

HR POLICIES AT GMR HYDERABAD

T Venkateshwari ^[1]

MBA Student

Dr M Narasimha ^[2]

ASSOCIATE PROFESSOR

^[1,2]MASTER OF BUSINESS ADMINISTRATION

^[1,2]Megha Institute of Engineering and Technology for Women, Sy. No. 7, Edulabad Road, Edulabad, Ghatkesar, Telangana.

ABSTRACT

Human resource management is concerned with people element in management. Since every organization is made up of people, acquiring their services, developing their skills/ motivating to high level of performances and ensuring that they continue to maintain their commitments to the organization which are essential to achieve organizational objectives.

This project is meant to know the Human Resource Policies in the organization. The HR Policies are a tool to achieve employee satisfaction and thus highly motivated employees. The main objective of various HR Policies is to increase efficiency by increasing motivation and thus fulfill organizational goals and objectives.

The objective is to provide the reader with a framework of the HR Policy Manual and the various objectives that the different policies aim to achieve. The main focus was on the managerial levels of employees in GMR INFRA Ltd.

INTRODUCTION

HUMAN RESOURCE POLICIES

Human Resource Policies refers to principles and rules of conduct which “formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of the organization objectives.

HR Policies cover the following:

1. Policy of hiring people with due respect to factors like reservations, sex, marital status, and the like.
2. Policy on terms and conditions of employment-compensation policy and methods, hours of work, overtime, promotion, transfer, lay-off and the like.
3. Policy with regard medical assistance-sickness benefits, ESI and company medical benefits.
4. Policy regarding housing, transport, uniform and allowances.
5. Policy regarding training and development-need for, methods of, and frequency of training and development.
6. Policy regarding industrial relations, trade-union recognition, collective bargaining, grievance procedure, participative management and communication with workers.

FORMULATING POLICIES

There are five principal sources for determining the content and meaning of policies:

1. Past practice in the organization.
2. Prevailing practice in rival companies.
3. Attitudes and philosophy of founders of the company as also its directors and the top management.

4. Attitudes and philosophy of middle and lower management.
5. The knowledge and experience gained from handling countless personnel problems on day to day basis.

NEED FOR THE STUDY

This project aims at gaining an overall knowledge of HR policies, organizational-structure and compensation management of GMR INFRA Ltd and comparing it with other top companies. This provides as the basis for total learning about how a good HR Policy helps a company to grow by utilizing the human resource which is one of the most important assets of any company.

SCOPE OF THE STUDY

1. In any organization human resource is the most important asset. In today's current scenario, GMR INFRA Ltd is a very large Service based Organisation.
2. As most of the company's overall performance depends on its employee's performance which depends largely on the HR POLICIES of the organization.
3. So the project has wide scope to help the company to perform well in today's global competition.
4. The core of the project lies in analyzing and assessing the organization and to design an HR POLICY manual for the organization.

OBJECTIVES OF THE STUDY

1. To study the HR Policies of the company.
2. To study the amendments made in the HR Policies of GMR INFRA Ltd since the time of incorporation.
3. To incorporate the amendments in the base policy and prepare a final policy.
4. To design a HR Policy manual for the company with special emphasis on the "Managerial Service Conditions".

RESEARCH METHODOLOGY

1. METHOD OF DATA COLLECTION

The researcher has chosen the questionnaire methods of data collection due to limited time in hand. While designing data-collection procedure, adequate safeguards against bias and unreliability must be ensured. Researcher has examined the collected data for completeness, comprehensibility, consistently and reliability.

Researcher has also gathered secondary data which have already been collected and analyzed by someone else. He got various information from journals, historical documents, magazines and reports prepared by the other researchers. For the present piece of research the investigator has used the following methods:

- Questionnaire
- Interview
- Observation

2. SAMPLE SIZE

Here, researcher has taken 100 as the sample size.

LIMITATIONS OF THE STUDY

- The information collected and opinions are of customers as to what they feel. Thus the accuracy and information collected depends upon the perception of each respondent and circumstances involved.
- VERY TIME CONSUMING in the fast competitive market everybody is busy in performing his /her job. It is really hard for the managers to spare time. So it is time consuming.
- TIME CONSTRAINTS understanding the work culture of any organization in few weeks is very hard task. For doing project few weeks are not enough. Managers were very busy so managing time with them was quite difficult.
- As the researcher was an outsider so co-ordination with the employees took some time and it was formal.
- HR managers were quite reserved in sharing their company's policies with an outsider.
 - The sample size of study was small.
 - **REVIEW OF LITERATURE**

HR POLICIES AND PROCEDURES

This factsheet gives introductory guidance. It:

- Highlights the main policies and procedures that organizations need to consider
- Looks at formatting a policy and sources of information

Introducing HR policies and procedures gives organizations the opportunity to offer a fair and consistent approach to managing their staff. For more on why HR policies are introduced, see our factsheet *HR policies and procedures: why introduce them?*

11 Policy or practice areas those are crucial to effective people management and development:

- Recruitment and selection
- Training and learning/development
- Career opportunities
- Communication
- Employee involvement
- Team working
- Performance appraisal
- Pay satisfaction
- Job security
- job challenge/job autonomy
- Work-life balance.

Not all policies and procedures will be relevant to all organizations, and some policies are required by law while others are to promote good practice.

The following paragraphs indicate the range of possible policies which apply during the

employment life cycle - more detailed information and the legal requirements on each of these areas is included.

INDUSTRY PROFILE

Infrastructure Industry in India have been experiencing a rapid growth in its different sectors with the development of urbanization and increasing involvement of foreign investments in this field. The Indian government has taken initiatives to develop the infrastructure sector, with major emphasis on construction, engineering, IT, entertainment, textiles, food, and utility to name some. **INFRASTRUCTURE IN INDIA- VARIOUS PROSPECTS:**

1. INDIAN ROADS & HIGHWAYS:

The Roads and Highways of India are already overcrowded with a yearly growth of 12% and 15% predicted for passenger traffic and cargo traffic. From the fiscal year 2007 to 2012, the Indian government has predicted an endowment of US\$90 billion to enhance the nation's road Infrastructure. Schemes declared by the Indian government to enhance Endowments in road Infrastructure would increase revenues to US\$23 billion in 2011-12.

The quantum of revenues endowed as an ingredient of these plans will considerably Surpass the amount invested in recent past. Such plans are anticipated to be subsidized by Government and private firms. With the initiation of the National Highway Development Program (NHDP), the government is looking forward to sponsor more than 200 Schemes in NHDP Phase III & V to be tender out embodying around 13,000km of pathways. The Average plans are anticipated to use US\$150 million-US\$200 million while bigger plans are Likely to touch US\$700 million to US\$800 million. The acquisition method prefers Firms with Decent knowledge and sound fiscal vigor. The prospects are greater than this as more than 10 Indian states are also vigorously scheduling the growth of their highways. Moreover, in the year 2010 more than 4,500km Of state freeways are expected to be felicitated by the government.

COMPANY PROFILE

GMR Group is one of the fastest growing infrastructure organizations in the country with interests in Airports, Energy, Highways and Urban Infrastructure (including SEZ). Employing the Public Private Partnership model, the Group has successfully implemented several infrastructure projects in India.

GMR Infrastructure Limited is the infrastructure holding company formed to fund the capital requirements of various infrastructure projects in the Group's Energy, Highways and Airport business. It undertakes the development of the infrastructure projects through its various subsidiaries. The Group's commitment to inclusive growth is achieved through its Corporate Social Responsibility arm – the GMR Varalakshmi Foundation (GMRVF). GMRVF works with the under-privileged sections of the community in all the locations where the Group has business interests.

GMR Group is a Bangalore headquartered global infrastructure major with interests in Airports, Energy, Highways and Urban Infrastructure. Besides its stake In InterGen, the Company has 14 power projects of which 3 are operational (808 MW) and 11 projects (8448 MW) are under various stages of Implementation. It has 9 road projects, of which 6 are operational (421 km) and 3 are under construction (309 km). In the Airports sector, it has developed and commissioned the Greenfield International Airport at Hyderabad. The Group, besides operating and modernizing the existing Delhi International Airport, has built a brand new integrated terminal T3 which was inaugurated on 3rd July 2010. It has also built a new terminal, designed to handle 20 million passengers Capacity, at the Istanbul Sabiha Gökçen International Airport in Turkey and is operating it successfully.

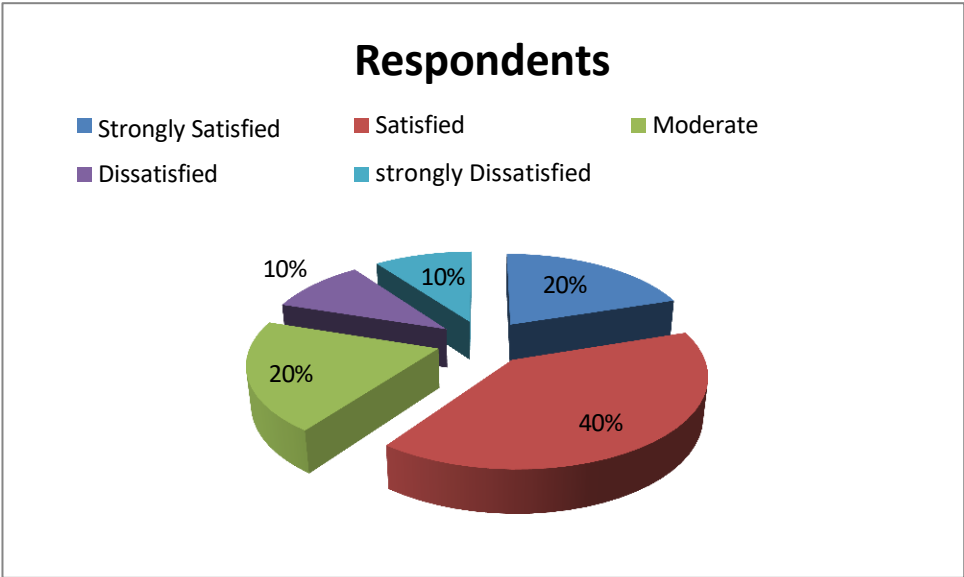
DATA ANALYSYS AND INTERPRETATION

1. Are you satisfied with the external recruitment sources performed in your organization.

Table no.1

Particulars	Respondents
Strongly Satisfied	20
Satisfied	40
Moderate	20
Dissatisfied	10
strongly Dissatisfied	10

Chart no.1



Interpretation

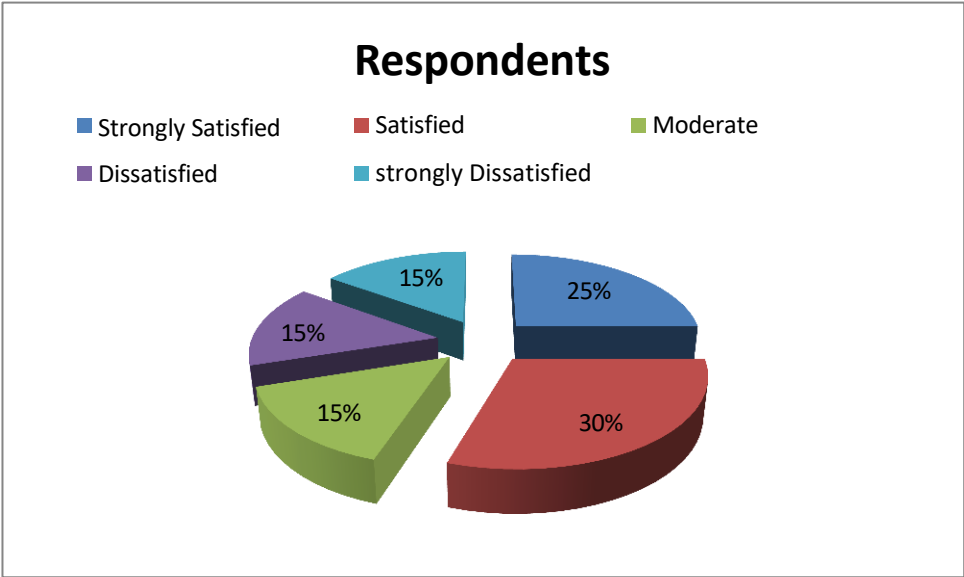
From the above analysis 40% of the employees satisfied with the external recruitment sources performed in the organization, 20% strongly satisfied, 20% moderate and the remaining 10% each feels dissatisfied and strongly dissatisfied.

2. Are you satisfied with the monetary reward given on bringing a candidate on board?

Table no.2

Particulars	Respondents
Strongly Satisfied	25
Satisfied	30
Moderate	15
Dissatisfied	15
strongly Dissatisfied	15

Chart no.2



Interpretation

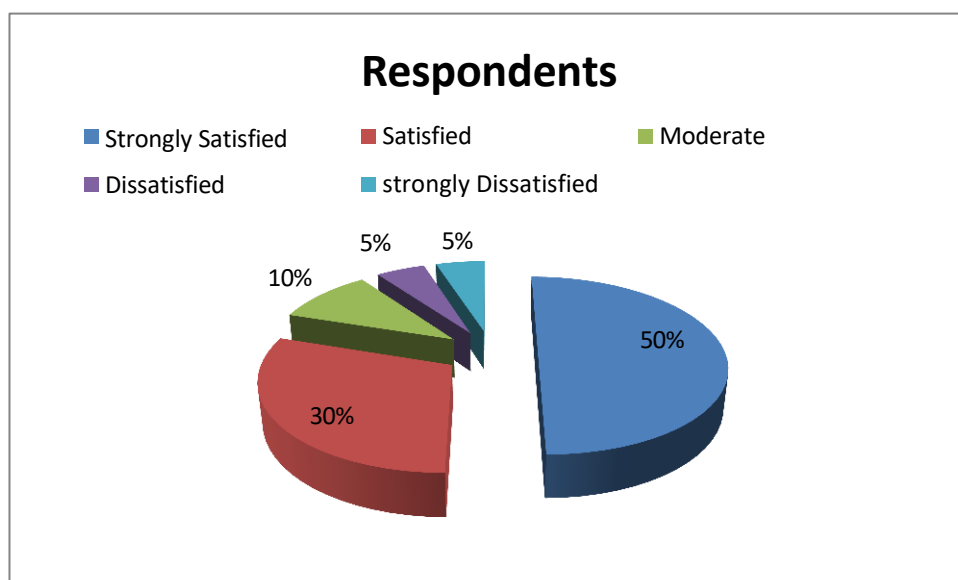
Above analysis states 30% of the employees satisfied with the monetary reward given on bringing a candidate on board, 25% strongly satisfied and the remaining 15% each feels moderate, dissatisfied, and strongly dissatisfied.

3. Are you satisfied with the background checks conduct for employees.

Table no.3

Particulars	Respondents
Strongly Satisfied	50
Satisfied	30
Moderate	10
Dissatisfied	5
strongly Dissatisfied	5

Chart no.3



Interpretation

From the survey 50% of the employees strongly satisfied with the background checks conduct for employees, 30% satisfied, 10% feels moderate and the remaining 5% each feels dissatisfied and strongly dissatisfied.

FINDINGS

1. 40% of the employees satisfied with the external recruitment sources performed in the organization, 20% strongly satisfied, 20% moderate and the remaining 10% each feels dissatisfied and strongly dissatisfied.
2. 30% of the employees satisfied with the monetary reward given on bringing a candidate on board, 25% strongly satisfied and the remaining 15% each feels moderate, dissatisfied, and strongly dissatisfied.
3. 50% of the employees strongly satisfied with the background checks conduct for employees, 30% satisfied, 10% feels moderate and the remaining 5% each feels dissatisfied and strongly dissatisfied.
4. 50% of the employees satisfied with the monetary limits given to you for the expenses, 15% each feels strongly satisfied and moderate, and the remaining 10% each feels

dissatisfied and strongly dissatisfied.

5. From the above table and graph we can interpret that for the statement of “for employee performance, does your organization conducts training programs” employees response is 95% of the employees says yes and 5% says no.
6. 50% employees feels satisfied with the Class room method adopted by your organization to train the employees, 30% strongly satisfied, 10% feels moderate and the remaining 5% each feels dissatisfied and strongly dissatisfied.
7. 40% of the employees agree with effectiveness of training program in Organization is evaluated by observing the post training performance of employees, 30% strongly agree, 20% neutral and the remaining 5% feels disagree and strongly agree.
8. 50% employees feels satisfied with Balanced Scorecard method, 20% each feels strongly satisfied and moderate, 10% feels dissatisfied and there are no respondents for strongly dissatisfied.

SUGGESTIONS

1. The company should focus its attention more on campus interviews to attract young potential employees who have the zeal to achieve goal for themselves and the company
2. The company can take up short-term projects with new technologies and fixed deadlines to bring out competitiveness and cutting edge approach by the employees.
3. Efforts for making training and development formats user friendly should be kept continued
4. The company should adopt some other ways for nominating the trainees like training need identification survey, self-nomination, personal analysis, organizational analysis, etc
5. Training should be a continuous process i.e. it should be imparted at regular intervals
6. Employees participation, suggestions, ideas need to be encouraged by supervisor which will motivate the employees and will result in higher level of job satisfaction
7. Performance appraisal system needs to be relooked by adopting the proper system to measure the performance of employees and it will make the employee feel satisfied for being recognized

CONCLUSIONS

1. The employees understand how their work goals relate to company's goals.
2. Company inspires the employees to do their best work every day.
3. The employees are not satisfied with the communication and decision- making process as it leaks the information related to organization.
4. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments.
5. The employees feel that they are not paid fairly for the contributions they make to company's success.

BIBLIOGRAPHY

Books:

- Alvesson, M. (2001) Knowledge Work: Ambiguity, Image and Identity. Human Relations, 54(7): 863-886.

- Amit, R. and Belcourt, M. (1999) Human Resources Management Processes: A Value Creating Source of Competitive Advantage. European Management Journal, 17(2): 174-181.
- Analoui, F. (2007) Strategic Human Resource Management, UK: Thomson Learning.
- Anthony, R. N. and Govindarajan, V. (2001) Management Control Systems, New York: McGraw-Hill.
- Antonioni, D. (2000) Leading, Managing and Coaching. Industrial Management, 42(5): 27- 34.
- Armstrong, M. (1996) A Handbook of Personnel Management Practice, London: Kogan Pag

Websites:

www.hdfclife.com www.citehr.com
www.hrgroup.com
www.ppspublishers.com