

**A STUDY ON HRM POLICIES AND EMPLOYEE DEVELOPMENT AT BSNL,
HYDERABAD.**

Vadapalli Priyanka, II-MBA, Malla Reddy Engineering College (Autonomous), Hyderabad,
Dr. M. Rajesh, Associate Professor, Malla Reddy Engineering College (Autonomous), Hyderabad,
E-mail: priyankavadapalli067@gmail.com ; rajeshauroramba@gmail.com

ABSTRACT

Employees and employers in all sorts of companies must carry out their job obligations in line with policies and procedures. Human resources policies and procedures are required to promote well-being and advancement, as well as to improve the organization's reputation. When human resources follow the rules and procedures, they will not only be able to carry out their job obligations properly, but they will also promote discipline in the workplace. In terms of many fields such as technical, clerical, management, administration, and so on, policies and procedures must be considered.

Employees are obliged to go through training and development programmes when they are hired by organisations. They are taught human resources policies and practises in these programmes. Human resources can profit to a large extent if they follow the policies and procedures. The meaning and significance of human resources policies and procedures, types of human resources policies, and areas in which human resources policies and procedures are applied are the key topics covered in this research study.

KEYWORDS: HR Policies, Job obligations, Training and development.

1. INTRODUCTION

The process of hiring and developing employees so that they become more valuable to the organization. Human Resource Management include Conducting job analysis, planning needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

1.1 Human Resource Management Policies:

Definition

According to Armstrong(2006), Human resource management policy refers to “the continuing guidelines on the approach the organization intend to adopt in managing its people” and it reflect the values and philosophies of organization. And HRM policy is notably a reference point when employment practices are being developed and during decision-making regarding the people in the organization. Provide guidance on implementation of procedures and what actions should be taken in line with the policy to effectively carry out day-to-day tasks.

1.2 NEED FOR STUDY

- ❖ to help staff and management teams run the organization.
- ❖ In best use situations – policies play a strategic role in an organization.
- ❖ mission and objectives of the company are documented and communicated to all staff.
- ❖ save the company countless hours of management time.
- ❖

1,3 OBJECTIVES OF THE STUDY

- ❖ To understand the Hrm policy with regard to various organizational aspects in BSNL (NATFM)
- ❖ To know the level of HRM Policies in the organization.

- ❖ To know the effectiveness of the process.
- ❖ To gain Knowledge regarding the HRM policies of the organization.
- ❖ To do a through analysis on the HRM policies followed.

1.4 SCOPE OF THE STUDY

- ❖ As most of the organizations overall performance depends on its employee's performance which depends largely on the HR POLICIES of the organization.
- ❖ In any organization human resource policy is the most important asset.
- ❖ So the project has wide area to help the company to perform well in today's global competition.
- ❖ The core of the project lies in analyzing and assessing the organization and to design an HR POLICY manual.

2.0 RESEARCH METHODOLOGY

Research Methodology is a way to systematically solve the research problems. It explains the various steps that are generally adopted by a researcher in studying the research problem with logic behind them.

2.1 APPROACHES TO RESEARCH

Descriptive approach is one of the most popular approaches these days. In this approach, a problem is described by the researcher by using questionnaire or schedule. This approach enables a researcher to explore new areas of investigation.

A. PRIMARY DATA:

Under this study primary data was collected by using structured questionnaire. The structured questionnaire consists of both open-ended and closed-ended questions. The primary data has been collected through the questionnaire by means of personal interview. The questionnaire consists of number of questions printed in a definite order on a form.

Primary data is personally developed data and it gives latest information and offers much greater accuracy and reliability.

B. SECONDARY DATA:

This will give the theoretical basis required for the report presentation which can be available from various sources such as magazines, office files, inter office manual and web site

2.3 TECHNIQUES OF ANALYSIS

Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference. Each **observation** measures one or more properties (weight, location, etc.) of an observable entity enumerated to distinguish objects or individuals. Survey weights often need to be applied to the data to adjust for the sample design.

2.4 SAMPLE UNIT

The employees of the TELECOM INDUSTRY are the sample unit in the survey.

2.5 SAMPLE SIZE

The sample size chosen for this study is 60 as instructed by the department since it is a MAJOR RESEARCH PROJECT.

2.6 STATISTICAL METHODS USED

- Percentage analysis
- Charts

2.7 PERIOD OF THE STUDY

The study was held in Bharat Sanchar Nigam Limited (BSNL) for the duration of 45 days at Hyderabad location .

2.8 LIMITATIONS OF THE STUDY

Like any other research, this study also suffers from few limitations, while conducting this survey, are listed as below

- ❖ Less Availability of time limit.
- ❖ Some of the employees were not able to express their ideas freely. Some answers given by the employees might not be correct.
- ❖ The respondents were not available readily and the data were collected as per convenience of the respondents.
- ❖ Information was confidential.

3.0 REVIEW OF LITERATURE

1. Gisela Demo., Iara Nunes., Elaine Rabelo Neiva., & Kesia Rozzette Oliveria. Human Resources Management Policies and Practices Scale (HRMPPS): Exploratory and Confirmatory Factor Analysis, (2012) studied and published the strategic importance of Human Resources Management (HRM) in organisations and the lack of scientific instruments to measure employees' perceptions of HRM policies and practises, this study used exploratory and confirmatory factor analysis with the maximum likelihood method to validate the Human Resources Management Policies
2. Carol Gill & Denny Meyer. 2011. The role and impact of HRM policy studied and published a disconnect between policy and practise, with soft policy employed more frequently than soft practise. It was discovered that there is a detrimental influence on outcomes when there is a gap between policy and practise. Strategic HRM (SHRM) has a favourable impact on the implementation of soft practises by narrowing the gap between policy and practice.
3. Arnel Kalusic, Munir Talovic, & Semso Ormanovic. The Role and Importance of Motivation of HRM studied and published conclusions that can be a recommendation for additional extensive research in this subject, based on the insight into the side and the local literature in the field of motivation, with a special emphasis on material motivation as a full complex system of motivation. Material motivation is the foundation of the organisational motivation system (Vidakovi, 2012). It is critical to have a fair system of material motivation.
4. P.Omed., Shadi Taha & Sewa Omed. Importance of HRM Policies on Employee Job Satisfaction.2020 studied and published employee productivity is heavily influenced by employee performance. Furthermore, high-performing personnel improve the client relationship's quality. Scholars and practitioners have been exploring its antecedents and implications in recent years because to its favourable impact on the organization's internal and external performance. As a result, the purpose of this article is to investigate the impact of HRM policies on employee job satisfaction in Iraq's Kurdistan Region.
5. Jumana Maryam Leghari., Ismail Bashir Leghari., Smaira Aslam & Usama Suleman. Role of HRM Practices in Performance of Organization and Employee Retention. 2014 studied and published the impact of Human Resource Management methods on organisational performance and employee retention is examined in this article. Human Resource Management Practices are critical for keeping employees and improving organisational performance.
6. Derek C. Jones., Panu Kalmi & Antti Kauhanen, Human Resource Management Policies and Productivity: New Evidence from An Econometric Case Study (2006) studied and published We explore

contemporary ways to analysing the influence of HRM on productivity in the first section of the paper. We concentrate on an emerging method, econometric case studies, and summarise the method's key uses. We describe what we consider to be the first replication study of an econometric case study in the second section of the paper. As a result, one of the main goals of this activity is to look at the method's external validity.

7. Arulrajah A. Human Resource Management Practices and Innovation: A Review of Literature. 2014 studied and published that innovative HRM practices (HRM innovation) are critical for fostering organisational creativity. HRM practices are required to play three main functions in this process. In this context, HRM practices should provide the following: first, required inputs for organizational innovations (input role); second, required mechanisms to bring innovations into organisations and third, required mechanisms to retain the organisations' innovation potential.

4.0 DATA ANALYSIS AND INTERPRETATION

To analyse the HRM policy in the internal environment of the BSNL a questionnaire containing 21 questions is prepared. The responses to the questions of the employees are summarized in the below table.

S. No:	Statement:	Response:
1.	How long have you been working in BSNL?	The higher response is for more than 15 years and the next response is 11 to 15 years.
1.	Which is the best describes your position/role?	The higher response is for Employee relations Manager staff and the next response is HR/Manager
2.	Do you agree any special incentives/perks in BSNL?	The higher response is for Strongly Agree and the next response is for Agree.
3.	Do you agree special training programs are conducted to Employees are Benefited?	The higher response is for Strongly Agree and the next response is for Agree.
4.	Are there any systems in BSNL to evaluate the effectiveness of the training programs conducted do you agree?	The higher response is for Strongly Agree and the next response is for Agree.
5.	What is the Scope of employability of BSNL?	The higher response is for Technical Supervision and the next response is for Administration.
6.	What is the Academic background of employers?	The higher response is Degree/P.G (technical) and the next response is Degree.

7.	What are the Selection criteria of employers?	The higher response is Qualification and experience and the next response is Any Other.
8.	What are the Problems faced in recruiting and retaining?	The higher response is High Expectation of Qualified People and the next response is Any Other.
9.	What are the Form of workers participation preferred in the Organization?	The higher response is Sharing information and the next response is Consultation.
10.	Does BSNL places right person in the right job do you agree?	The higher response is Agree and the next response is Strongly Agree.
11.	Is Adequate and relevant information about BSNL and job is provided to the candidate at the time of recruitment do you agree?	The higher response is Agree and the next response is Strongly Agree.
12.	In BSNL the training needs of the employees in BSNL are assessed on the basis of their performance appraisal do you agree?	The higher response is Agree and the next response is Strongly Agree.
13.	What contents of the training programs organized which always relevant to the changing needs of our jobs and our business do you agree?	The higher response is Agree and the next response is Strongly Agree.
14.	Do you agree in BSNL Rewards are strictly linked to employee performance?	The higher response is Agree and the next response is Strongly Agree.
15.	Do you agree Performance appraisal in BSNL aims at improving employee performance and strengthening our job	The higher response is Agree and the next response is Strongly Agree.

16.	skills? What is the number of recreational activities and occasional celebrations are organized in order to let employees show their creativity do you agree?	The higher response is Agree and the next response is Strongly Agree.
17.	Continuous efforts are made in BSNL to create a sense of belonging among employees and feel like a member of the corporate family do you agree?	The higher response is Agree and the next response is Strongly Agree.
18.	Are there any adequate growth opportunities are available in BSNL for those who perform well do you agree?	The higher response is Agree and the next response is Strongly Agree and Disagree.
19.	In BSNL provides programs to assist balancing demands of families with children and/or elderly family members do you agree?	The higher response is Agree and the next response is Disagree.
20.	The objective of the training programmes is complete understanding of different management functions in its totality do you agree?	The higher response is Agree and the next response is Strongly Agree.

5.0 FINDINGS OF THE STUDY

- ❖ The BSNL has a clear, fair and well Appraisal and Reward policy, which makes the employees, were highly satisfied. The BSNL has good Performance Management system, which makes the employees were highly satisfied.
- ❖ The BSNL follows good techniques of Managing people, which makes the employees were highly satisfied in doing their jobs. The BSNL has a transparent, quick widely accepted Promotion and Transfer policy, which makes the employees were highly satisfied.
- ❖ In BSNL, in recent days, more number of motivation classes are not conducting due to funds problem.

- ❖ The BSNL has a good Employee health and Safety system for its employees, which is highly accepted through Job satisfaction. The BSNL has a vibrant Industrial Relation policy, which makes the employees were highly satisfied.
- ❖ BSNL is facing a lot of financial crunch for recruiting the required staff. That's why BSNL is unable to recruit required staff as when required. Moreover BSNL is incurring losses for the last five years. Further BSNL it is providing maximum services in rural area where there is less income but more staff is required since it was scattered more area.

5.1 SUGGESTIONS

From the above study the following suggestions are offered.

- ❖ There should be improved the working pattern in BSNL. Because working process of BSNL is taking more time. Now all directors are posted to look after the duties of various segments.
- ❖ The Organization should focus on mentor system intend to help employees in their career progression.
- ❖ The Organization should conduct Psychometric tests for employees.
- ❖ The Training should be mandatory for all level of employees in all types of jobs i.e technical as well as management.
- ❖ The Departments should develop constructive attitude towards each other to improve HR management.
- ❖ A more transparent and full proof communication system should be developed in the organization.
- ❖ Wages and salary administration process should have a more scientific approach laying stress on equal wages for equal work done.
- ❖ The BSNL is facing lot of financial crises. Due to this, organization is unable to conduct sufficient trainings in the required field. If the financial position increased then the BSNL will take up the trainings for the urgent based training like 3G and 4G.

CONCLUSION

On the basis of study that the level of "HRM POLICY" is considerably high in the BSNL (NATFM), Gachibowli, Hyderabad.

The Hrm Policy of the company provides facilities for all round growth of individuals by training in-house and outside the organization, reorientation, lateral mobility and self-development through self motivation, the Policy implements equitable, scientific and objective system of rewards, incentives and control. the Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale, employees agree on the part of their performance that they know what is expected from them. Company inspires the employees to do their best work every day. The employees are not satisfied with the communication and decision- making process as it leaks the information related to organization. the employees do not receive the appropriate recognition and rewards for their contributions and accomplishments. the employees feel that they are not paid fairly for the contributions they make to company's success.

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