STRATEGIC ROLE OF HUMAN RESOURCE POLICIES AND PRACTICE IN ORGANISATION CHANGE

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ABSTRACT

Human resource policies and strategies need to either evolve or revolutionize to keep up with the dynamic and growing Powerful Sector. As part of their reforms, the Indian government has separated the various companies responsible for making and selling ammunition and missile systems into their own distinct organizations.

In most cases, the focus of the R&D efforts is on improving the processes of generating, transmitting, and distributing electricity. From the developer's vantage point, manufacturing (or sourcing from manufacturers) is just as crucial as project development. These tasks all call for unique abilities. The focus of this study is on missiles and ammunition.

KEYWORDS: Strategic Role, Human Resource Policy, Oraganization Research and Development

INTRODUCTION

Human resource management has always been a challenging role within any company. The rapid development of technology, including frequent software upgrades and remote working, has added new obstacles to human resource management in recent years. The task of human resource management (HRM) is to ensure that the organization's time, money, and resources are used effectively in its HR management system. In addition, they guarantee that workers have everything they need to excel in their jobs and produce the best results possible.

HUMAN RESOURCE POLICIES

Human resource policies are the guiding principles and rules of conduct that govern the organization's interactions with its workers in order to achieve its goals.

In general, HR policies address the following areas:

1. An approach to hiring that gives everyone a fair shot regardless of their race, religion, sexual orientation, or marital situation.

2. Compensation policy and techniques, hours of work, overtime, promotion, transfer, layoff, and similar terms and conditions

3. The company's policy on medical insurance, disability pay, and employee state insurance.

4. Housing, transportation, clothing, and monetary policy

5. The policy must address the necessity, methods, and frequency of training and growth.

Worker communication, participation in management, and grievance procedures are all aspects of workplace relations policy.

FORMULATING POLICIES

The substance and interpretation of policies are largely determined by the following five factors:

1. the established norms of the company.
2. the standard procedure followed by competitors.
3. The company's directors and upper management share the same values and outlook as the company's original creators.

Middle- and lower-level managers' outlooks and guiding principles.
The wisdom and insight attained through resolving numerous employee issues on a daily basis.

BENEFITS OF HR POLICIES

There are many advantages to having personnel rules in place for any organization.

a. The job of policymaking necessitates that management carefully consider the fundamental requirements of the business and its employees. The leadership needs to question its most fundamental beliefs and carefully consider how other businesses operate.

b. The organization's rules guarantee that all employees are treated equally. By doing so, bias and prejudice are less likely to be practiced.

c. Despite shifts in leadership, operations will continue smoothly. A company's chief executive may have excellent principles for managing employees. He or she may have internalized the company's policies and be applying them consistently and fairly. When this person finally decides to resign, however, what will happen then? Any given boss can only serve for a limited amount of time. However, the group keeps going. Stability is fostered by policies.

d. Policies act as a benchmark for efficiency. By comparing actual outcomes with the policy, leaders can see how well their teams are carrying out the group's stated goals.

e. Effective rules boost morale and staff commitment. This is particularly the case when the policies encourage professional development and adhere to long-standing standards of fair play and justice. Strong policies aid in resolving conflicts on all levels, including those between individuals and between groups.

MISMATCH OF SKILL AVAILABILITY & THE REQUIREMENTS – A 'HR CHALLENGE'

Despite the engineering industry's predicted rapid expansion, the curriculums of many schools and vocational programs do not adequately prepare students for employment in the field. Recruiting new employees presents a new task for companies looking to grow or enter the engineering industry. The engineering industry is constantly innovating new technologies to become more efficient, automated, and information technology (IT) based; however, this leaves large voids in the needs of the market. After a brief initial orientation, the engineering industry has typically relied on on-the-job training. Even re-employed (experienced) workers can fall behind the curve if they haven't maintained their skills current.

Employers have stepped up their efforts to ensure that experienced workers are not underutilized as a Human Resource in light of current talent shortages. Both the Council on Competitiveness (CoC) and the Council for Adult and Experiential Learning (CAEL) in the United States have come together to address this issue.

Returns on Skilling Investment – A parameter of Efficiency of HRM's efforts

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CONCEPTS, THEORETICAL FRAME WORK OF THE TOPIC

HUMAN RESOURCES PHILOSOPHIES

- The company recognizes that its workers are its most valuable resource and is dedicated to ensuring that they enjoy a high standard of living and feel secure in their jobs. The company is committed to attracting, developing, and retaining a talented workforce so that it can achieve its goal of becoming an organization with world-class skills and a high performance culture.

- Positional mobility and swapping will be facilitated. Job transfers or rotations are recommended every two to three years for employees in commercial, marketing, and financial roles.

- The standard procedure for identifying potential leaders to take over current roles will be implemented.

- There needs to be a good mix of new hires, probationers, and veterans in the workforce.

- Competencies will be compared to those of industry experts around the world.

- The Company will use a tried-and-true method to find the best employees. Those who are singled out in this way will be prepared for promotions and expanded roles.

- Provide low achievers and non-performers with the resources they need to reach their full potential. Those workers who fail to better their performance despite being given multiple chances should be let go.

- As part of the annual business planning process, departments should submit a budget for their overall organization strength (grade-wise and including contract the organization) based on the organization's productivity. Guaranteeing the presence of real workers is essential. The group's size is within the legally permissible range.

- They would compare the efficiency of our organization to that of our global peers and work tirelessly toward that goal.

- Formal performance appraisal should be the foundation for all promotions, bonuses, training, and terminations.

- Structured training programs and employee visits to world-class operations and organizations will guarantee continuous learning and capability development.

STATUATORY BENEFITS

PROVIDENT FUND POLICY:

Eligibility:

All Employees

Entitlement:

Contribution from employee - 12% p.m. of basic salary

Contribution from employer - 12% p.m. of basic salary

The contribution from the company goes towards Family Pension Fund(FPF) and Provident Fund. The sum going toward FPF is 8.33% of the basic salary

subject to a maximum of Rs. 541(maximum basic of Rs.6500). The balance

amount goes to Provident Fund.

The SOP for the nomination and claim for PF is as enclosed.

PROVIDENT FUND – SOP

Filling of PF Forms :

At the time of the joining, every employee has to become a member of Provident Fund Scheme. He has to fill the following forms

- P.F nominations Form no.2

Modification of Nominees:

- In case cof any change in name of nominees or marriage of self , she/ he should fill **Form No. 2[Revised]** and submit it to the Unit HR who will further forward it to Corporate HR to record such changes.

Transfer of PF Account:

- When an employee joins Hindustan Zinc from any other company then he can transfer his PF amount in the earlier establishment to New PF amount at ORGANIZATION by filling the Form No. 13 and giving it to the Unit HR .
- The Unit HR will further forward it to the Corporate HR for sending the form to employee's previous employer for transferrung his/her PF amount to new PF account.

GRATUITY POLICY

Eligibility:

All employees with minimum 5 years of continuous service with the company.

Entitlement:

15 days basic salary for each completed year of service subject to maximum limit of 10 Lacs.

The basic for this computation will be last month's basic salary drawn by employee concerned.

SOP-GRATUITY

NOMINATIONS:

Fresh Nominations: At the time of joining ,employe should fill **Form F** for nomination which can be modified later.

Nomination for a new nominee: If employee wants to declare a new nominee , **Form G** should be duly filled and submitted to respective HR department.

Changes in the details of the existing Nominees: In case of any modifications in existing nominee's details **Form H** should be filled and submitted to the HR Department..

CLAIM:

To claim gratuity, form should be filled as the case may be and in the specified time period and submitted to the respective HR Department.

NON-STATUATORY BENEFITS:

IDENTITY CARD:

Eligibility:

All employees

Policy:

All employees will be issued computerized photo- Identity cards. The same is to be used by the employee while entering and leaving office / unit each day for recording their attendance.

UNIFORM & LEVERAGE

Uniform is compulsory for all the employees of ORGANIZATION.The executives are provided with three pairs for every two years and workmen are given two pairs a year. For the purpose of safety in the Company they are also being provided with safety shoes. Operation and maintenance staff are given two pairs of safety shoes per year whereas the lady employees are provided with one pair of sandal every year.In addition to this a pair of raincoat is provided for every four years.

MEDICLAIM:

Mediclaim is a policy in which the company runs the hospitals for all the employees of ORGANIZATION and provides free medical facilities. HoThe organizationver the executives   joined the company after 1st April, 2002 are being covered under mediclaim policy

To meet the unforeseen relating to hospitalization employees the employees are covered under this policy.

This policy is applicable to all the executives for self, spouse , dependent parents and dependent children. Trainees will be covered under Mediclaim Policy for self only.

HOUSING:

Eligibility:

All employees are eligible for the accommodation in company quarters in the colonies at the locations.

House Rent Policy:

House rent will be recovered from the employees staying un the company provided quarters at Unit locations or Head Office. The amount for the same as follows:

Type of Quarter	Rent (Rs / month)
B Type Quarters	Rs.115/-
C Type Quarters	Rs. 155/-
C-D Type Quarters	Rs. 200/-
D Type Quarters	Rs. 360/-

There are two colonies in ORGANIZATION . One is the eastern colony for the workmen and the other is The organization colony for the execuitives.The colony is equipped with park , clubs with Gym, open air theatre, function hall ,swimming pool and one cricket ground.

Schooling facility is also being provided to the children. There are both English and Telugu medium schools in ORGANIZATION.The concept of Didi School is first time started and established here..

The employees are provided with best housing facilities for nominal rent, the electricity is supplied for subsidy rates and the pure drinking water is being supplied to the employees.

MEDICAL REAMBARSSMENT:

This policy is availed by the employees when there is non availability of medicines in the organizations.Medical Reambarssment facility exists for the treatment of employees outside the company hospital and for outside medicines.the employees has to submit the original medical bills to avail this facility.

PERSONAL ACCIDENT INSURANCE POLICY:

  Personal Accident Insurance covers the risk of death or disablement of the insured person arising directly or indirectly or connected or traceable to employment or otherwise.

APPLICABILITY: The policy is applicable to all executives and shall be effective from 15 october ,2008.

ELIGIBILITY: All executives including the trainees shall be covered under this policy.

COVERAGE: The insurance cover for self under this policy will be as follows:

Grade	Coverage (Rs. in lacs)
P	50
M1	40
M2	30
M3	20

M4	15
M5	15
M6	12
M7	10
M8 & M9	5

LEAVE TRAVEL ALLOWANCE

Eligibility:

 As per the terms of appointment.

Entitlement:

- LTA amount is equivalent to one month basic salary.

- To claim LTA a minimum of 5 days Privileged leave must be availed . This can be clubbed with The organizationekly off or a paid holiday.

- In the event of the LTA amount not being claimed by the employee in any given year , the LTA amount will be credited to the employee's account after deducting taxes with March salary.

MOBILE PHONE:

The executives are provided with mobile phones as pr the need.

GM and above:

 All executives in Grade M2 and above are entitled to Cell Phone facility.

- They may procure the Cell phone of their choice and submit the bills to the Finance Department for the reimbursement.

- The Finance department will issue thw cheque in favour of the executives for the maximum eligible amount in the Grade M2 , subject to actuals .

Employees below GM:

- Executivesin Grade below M2 be extended this facility under exceptional business exigencies with the approval of the Unit Head / HR Head of the company

- The executive after obtaining the written approval from the authority can buy the cell phone of his choice and submit the bill to the Finance department with the certification of t he Unit HR Head.

- The Finance Department will make the cheque in the f avour of the executive of the maximum eligible amount in the Grade as specified in the policy, subject to actuals.

SCHOLORSHIP:

Scholarship facility is being provided to the wards of executives and workmen for their higher education. To motivate employees wards to excel academically and seek admission in Premier institutions and build their career.

LITERATURE REVIEW

According to Edwin Flippo, "The process of Human Resources is the search for prospective employees and the stimulation and encouragement of them to apply for jobs in the organization."

Recruitment and selection are, in a nutshell, two sides of the same coin. They're very different from one another but both vital to the whole. It's useful for learning about potential candidates' skills and qualifications for actual or hypothetical openings in a company. It connects those looking for work with those who can offer them a position.

Korsten (2003) and Jones et al. (2006)

Human resource management theorists like Korsten (2003) and Jones et al. (2006) extol the virtues of using interviews, assessments, and aptitude tests as part of a thorough hiring procedure. Furthermore, they clarified that the recruitment procedure could take place online, in addition to being internal or external. As a rule, this method relies on tiers such as employment policies, job descriptions, advertisements, the application and interview stages, evaluations, final selections, and training. (Korsten 2003).

Jones et al. (2006) argued that looking at examples of recruitment policies in the healthcare, business, or industrial sphere can shed light on the procedures for developing such policies and outlining managerial goals.

Examining the job description, the job market, conducting thorough interviews, and administering psychological tests are all effective ways to find qualified applicants for open

positions. Interviews and assessments are also conducted by subject matter experts (SMEs), who pay special attention to job analysis, the emotional intelligence of inexperienced candidates, and corporate social responsibility. Jones et al. (2006) detail additional methods of selection, such as a variety of interviews, role playing, group discussions, group duties, and so on.

The hiring process is at the center of any management strategy, and if it goes wrong, it can have far-reaching consequences for a business, such as decreased profits and an inadequate number of workers or skill sets. (Jones et al. 2006). Inadequate recruitment can lead to a shortage of workers or stymie managerial decision making. Moreover, the recruitment process as a whole can be improved by adopting concepts from management theory. Rodger's seven point plan, Munro-Fraser's five-fold scoring system, in-person interviews, and psychological testing are all tools proposed to improve the hiring process. (Jones et al. 2006).

Writings of Alan Price from 2007:

Recruitment and selection, as defined by Price (2007) in Human Resource Management in a Business Context, is the activity of seeking out and drawing qualified job applicants. Recruitment, he argues, is more than just a matter of choosing from a pool of candidates; it also requires strategic thinking on the part of managers and extensive preparation to get the right people in the right positions. Existing competition exists between businesses to hire the most potential workers in the process of developing new innovations, with management decision making and employers seeking to hire only the best candidates who will thrive in the unique corporate culture and set of values of the organization. (Price 2007). This would indicate that management is looking for candidates who are not only qualified but also have the necessary skills for the open job, such as teamwork. Given the importance of teamwork in any managerial role, team member skills should be a priority for any aspiring manager. (Price 2007).

OBJECTIVES OF THE STUDY

1. Defining Organizational Structure And Driving
2. Productivity
3. Building Coordination Between Organizational Departments
4. Offering Employee Satisfaction.

NEED OF THE STUDY

Human resource management, employee happiness, and company loyalty are all topics that could benefit from the insights provided by this investigation. The building industry in India is expanding rapidly. As a result, it is important to employ effective and knowledgeable human resources strategies. As a result of the research conducted here, the field of construction in India will advance, which could have a beneficial effect on the country's economy. It will also shed light on the significance of human resource management practises to the construction industry and their inherent nature.

STATEMENT OF THE PROBLEM

Human resources practises and procedures within the organisation are the primary focus. The study's primary focus is on the central platform of HR policies and their bearing on the organization, the management of its human resources, the structure of its HR procedures, the inspiration of its workforce, and the like.

The study's central findings were all of those. Many details and procedures have been overlooked or may not be of concern when researching or implementing HR policies and procedures. It could lead to an inaccurate HR picture for the company. The main emphasis, however, was on the concrete.

SCOPE OF THE STUDY

Human capital is the most valuable resource for any business. As things stand now. The effectiveness of a company's human resources policies is crucial to the success of the business as a whole. Therefore, the project's potential to aid the company's success in the face of fierce global competition is substantial.

The heart of the project is the development of an HR policy manual through analysis and assessment.

METHODOLOGY

This study is of the descriptive variety. This provides an overview of the Organization's effective methods for managing its human resources. This report was created using

information gleaned from interviews (both formal and informal), discussions with company representatives, and their website. There has been a combination of primary and secondary research.

DATA COLLECTION TECHNIQUES

I. Primary sources:

- Discussion with the personnel of The Organization.

- Casual interview and individual discussion with employees.

- Personal observation on the activities of HR department.

II. Secondary sources:

- Annual report, publications, training materials

- Periodical statements of the company, brochures, booklets etc.

- Official Website of the Organization.

- Documentary file of the Organization.

Sampling

Sample plan is definite plan for obtaining a sample from a given population.

- **Population**

 All the employees of **Organization** have been considered as the population of the study.

- **Sampling unit**

Employees who is working in organization

- **Sample size**

Total sample size was 50 employees.

- **Sample Design**

The non-probability convenience sampling procedure is used in survey to collect the information and make this report accurately.

- **Questionnaire Design**

The questionnaire that was made had only one-choice questions. Interviews typically last between 15 and 20 minutes. The questionnaire features both multiple-choice and determinant questions, as well as questions scored on a Likert scale.

Abbreviation

HR= Human Resource

LC= Letter of Credit

RR= Retention Ratio

LIMITATION OF THE STUDY

Using data from multiple sources is essential for providing up-to-date information and making this answer read well. Despite my best efforts, I was missing a critical piece of information right before the exam. As a result, this research has its own set of caveats. We'll talk about a few issues and restrictions here:

- It's very challenging to become proficient in the day-to-day operations and strategy of a company in just three months.
- • An inability to properly understand contemporary HR policies.
- • It was challenging for me to voice some of the more delicate issues as a temporary company employee.
- • Due to surge keeping money hours, concerned employees did not provide enough time. As a result, I had to work through some difficulties in order to fully grasp the reasons behind some tasks.
- • The most recent year's numbers and information are not posted on the company website.
-

DATA ANALYSIS AND INTERPRETATION

Q1 Designation

| Option	Respondents	Percentage
Executive	70	70%
Non-Executive	30	30%
Total	**100**	**100%**

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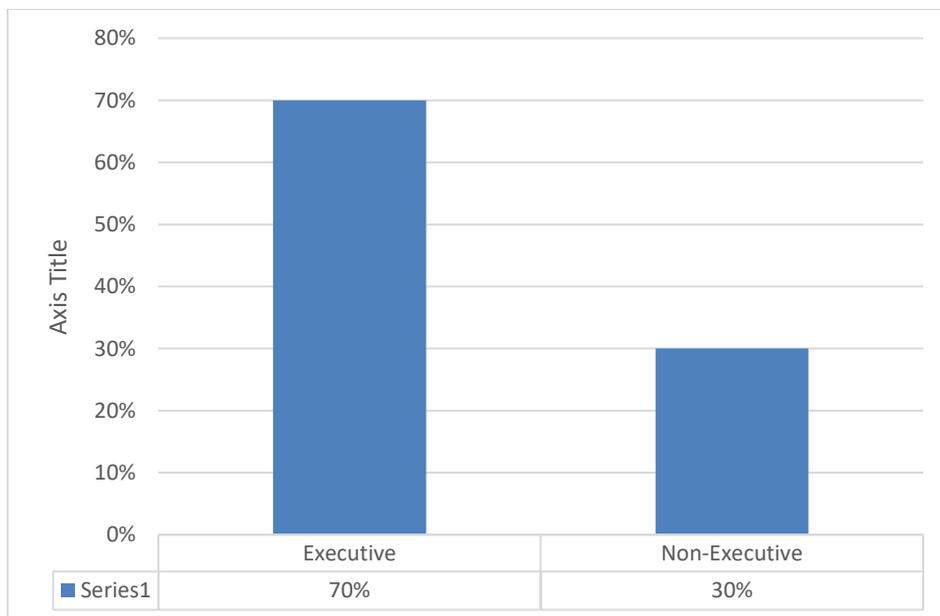
Fig. 5.1

INTERPRETATION

As per above analysis 70 percent of respondents were working as an executive and 30 percent were working as a non-executive.

Q2 Gender

Option	Respondents	Percentage

Male	55	55%
Female	45	45%
Total	**100**	**100%**

Table 5.2
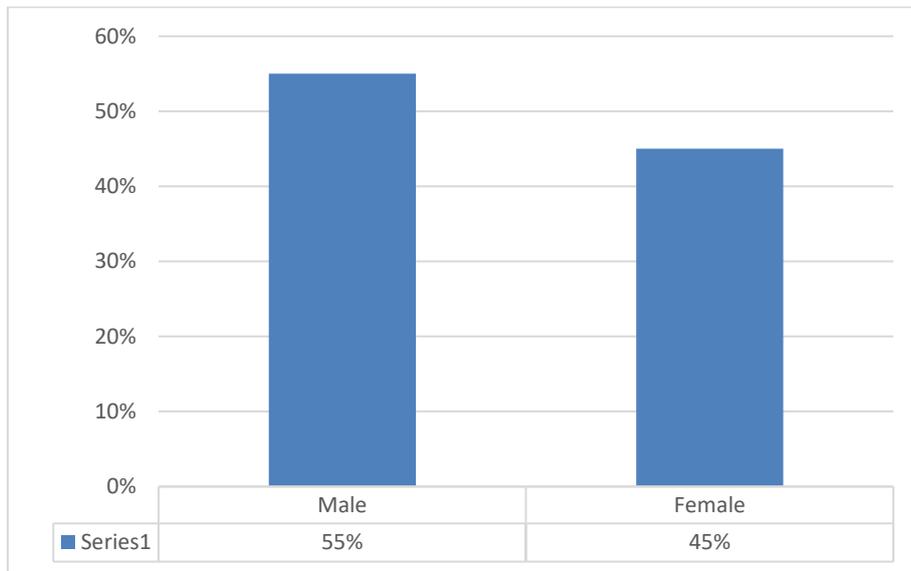
Fig. 5.2

INTERPRETATION

As per above analysis 55 percent were male and 45 percent were female.

Q3 **Age**

Option	Respondents	Percentage
21-30	12	12%
31-40	27	27%
41-50	40	40%
50-60	21	21%
Total	**100**	**100%**

Table5.3
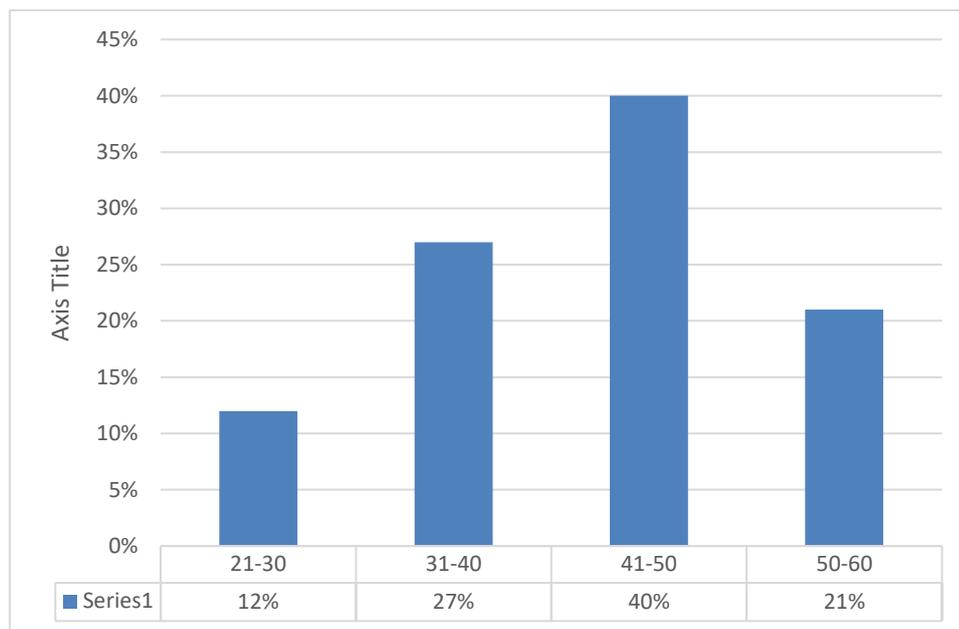
Fig. 5.3

INTERPRETATION

As per above analysis12 percent were in the age group of 21-30, 27 percent were in the age group of 31-40, 40 percent were in the age group of 41-50, 21percent were in the age group of 50-60.

Q4 Experience

| Option	Respondents	Percentage
1-10	21	21%
1-15	27	27%
16-20	25	25%
21 & Above	27	27%
Total	**100**	**100%**

Table 5.4
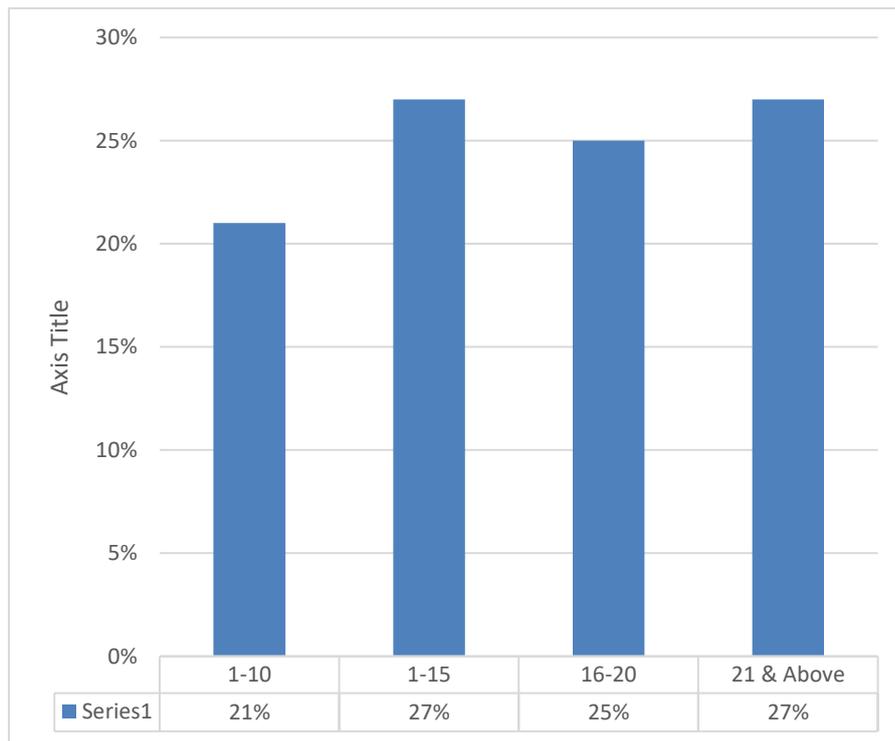
Fig 5.4

INTERPRETATION

As per above analysis 21 percent have 1-10 year of experience, 27 percent have 1-15 years, 25 percent have 16-20 and 27 percent have 21 and above experience.

Q5 There are challenges in implementation of reservations in recruitment of employees

| Option	Respondents	Percentage
Agree	21	21%
Disagree	21	21%
Neutral	37	37%
Strongly Agree	11	11%
Strongly Disagree	10	10%
Total	**100**	**100%**

Table 5.5
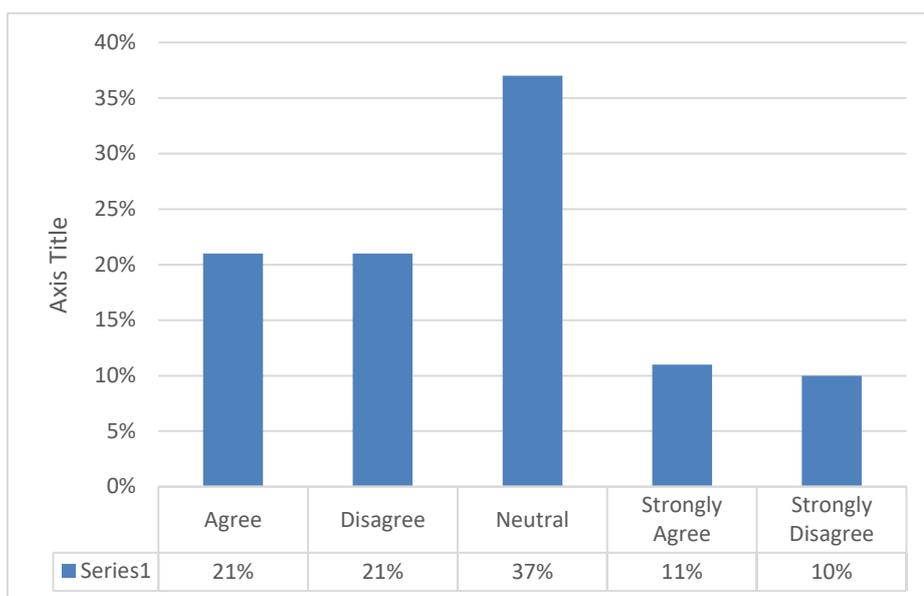
Fig. 5.5

INTERPRETATION

As per above analysis 21 percent agree that there are challenges in implementation of reservation in recruitment of employees, 21 percent disagree, 37 percent neutral, 11 percent strongly agree, 10 percent strongly disagree

Q6 **There are challenges in implementation of promotion policy of executives**

| Option	Respondents	Percentage
Agree	39	39%
Disagree	17	17%
Neutral	19	19%
Strongly Agree	23	23%
Strongly Disagree	2	2%
Total	**100**	**100%**

Table 5.6
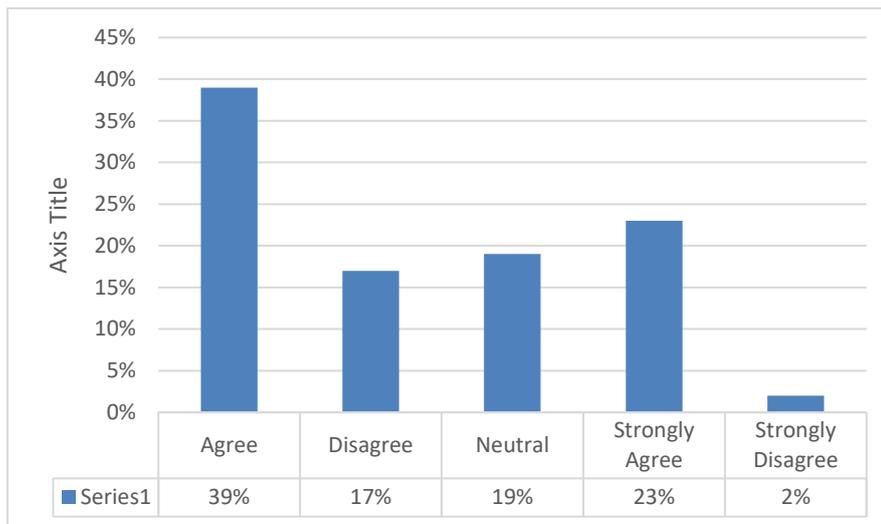
Fig. 5.6

INTERPRETATION

As per above analysis 39 percent agree that challenges in implementation of promotion policy of executives, 17 percent disagree, 19 percent neutral, 23 percent strongly agree, 2 percent strongly disagree

Q7 Do you feel any challenges in implementing PMS for achieving the goals and improvement tasks

| Option	Respondents	Percentage
Agree	39	39%
Disagree	17	17%
Neutral	24	24%
Strongly Agree	12	12%
Strongly Disagree	8	8%
Total	**100**	**100%**

Table 5.8
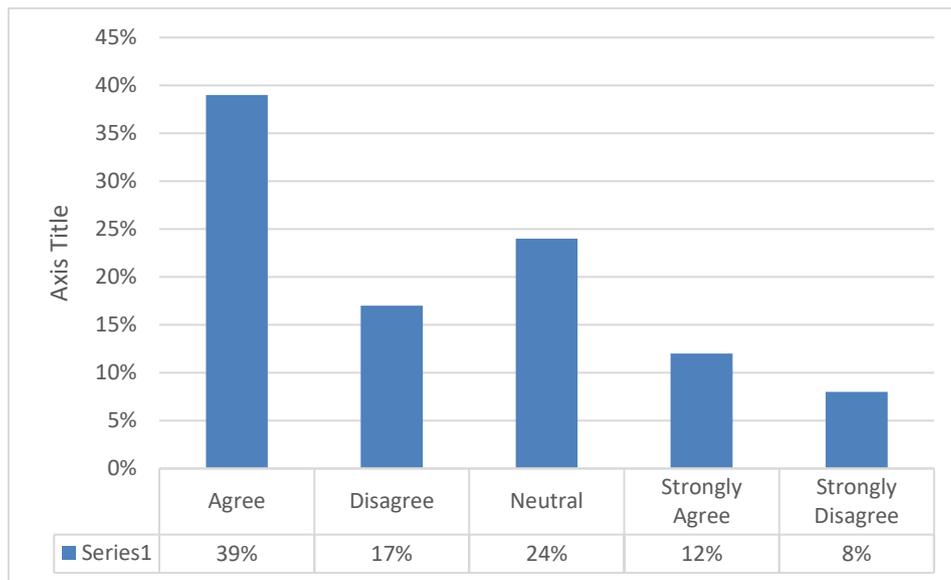
Fig. 5.8

INTERPRETATION

As per above analysis 26 percent agree that challenges faced in implementation of medical policies during the covid times, 17 percent disagree, 35 percent neutral, 14 percent strongly agree, 8 percent strongly disagree

Q8 Do you feel any challenges in implementing PMS for achieving the goals and improvement tasks

| Option	Respondents	Percentage
Agree	31	31%
Disagree	27	27%
Neutral	14	14%
Strongly Agree	25	25%
Strongly Disagree	3	3%
Total	**100**	**100%**

Table 5.9
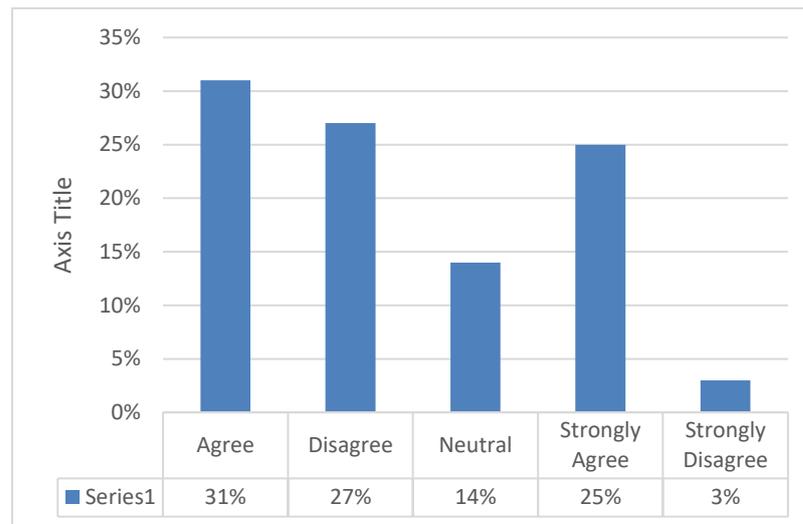
Fig. 5.9

INTERPRETATION

As per above analysis 31 percent agree that challenges in implementing PMS for achieving the goals and improvement tasks, 27 percent disagree, 14 percent neutral, 25 percent strongly agree, 3 percent strongly disagree

Q9 Do you feel any challenges in organizing the training and development programs through online mode

| Option	Respondents	Percentage
Agree	44	44%
Disagree	7	7%
Neutral	36	36%
Strongly Agree	12	12%
Strongly Disagree	1	1%
Total	**100**	**100%**

Table 5.10
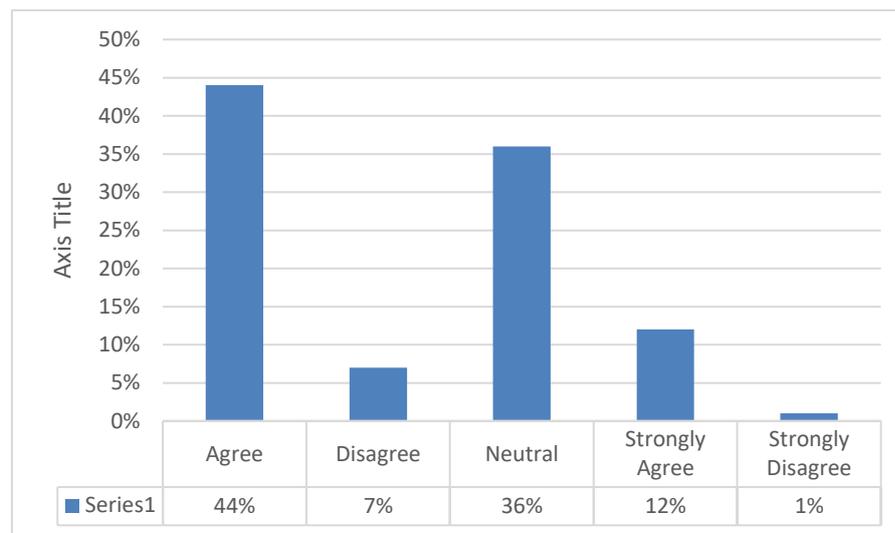
Fig. 5.10

INTERPRETATION

As per above analysis 44 percent agree that challenges in organizing the training and development programs through online mode, 7 percent disagree, 36 percent neutral, 12 percent strongly agree, 1 percent strongly disagree

FINDINGS

- The company encourages its employees to develop their full potential by providing opportunities for internal and external training, reorientation, lateral movement, and self-directed professional growth.
- The policy is designed to help each person develop to his fullest potential so that he can help the organisation and himself reach greater heights.
- The Policy encourages the use of teams as the primary tool in all endeavours.
- The Policy establishes a fair, rational, and objective framework for incentives, sanctions, and oversight.
- Employee motivation and morale can be kept high thanks to the Policy's timely and appropriate recognition of valuable contributions.
- To what extent do workers agree they understand what is expected of them in terms of their performance?
- Workers are aware of how their efforts contribute to the larger business objectives.

- Staff are motivated to give 100% every day because of the company's supportive culture.

- The employees are dissatisfied with the organisation's decision-making and communication processes because sensitive information is being leaked.

- There is a lack of appreciation for the staff's efforts and achievements, and consequently, there are not enough rewards for them.

- The workers complain that their salaries do not adequately reflect the value they add to the company..

SUGGESTIONS AND RECOMMENDATION

- Both the 360-degree and the 180-degree evaluation systems are used to assign ratings to employees' Performance Reviews.

- Second, the company should put an emphasis on a mentoring programme to help employees progress in their careers.

- The business should start administering psychometric tests to its employees.

- The training is mandatory for all employees, regardless of their position.

- Different departments need to figure out how to cooperate effectively with one another.

- Sixth, employees need to know that their hard work is appreciated. The company ought to institute a flexible rewards programme to make workers feel valued.

- Seven, communication within the company is now open and reliable.

- Putting a missing piece of the puzzle together, number eight.

- The process of administering salaries and wages needs to be given more scientific consideration, with a focus on providing comparable workers with comparable pay.

CONCLUSION

Human resources are one of a country's most valuable assets when it comes to economic development. In both developed and developing countries, economic expansion is directly proportional to the level of human resource development. The mind is credited as the driving force behind all development. The human body and mind are solely responsible for all of humanity's achievements, both in terms of quantity and quality. It doesn't matter how many resources a country has if its people aren't doing well for themselves.

Therefore, a nation's economic development is tied to its ability to nurture and direct its human resources effectively. As Adam Curle put it, "countries are underdeveloped because most of their people are underdeveloped." Individual and communal goals are pursued through the most efficient use of available human resources. A company's performance and output are directly related to the quantity and quality of its human resources. A business has a better chance of succeeding and staying in business if it employs the Right People. All groups are the same in this regard, and similarly, individuals need other people in order to develop. Investing in HR training and education is essential for the success of any business or sector.

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