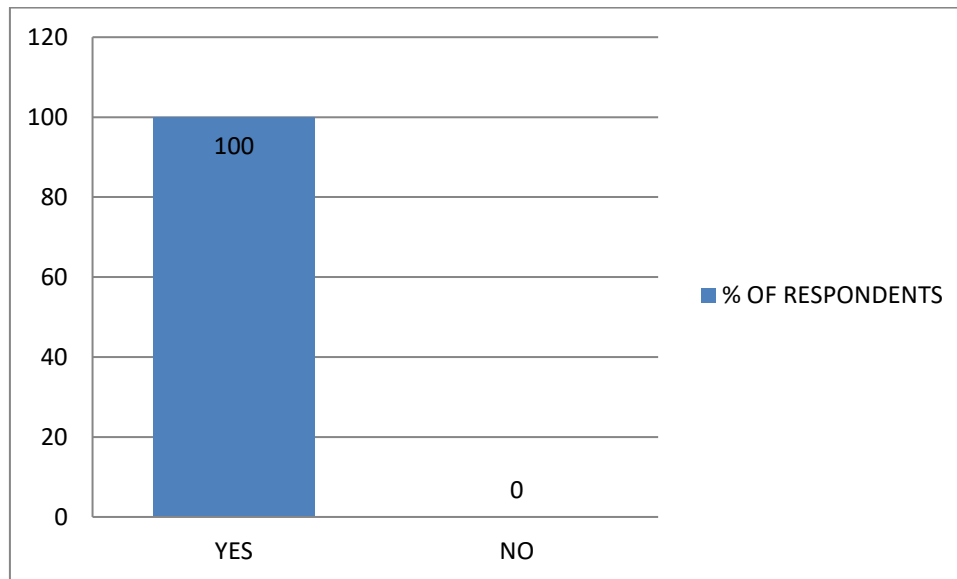
From the above analysis 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are not satisfied with working conditions in this organization.

5) Did Organization give sufficient freedom to express your views and suggestions?

TABLE NO: 4.5

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
3	TOTAL	100	100

GRAPH NO: 4.5



INTERPRETATION:

All the employees are satisfied that there is sufficient freedom to express their views and suggestions. Which is a good indicator of employee's efficiency of work?

V. FINDINGS

- Training programmes provided by heritage is almost good.
- Training will be very useful to employees in their present job.
- Training program helps employees to take new challenges in their present job.
- Most of the employees are using new skills in their present job.
- According to the training program employees to take new roles in the organization.
- With the help of training program employees will increase their productivity.
- After this Training program they are doing their job more confidently.
- Training program brought positive impact on employee behavior.

VI. SUGGESTIONS

- Along with training programmes organization should provide some other motivational programmes.
- Implement training institutions at near the organizations
- Evaluate cost of training and its result of training.
- Frame the training programs chart and proper care should be taken while conducting the training.
- A proper performance appraisal system should be adopted.
- In my opinion if the above suggestions are followed total training programmer.
- Feedback must be collected from the entire trainer.
- Organization should provide immediate supervisor solving employee's problem.

VII. CONCLUSION

- The report in HR AUDIT in Heritage Foods India Ltd (HERITAGE) **has** brought into light the total picture of the employee's attitude towards training and development.
- Most of the respondents have expressed that they are interested in the on- the- job method.
- Most respondents expressed that feedback is collected from all the participants in the program.
- The employee in the organization are well participated in the training program.
- The training is being given to the employees at regular interval.
- Most of the employees are very much satisfied about the selection of the candidates for training.

- Most of the employees are expressed that the training programmed is imparting the latest technology in the market.
- Most of the employees agree with the training programmed meet pre-specified objectives.
- Most of the employees are respond positive with the training programmed conducted in the organization.
- It is found that some of the employees are not aware or the training policy in Heritage Foods India Ltd (HERITAGE) Hence they are made to be aware.
- Most of the employees agree with the training help you to upgrade soft skills like communication skills, leadership, team building etc.
- Most of the employees agree with the organization provide training for both present and new employees.

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