Study on HR policies and practices with reference to Excel Engineering and Equipments, Coimbatore

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Abstract : Human resource policies are continuing guidelines on the approach the organization intends to adopt in managing its people. It represents specific guidelines to HR managers various matters concerning employments. It states that intend of the organization about different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They define the conception and value of the organization on how people and things should be treated. Therefore, it serves as a reference point when human resources management practices are being developed or when decisions are being made about people. A good HR policy could provide generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employments. A procedure spells out precisely what action should be taken in line with the policy. The main objective of the study is to understand the problem and to analyze the perception of employees on HR practices implemented. For this purpose a sample of 124 was collected from respondents were percentage analysis, descriptive statistics and Kruskall Wallis test and one-way ANOVA were used as tools to analyze the data and the conclusion is that Evaluation and periodic assessment are important for improvement and effectiveness.

Keywords: Human Resource management, Recruitment, Promotion, Compensation and Training

INTRODUCTION TO THE CONCEPT OF THE STUDY

A HR policy is a formalized human resources document that presents a broad overview of standard operating policies and procedures for an organization. It is an essential document that provides structure and establishes consistency and discipline in decision-making and employee behaviour. HR policy is a booklet or a piece of document that gives the reader a fair idea of the working procedures of the particular company or organization. They give guidelines on how to apply the rules and regulations that a company has set for its functioning. This kind of policy is especially useful for HR officials so that they do not break rules that may lead the company to societal and legal problems. Thus, it is quite evident that an HR policy is of some importance to organizations for smooth functioning. They also need to be reviewed and revised time and again so that the management of the company keeps up with the changing trends and also keep tract of new legal acts that may be enforced upon the working of organizations.

The HR manuals of most companies usually deal with the company policies regarding the following areas of operation. These include ways and categories of hiring support staff and academic staff, guidelines for fixed-term employment, policies for selection and recruitment, position descriptions, working hours of main and support staff, guidelines for annual leaves and sick leaves and other forms of leaves, salary packages for the various positions, guidelines to staff grievances, etc. Along with these, the other things such manuals deal with are: Selection and Recruitment, Methods of employment and working hours, Flexibility of employment and development of staff, Opportunity for equal employment, Superannuation and remuneration, Leave, Safety and occupational health, Disciplinary procedures and termination of employment, and other employment related provisions.

The HR policy is an excellent place to bring together employment and job-related information which employees need to know, such as holiday arrangements, company rules and disciplinary and grievance procedures.

It can also provide useful source of information to new staff as part of the induction process. A written HR policy gives clear advice to employees and creates a culture where issues are dealt with fairly and consistently.

ABOUT THE COMPANY

Basic Information	
Nature of Business	Exporter and Manufacturer
Additional Business	Exporter
	Trader
Company CEO	Nanda Kumar Chinnasamy
Key Customers	Sri Ranganathar Industries Private Limited
	Anugraha Valve Castings Limited, Coimbatore
	Sanmar Foundries Limited
	Auditra Engineering Co.
	Tata Metaliks Kubota Limited
Registered Address	No. 3/139, ChinnaThadagam Road, Pannimadai Post, , Coimbatore- 641 007, Tamil Nadu, India
Industry	Manufacturing and Trading of Engineering Equipment.
Total Number of Employees	100 to 125 People
Year of Establishment	2001
Legal Status of Firm	Partnership Firm
Promoter	Ms. Suguna
Annual Turnover	2010-11 Rs. 2 - 5 Crore Approx.

STATEMENT OF THE PROBLEM

Employing staff fairly and expertly, ensuring they are properly inducted, and ensuring they are aware of the required standards of business conduct they need an effective HR policy including the policies and procedures of the organization. HR manager finds difficult to search the required information without an effective manual. And also to minimize the time indulged in explaining the policies and procedures of the organizations to the newly employed staff they require an effective HR policy explaining all the methods, policies and procedures of the organization.

OBJECTIVES OF THE STUDY

- To study the multi various functions of HRM"s and their relevance in achieving the targeted engineering companies objectives
- To analyse the level of acceptance of employees on HR practices.
- To analyse the practical difficulties in implementing present HR policy in engineering & equipment's company
- To suggest about the perception of employees on HR practices implemented.

SCOPE OF THE STUDY

The study is to examine the HR Policies and Practices at Excel Engineering and Equipments, Coimbatore.
- ➢ To understand the various functions of HRM affecting the HR policies and practices.
- ➢ To study the demographic variables towards the acceptance of HR policies and practices.
- ➢ The study will be extended to other Engineering industries from various cities.
- ➢ The study will be extended to all the sectors as well.

➤ The study will be extended to other cities of various states.

RESEARCH DESIGN AND METHODOLOGY
Research design: Descriptive research design is adopted for the present study.
Data collection
Primary data: Primary data was collected from the employees at Excel Engineering and Equipments, Coimbatore using structured questionnaire.
Secondary data: The secondary data was collected from websites, journals and articles.
Sampling design: The targeted units' employee working in Coimbatore and simple random sampling technique was used towards the study.
Sample size: The sample size of the study is 124.
Statistical tools used for analysis: Percentage analysis, Descriptive statistics, Kruskal Wallis test and One-way Anova,

LIMITATIONS OF THE STUDY
• Only 124 samples has been taken for the study.
• There may be a bias towards primary data collected from the respondents.
• The study time is restricted to 2 months.

ANALYSIS AND INTERPRETATION
Demographic and socio graphic profile of the respondents

Demographic and socio graphic profile of the respondents	Particulars	Frequency	Percent
Gender	Male	86	69.4
	Female	38	30.6
	Total	124	100
Age	18 – 25 yrs	35	28.2
	26 – 35 yrs	45	36.3
	36 – 45 yrs	12	9.7
	46 – 55 yrs	32	25.8
	Total	124	100
Marital status	Single/Unmarried	27	21.8
	Married	62	50
	Divorced	33	26.6
	Separated	2	1.6
	Total	124	100
Educational qualification	SSLC	17	13.7
	HSC	3	2.4
	Diploma	57	46
	UG	24	19.4
	PG	23	18.5
	Total	124	100
Designation	Technical support staff	46	37.1
	Executive	40	32.3
	Supervisor	5	4
	Manager	8	6.5
	Assistant Manager	8	6.5

	Customer Support	17	13.7
	Total	124	100
Department	Manufacturing /Technical Support	33	26.6
	Human Resource	10	8.1
	Sales / Marketing	56	45.2
	Purchase	7	5.6
	Administration	18	14.5
	Total	124	100
Employment	Permanent	43	34.7
	Temporary	8	6.5
	Contract	72	58.1
	Part - Time	1	0.8
	Total	124	100
Occupational income	Below Rs.10,000	1	0.8
	Rs.10001 – 15,000	70	56.5
	Rs15,001 – 20,000	14	11.3
	Rs.20,001 – 25,000	31	25
	Above Rs, 25,000	8	6.5
	Total	124	100
Working experience	Less than a year	5	4
	2 to 5 yrs	48	38.7
	6 to 10 yrs	69	55.6
	Above 15 yrs	2	1.6
	Total	124	100

The above tables shows about demographic variables were out of 124 respondents 69.4% are male, and 30.6% are female. 28.2% from the age group between 18 – 25 yrs, 36.3% from the age group between 26 – 35 yrs, 9.7% from the age group between 36 – 45 yrs, 25.8% from the age group between 46 – 55 yrs. 21.8% are Single/Unmarried, 50.0% are married, 26.6% are divorced and 1.6% are separated. Its shows that most of the respondents are married. 13.7% have completed their SSLC, 2.4% have completed their HSC, 46.0% have completed their diploma, 19.4% have completed their UG, 18.5% have completed their PG level. 37.1% are working as technical support staff with the company, 32.3% are working as executive, 4.0% are working as supervisors, 6.5% are working as manager and assistant managers and 13.7% are working with customer support. 26.6% are working with manufacturing /technical support department, 8.1% are working with Human Resource department, 45.2% are working with sales/marketing department, 5.6% are working with purchase department and 14.5% are working with administration department. 34.7% are working as permanent employees, 6.5% are working as temporary employees, 58.1% are working as contract employees and 0.8% are working as part – time employees. 0.8% are earning below Rs.10,000, 56.5% are earning between Rs.10001 – 15,000, 11.3% are earning between Rs15,001 – 20,000, 25.0% are earning between Rs.20,001 – 25,000, and 6.5% are above Rs,25,000. 4.0% are having working experience less than a year, 38.7% are having working experience between 2 to 5 years, 55.6% are having working experience between 6 to 10 years, and 1.6% are having working experience above 15 years.

ACCEPTANCE OF RESPONDENTS TOWARDS PLANNING OF CURRENT POLICIES AND PRACTICES
Descriptive Statistics

Particulars	N	Mean	SD
CPP1	124	3.66	1.229

CPP2	124	3.63	1.199
CPP3	124	3.58	1.162
CPP4	124	3.40	1.140

The respondents agree towards having a long-term human resources planning (3.66), Using forecasting tools to determine the future needs of human resources (3.63), analyzing the internal and external environment to determine the presence and abundance of human resources (3.58) and job analysis done for vacancies (3.40).

Comparison between demographic variables and acceptance of respondents towards planning of current policies and practices
H1: There is no relationship between demographic variables and acceptance of respondents towards planning of current policies and practices

Demographic variables	Particulars	N	Mean Rank	Chi-Square	Asymp. Sig.
Gender	Male	86	79.48	65.338	0.000
	Female	38	24.08		
	Total	124			
Marital Status	Single/Unmarried	27	32.41	9.870	0.002 `
	Married	62	50.48		
	Total	89			

From the above table it is inferred that, the significance values 0.000 & 0.002 are less than 0.05. H1 is rejected and alternative hypothesis is accepted.
There is a relationship between gender (0.002), marital status (0.002) and acceptance of respondents towards planning of current policies and practices.

Gender
It depicts that male respondents (79.48) have high-level of acceptance towards planning of organization towards current policies and practices.
Marital Status
It depicts that married respondents (50.48) have high-level acceptance towards planning of organization towards current policies and practices.

Comparison between demographic variables and acceptance of respondents towards planning of current policies and practices
H2: There is no relationship between demographic variables and acceptance of respondents towards planning of current policies and practices

Demographic variables	Particulars	N	Mean	SD	F	Sig
Age	18 – 25 yrs	35	4.34	0.795	59.994	0.000
	26 – 35 yrs	45	4.06	0.760		
	36 – 45 yrs	12	3.23	0.598		
	46 – 55 yrs	32	2.16	0.653		
	Total	124	3.57	1.141		
Educational Qualification	SSLC	17	4.88	0.485	28.345	0.000
	HSC	3	3.75	0.661		
	Diploma	57	2.79	0.861		
	UG	24	3.71	0.698		
	PG	23	4.35	1.057		
	Total	124	3.57	1.141		
Designation	Technical support staff	46	4.14	0.681	23.916	0.000

Demographic variables	Particulars	N	Mean	SD	F	Sig
	Executive	40	2.62	1.095		
	Supervisor	5	3.00	0.984		
	Manager	8	4.94	0.177		
	Assistant Manager	8	4.75	0.707		
	Customer Support	17	3.24	0.519		
	Total	124	3.57	1.141		
Department	Manufacturing /Technical Support	33	4.44	0.758		
	Human Resource	10	4.68	0.646		
	Sales / Marketing	56	2.78	0.904	36.698	0.000
	Purchase	7	5.00	0.000		
	Administration	18	3.26	0.518		
	Total	124	3.57	1.141		

From the above table it is inferred that, the significance value 0.000 is less than 0.05. H2 is rejected and alternative hypothesis is accepted.

Hence, there is a significant difference between age (0.000), educational qualification (0.000), designation (0.000), department (0.000) and acceptance of respondents towards planning of current policies and practices.

Age

The respondents from the age group between 46 – 55 yrs (2.16) disagree towards planning of current policies and practices. The respondents from the age group between 36 – 45 yrs (3.23) agree towards planning of current policies and practices. The respondents from the age group between 18 – 25 yrs (4.34),26 – 35 yrs (4.06) strongly agree towards planning of current policies and practices.

Educational Qualification

The respondents who have completed their diploma (2.79) disagree towards planning of current policies and practices. The respondents who have completed their HSC (3.75), UG (3.71) agree towards planning of current policies and practices. The respondents who have completed their SSLC (4.88), PG (4.35) strongly agree towards planning of current policies and practices.

Designation

The respondents who are executives (2.62) agree and the respondents who are supervisors (3.00) neutral towards planning of current policies and practices. The respondents who are working in customer support (3.24) agree and the technical support staffs (4.14), assistant managers (4.75) and managers (4.94) strongly agree towards planning of current policies and practices.

Department

The respondents who are working in sales/marketing department (2.78) agree and the respondents who are working in administration (3.26) agree towards planning of current policies and practices. Meanwhile, the respondents who are working in manufacturing /Technical Support (4.44), human resource (4.68) and purchase (5.00) strongly agree towards planning of current policies and practices.

JOB ANALYSIS AND DESIGN

Descriptive Statistics			
Particulars	N	Mean	SD
JAD1	124	3.88	.832
JAD2	124	3.81	.830
JAD3	124	3.85	.852
JAD4	124	3.85	.843
JAD5	124	3.84	.859

The employees agree towards clear job description (3.88), functional requirements changing each year depending on the work's requirements (3.81), adopting standards in designing jobs (3.85), pursuing policy of

enriching the work by adding tasks to jobs (3.85) and expanding work horizontally by adding new responsibilities (3.84).

RECRUITMENT AND SELECTION

Descriptive Statistics			
Particulars	N	Mean	SD
RS1	124	3.65	.735
RS2	124	3.63	.759
RS3	124	3.66	.764
RS4	124	3.69	.748
RS5	124	3.71	.752
RS6	124	3.69	.745
RS7	124	3.65	.735
RS8	124	3.71	.773

The respondents agree towards filling most of the vacancies by its internal employees (3.65), Using human resources employment's offices available in the market to fill most vacancies (3.63), bank seeking to obtain higher skills and competencies in the market (3.66), disclosing information to applicants regarding the steps and criteria of the selection process (3.69), selection testing of the organization where working conducted by trained and impartial people (3.71), competitive selection processes attracting competent people (3.69), using various selection instruments (3.65) and communicating performance results to candidates at the end of the selection process (3.71).

TRAINING, DEVELOPMENT & EDUCATION

Particulars	N	Mean	SD
TDE1	124	4.00	.598
TDE2	124	3.94	.695
TDE3	124	3.90	.655
TDE4	124	4.06	.537
TDE5	124	3.90	.648

The respondents agree towards stimulating learning and application of knowledge for successful accomplishment of their duties (3.94), investing in their development and education promoting their personal & professional growth in a broad manner (3.90) and making an assessment of training & development before & after the assessment (3.90). Meanwhile, the respondents strongly agree towards identifying periodical training needs (4.0) and strongly agree towards training evaluated by participants (4.06).

MOTIVATION

Particulars	N	Mean	SD
MOT1	124	3.88	.632
MOT2	124	3.88	.682
MOT3	124	3.92	.670

The respondents agree towards providing incentives for theirstaff (3.88),rewards in their bank are based on performance (3.88) and focusing on equity in the distribution of rewards among employees (3.92).

COMPETENCY-BASED PERFORMANCE APPRAISAL

Descriptive Statistics			
	N	Mean	SD
CBPA1	124	3.79	.799
CBPA2	124	3.78	.792

CBPA3	124	3.77	.835
CBPA4	124	3.92	.728
CBPA5	124	3.94	.752

The respondents agree towards applying a policy of performance's evaluated regularly & periodically (3.79), using a variety of methods to assess the performance depending on the nature of the jobs (3.78), competency-based performance appraisals provides the basis for an employee development plan (3.77), Competency-based performance appraisals is the basis for decisions about promotions & salary increase (3.92) and disseminates competency-based performance appraisal criteria & results to its employees (3.94).

FINDINGS
- Most of the respondents male.
- Maximum of the respondents from the age group between 26 – 35 yrs.
- Most of the respondents are married.
- Maximum of the respondents have completed their diploma level.
- Most of the respondents are working as technical support staff.
- Maximum of the respondents taken for the study are working with sales and marketing department..
- Most of the respondents are working as contract employees.
- Maximum of the respondents are earning between Rs.10001 – 15,000.
- Most of the respondents are having working experience between 6 to 10 years.
- Maximum of the respondents are neutral towards structured and standardized interviews used in firm..
- Most of the respondents said that the company is flexible to the policies.
- Maximum of the respondents said that tot-stove rule is the factor for degree principles of administering discipline relevant to the organization.

Job analysis and design
The employees agree towards clear job description, functional requirements changing each year depending on the work's requirements, adopting standards in designing jobs, pursuing policy of enriching the work by adding tasks to jobs and expanding work horizontally by adding new responsibilities .

Comparison between demographic variables and acceptance of respondents towards job analysis and design of current policies and practices
Age
The respondents from the age group between 36 – 45 yrs, 26 – 35 yrs agree towards job analysis and design of current policies and practices. Meanwhile, the respondents from the age group between 18 – 25 yrs,46 – 55 yrs strongly agree towards job analysis and design of current policies and practices.
Educational Qualification
The respondents who have completed their Diploma, completed their HSC, UG agree towards job analysis and design of current policies and practices. The respondents who have completed their SSLC, PG strongly agree towards job analysis and design of current policies and practices.
Designation
The employees who are executives,supervisors, working in customer support, technical support staffs agree towards job analysis and design of current policies and practices. The employees who are assistant managers, managers strongly agree towards job analysis and design of current policies and practices

SUGGESTIONS
Traditional practicing of searching based on competency alone may not be useful for attracting applicants to organizations. Organizations should also align many HR functions, such as selection, assessment, training needs assessment, promotion, and pay determination through the use of competencies (Lievens et al., 2004). Competencies are prevalent and invasive in many organizations, and thus, future research should examine how the use of competency models affects employee performance and satisfaction with various competencies-focused functions. While organizations may not rely on providing competency information to recruit employees, competencies are useful for organizations in many other domains. It is important to examine employees' attitudinal and behavioural responses to such practices.

CONCLUSION
The conclusion is that Evaluation and periodic assessment are important for improvement and effectiveness.

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