

HR Policies and Implementations**In Larsen & Toubro****Chaitra Choudhary , A. Renuka****Student, HOD****DRK Institute of Science and Technology****HYDERABAD****ABSTRACT**

Human resources policies provide the necessary structure many businesses need to sustain the company's productivity and overall profitability. Whether you're running a business with five employees, 25 or 250 employees, implementing HR policies will simplify the workforce management component of your organization. Full implementation of HR policies begins with a foundation based on your company's size, organizational culture and work environment. Finalizing the implementation requires legal review and communication with employees.

Use your organizational culture to establish the framework for your HR policies. For example, a small business with 15 employees who are peers with both professional and personal relationships is far less structured than a small business that's grown from 15 employees to 300 employees in two locations. Establishing the framework for your HR policies is a substantial portion of the work required to implement HR policies. Once you assess how much flexibility is necessary and compare it to the amount of structure your organization needs, customizing a standard set of HR policies is relatively simple.

I. INTRODUCTION

HR policies provide an organization with a mechanism to manage risk by staying up to date with current trends in employment standards and legislation. The policies must be framed in a manner that the companies vision & the human resource helping the company to achieve it or work towards it are at all levels benefited. The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements. The establishment of an HR Policy which sets out obligations, standards of behavior and document disciplinary procedures, is now the standard approach to meeting these obligations.

HR policies can also be very effective at supporting and building the desired organizational culture. For example recruitment and retention policies might outline the way the organization values a flexible

workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and receive less pay across the year.

II. NEED AND IMPORTANCE:

- 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.

III. OBJECTIVES OF HRM POLICIES AND PRACTICES:

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.

IV. 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.

V. RESEARCH METHODOLOGY

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

HR POLICIES AND Implementations 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 HR POLICIES AND IMPLEMENTATION 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 securi

Heritage Ltd is spending for HR POLICIES AND IMPLEMENTATION activities. It is introducing global concepts like

- Team Building
- Time Management

It uses all the technology available and modern equipment in HR POLICIES AND IMPLEMENTATION 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.

VI. OBJECTIVES OF RESEARCH

- On an average, every employee at Nutrine undergoes atleast 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 programmes, 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

Primary data is obtained through observation, questionnaires, and personal interviews.

Secondary Data

Secondary data is obtained through various,

Management books

Journals

Newspapers and Internet web: www.PSIPL - INTEGRATED FACILITY MANAGEMENT.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”.

VII. LIMITATIONS

- 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.

VIII. REVIEW OF LITERATURE-01

1. **TITLE:** Human Resource policies.

AUTHOR NAME: Taylor & Francis

ABSTRACT: Journal of Human Resource policies is a multidisciplinary and international forum for critical, mainstream and alternative contributions - focusing as much on psychology, ethics, culture and behavior as on structure and process. JCM is a platform for open and challenging dialogue and a thorough critique of

established as well as alternative practices. JCM is aiming to provide all authors with a first decision within six weeks of submission.

REVIEW OF LITERATURE-02

2. **TITLE:** Human Resource policies.

AUTHOR NAME: Paul.

ABSTRACT: Successful organizations respond intelligently to factors which precipitate change. Economic climates, political trends, changes in consumer demands, management policy or structure, employment levels and financial resources - all these elements are constantly at play to ensure that organizations clinging on to static structures will ultimately lose out. But change is a dynamic and alarming thing - this journal addresses how to manage it positively, so that employees give their support and the positive goals set are worked towards with enthusiasm.

REVIEW OF LITERATURE-03

3. **TITLE:** Human Resource policies in organizations.

AUTHOR NAME: Steve Garfein, Nick Horney, Marvin Nelson.

ABSTRACT: Organizations today must become more innovative and agile to succeed. By its very nature, innovation and agility result in constant, ongoing Human Resource policies and managing that change well is part and parcel of realizing business results. The reason any project or program is undertaken is to drive business value. This value may be in the form of reduced costs, improved efficiency, or additional products or services just to name a few. Simply delivering a project output is not enough. The output must be implemented and utilized as discussed earlier. The final step in the change life cycle framework is measuring the actual benefit realized and comparing that realized benefit to the original intent.

REVIEW OF LITERATURE-04

4. **TITLE:** Organizational Human Resource policies.

AUTHOR NAME: Kurt Lewin.

ABSTRACT: Human Resource policies at organizational level has been conceived to be an important aspect of successful change implementation programmes in modern organizations. In order to benefit from the efficiency that appropriate management of change offers in structured organizations, the study of management has ascribed importance to the study of Human Resource policies as a management concept. This study has attempted to review existing literature on the subject. The study presented a conceptual analysis of the concept of change and the principles developed by practitioners for the management of

change. A theoretical review of the concept was undertaken with focus on the Kurt Lewin's force field theory which has been generally accepted as the theoretical foundation of change as attested by the acceptance of the theory as the bases for all other theories of change and this ascribed the title father of Human Resource policies to Kurt Lewin. This study analyzed the basis of Kurt Lewin's force field theory built on three steps of Unfreeze, Change and Refreeze for an effective Human Resource policies programme. The Study adopted a case study research conducted by other researchers to validate the effectiveness of the three stages of effective Human Resource policies as propounded by Kurt Lewin.

REVIEW OF LITERATURE-05

5.TITLE: Human Resource policies.

AUTHOR NAME: K.Aswathappa

ABSTRACT: Human Resource policies is a structured approach to transitioning individuals, teams and organizations from a current state to a desired future state. Its major objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure to change. The major obstacle to Human Resource policies is "Resistance to Change".

REVIEW OF LITERATURE-06

6. TITLE: Essentials of Human Resources Management and Industrial Relations.

AUTHOR NAME:P. Subba Rao.

ABSTRACT: Active resistance is the most dangerous factor in Human Resource policies. Employees with Active Resistance may go against the change effort and object the change in severalmanners. Boycotting the organization, tending to disrupting habits and raising slogans against the organization are some examples for high negative resistance. In the opposite nature, passive resistance is calm and doesn't include violence in any aspect. Passive resisters are insecure about their position after change. Instead of clearing their insecurities with the management, they tend to look for a new job and leave the organization. Compliance, is coping up with the proposed changes with little enthusiasm. Finally, those who show enthusiastic support are supporters of change, who understand the value of change and contribute to the effective implementation of change. They are the defenders to organizational resistance and propagate the new way to actually encourage others around them to give support and contribute to the overall change effort.

REVIEW OF LITERATURE-07

7. TITLE: From Transactional to Human Resource policies

AUTHOR NAME: Bernald M. Bass

ABSTRACT: Developmental Change occurs when a company makes an improvement to their current business. If a company decided to improve their processes, methods or performance standards that should be

considered as developmental change. Companies are continually processing developmental changes to some degree in order to stay competitive. Transitional Change is more intrusive than developmental change as it replaces existing processes or procedures with something that is completely new to the company. The future of the organization is unknown when the transformation begins which can add a level of discomfort to the employees.

IX. DATA ANALYSIS & INTERPRETATION

Data analysis has been done by arranging the data in a simple table form and percentages are calculated. The quantitative data has been represented by drawing out the charts where ever necessary.

1) What is Policies According to You?

Particulars	Response (No of persons)
Psychological response	10
A feeling experienced by a person	70
Demand or Pressure	15
Emotional effect	5

Interpretation:

10 members said the about stress as a Psychological response, 70 members said the about stress as A feeling experienced by a person, 15 members said the about stress as a Demand or Pressure 5 members said the about stress as Emotional effect.

2) Do you feel that training programmers are necessary for employees?

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

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.

3) Training & development programmers affect employees in getting promotion. Do

you agree?

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

Interpretation:

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

4) Are you satisfied with present HRM Policies following in your organization?

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

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.

X. FINDINGS

- The training and Hr Policies program in L&T INDIA LARSEN & TOUBRO is focused on new and old employees.
- Training program is conducted quarterly.
- HRM Policies program in L&T INDIA LARSEN & TOUBRO is based on the performance and seniority.
- The HRM Policies program in L&T INDIA LARSEN & TOUBRO is also the company response to new innovation and upcoming technologies.
- The goal of the program is mainly to improve the job related skills.
- It has been observed during the study that most of the employees expressed the need for each employee to attend the training program least once in a year.
- Most of the trainees supported external faculty rather than internal.
- The job security is not been effected by the training program being undergone.
- The training program is very much relevant to the present nature of work.

XI. SUGGESTIONS

- Training and controlling program may be arranged so that each of the employees under goes it at least once in a year.
- The training sessions should be handled by both the internal and external faculty so that it provides more comfort and also the knowledge of the external environment.
- The modern methods of training should be used so as to have a competitive edge in the market place.
- The organization should also have high emphasis on the accuracy of performance in the training program.
- Training should be given to all groups at all levels to improve the efficiency on the whole.
- The training programs conducted should be need training programs for improvement of the skills and the knowledge.
- All the employees should be provided a minimum and basic technical knowledge.

XII. CONCLUSION:

- In the above perspective, the present chapter makes an attempt to draw some conclusions. It should be confessed here that the investigator is conscious of the limitations of the study and the conclusion drawn on the basis of the sample from a single unit cannot be generalized about the entire manufacturing sector.
- The study examines the readiness for employee empowerment in six aspects, namely effective Communication, Value of people, Clarity, Concept about power, Information and Learning.

- A perusal of data pertaining to combination makes us to conclude that the Executives have agreed to the effective down ward communication flow, which is a prerequisite for empowerment.

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