



EMBRYONIC ROLE OF HR POLICIES AND ITS IMPACT ON THE PUBLIC AND PRIVATE SECTOR ORGANIZATIONS IN INDIA



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ABSTRACT

Human Resources Management plays a crucial part in helping the business units to deal with a fast-changing competitive environment and the larger demand for excellence employees. It is the HR policies that determine the growth, expansion, reputation and profit of the organization. Expansion and profit of the business units purely depends upon the policies and workers attitude. It has been time and again seen that the growth of any industry depends upon their workforce. Human Resources activities which are prima facie responsible to insert value to a company are summarized as: (i) efficient and effective utilization of workforce; (ii) appropriate management of people; (iii) competency based compensation with appropriate prospective growth; (iv) initiative for enhancement of individual and organizational performance; (v) allow to flourish the innovation, creativity and skill development; (vi) long-term and short-term initiatives for use of technology and e-governance; (vii) training and development of employees; (viii) concept of reward and award to best performed employees; and (iv) guidelines for gender sensitization in workplace.

The article investigates about the nascent role of HR policies and subsequently the impact on the organization and its employees. The result has been derived on the basis of questionnaire/data collected from various public and private sector employees and in order to find out the results, "Simple Frequency Distribution Analysis" as statistic tool has been adopted.

KEYWORDS: Innovation, skill development, nascent, new horizon, de novo management practices, growth, farsightedness, transparent, gender sensitization, dignity, trail, training & development.

INTRODUCTION

Management of human resources keeps an indispensable place in every business industry whether in Public or Private. Over past couple of decades the tremendous industrial growth has been seen in India and therefore many experts claim that machines and technology are replacing human resource and minimizing their roles or efforts. Machines and technology have been built by the human aid and besides that the industrial units have been continuously in search for gifted, skilled and qualified professionals to further develop latest machines and technology in order to match the global business practices. Thus, the growth, expansion and innovation in any organization completely depend upon the HR policies being in-practice in that organization. HR policies are the face of the organization which can attract the best talent, sustain them for longer duration and generate profit of the organization.

Human Resource Management is the process of recruitment, selection of employee, providing proper orientation/induction, training and skill development, assessment of employees (performance appraisal), providing proper compensation/benefits, motivation, maintenance of healthy relations with labour and trade unions, maintaining employee's safety, welfare and health by complying with labour laws of concern state or country.¹ Management is a multi-purpose organ which has three jobs, two of which are directly related to personnel managing of a business: 'managing managers'; 'managing workers'; and the work.² Larence Appley says that "Management is the accomplishment of results through the efforts of other people."³ In the opinion of Harold Koontz, "it is the art of getting things done through people and with informally organized groups".⁴

In India, the HR policy varies depending upon the requirement of the concerned organization. The private sector organizations have their separate policies considering their business goals whereas the public sector organizations are following the stipulated rules and regulations of the Government of India. However, the public sector organizations are adopted and framed their policies duly approved from their respective highest executive body viz. Executive Committee, Executive Council, Board of Governors/Trustees etc. However, the nucleus purpose of public and private sector organizations are to ensure the growth, expansion, profit of the organization with due care to flourish its employees. The history is witnessed, if the employees of any organization performed

better and satisfied in terms of HR policies, the particular organization has its own reputation among others. Thus, the Human Resources policies have the great and deep impact on the organization and its employees.

Human Resource Management (HRM) is a continuous process *inter-alia* includes the team spirit and team work which involves management functions like planning, organizing, directing and controlling. HRM keeps very important space for the Personnel Managers because they are directly responsible for recruitment of talent and subsequent their retention, identifying employees for the training and development, employees moral boost, grievance handling, salary, perks and ensure growth and expansion of the business establishment. HRM has been socially responsible to the needs and challenges of society while minimizing the unenthusiastic impact of such anxiety upon the organization. On the event of breakdown of organizations to use their resources for the benefits of the society may result in restrictions. For example, societies may pass laws that limit human resource decisions.

MEANING OF HUMAN RESOURCE POLICIES

Policies are important in several ways. It can be business, organizational, banking, public or private. The different type of policies are; (i) Recruitment and Selection Policy; (ii) Training and Development; (iii) Induction and Transfer policy; (iv) Leave Policy; (v) Appraisal or Annual Performance Appraisal Report (APAR), (vi) Employees or Staff Welfare Policy; (vii) Time Management Policy; (viii) Promotion Policy; (ix) Record Retention Policy; (x) Pay and Allowances Policy; and (xi) Code of Conduct or Disciplinary Policy. It can be said that without policies, it will be difficult to mark and acquire the results, growth and expansion of the business entity. Equitable and consistent human resource policies should be in place so that the growth, expansion and profit of an organization can be ensured without discrimination of race, sex, color, national origin, religion, gender identity, age, political affiliation, genetics or disability.

Decenzo and Robbins defined the HRM and emphasize that it is concerned with the people dimension. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organizational objectives. This is true, regardless of the type of organization – government, business, education, health or social action.



Accordingly to Mr. N. R. Narayana Murthy, Infosys Chairman “you must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity.”

Edwin Flippo defines- HRM as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

National Institute of Personal Management (NIPM) has defined human resources as the part of management which is connected with the masses or its employees at workplace discovering with the relationship within the organization or business establishment. The objective of the HR is to create a nexus between its employees which includes the men and women workforce to realize and stimulate them to give their best possible contribution to the growth of the organization.

IMPORTANCE OF HUMAN RESOURCE POLICIES IN THE ORGANIZATIONS

Men, Money, Materials or Machinery are the basic ingredients which are required for smooth functioning of any organization. Resources by themselves cannot fulfill the objectives of an organization, they need to be collected, coordinated and utilized through human resources. In order to ensure the growth of the organization, it is desirable to formulate and conceptualize the organization centric long-term and short-term policies. Although, the Scholars has distinct the human resource management in many ways and words, but the core meaning of the

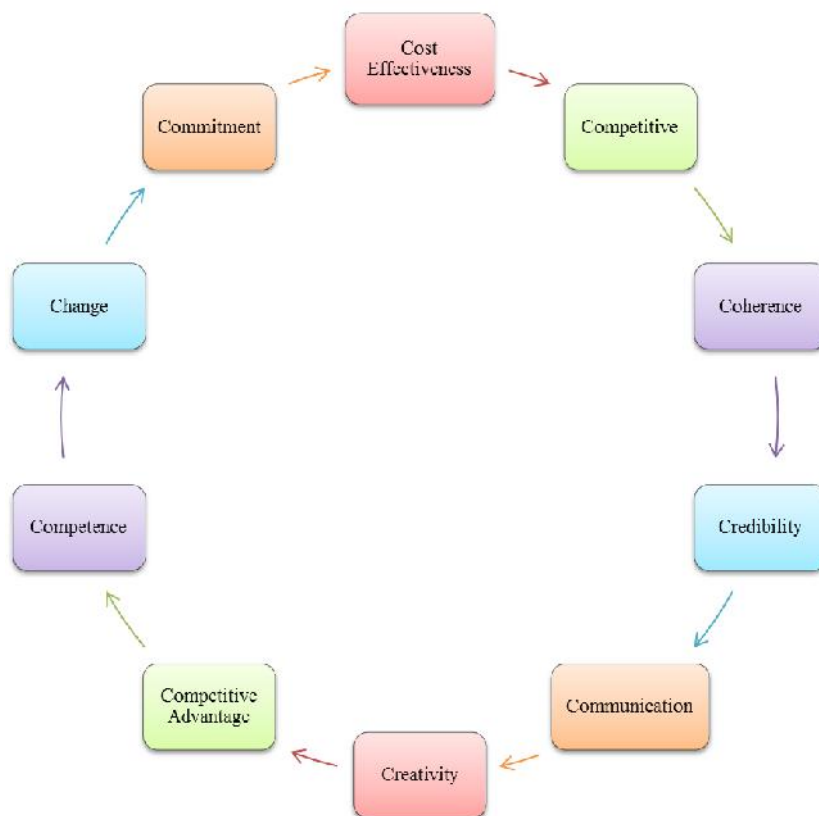
human resource management deals with how to manage the employees in the organization.

The HR Policies are important and its main role is to support the administrative and personnel functions of the organization. Some of the important aspects of HR policies are depicted below:

- (a) Employees relations and effective planning of resources;
- (b) Effective performance appraisal or Performance Management;
- (c) Formulation of rules and guidelines of the organization;
- (d) Forecasting of manpower and hiring plans
- (e) Better and economic recruitment process
- (f) Distinction of organizational aims, vision, mission and goals;
- (g) De-novo concept of gender sensitization at workplace

The good HR policies require a vast amount of preparation, time and effort by involving the workers and technical workforce who are able to understand the organization goals. The policies should determine the code of conduct for the employees, their behavior in the workplace. Such policies are a set of written statement consisting the organizational aspect as well the employees or worker concern. Appropriate, effective and efficient set of HR Policies constantly determine the growth and expansion of the organization. It also leads to satisfaction and enhanced performance of the employees. Further, the growth of the organization and satisfaction of employees within the business house reflected the reputation of the organization.

In order to develop and sustain the business model at par with the global standards, the concept of ten Cs is most important. The concept of “10 Cs” of human resources management is shown below in a graphical compartment to understand its value and importance for any business hub.



OBJECTIVES OF THE ARTICLE

With the passage of time, the role of HR in the business houses, in India, considering the globalization concept of trade has taken a very important place. Therefore, it is fascinating to study such role and its impact on the organizations. The objectives of the study are summed up as: (i) to examine the HR Policies and its role; (ii) to identify the importance of Human Resource Policies in the Indian organizations; (iii) to explore and identify the impact of HR Polices in the development of the organizations; and (iv) to explore the change of the HR Policies. In order to determine the outcome of the study, the random employees of public and private sector organizations have been consulted for the purpose of collecting the data

RESEARCH METHODOLOGY

An exploratory research of Indian public and private sector organizations have been carry out for the study. The primary data for the study is collected from the public and private sector organizations. The data based on questionnaire and field survey. The secondary data of the study is collected from published and unpublished records, reports, internet search and HR magazines. In order to produce the result, simple frequency distribution analysis has been utilized as the statistical tool.

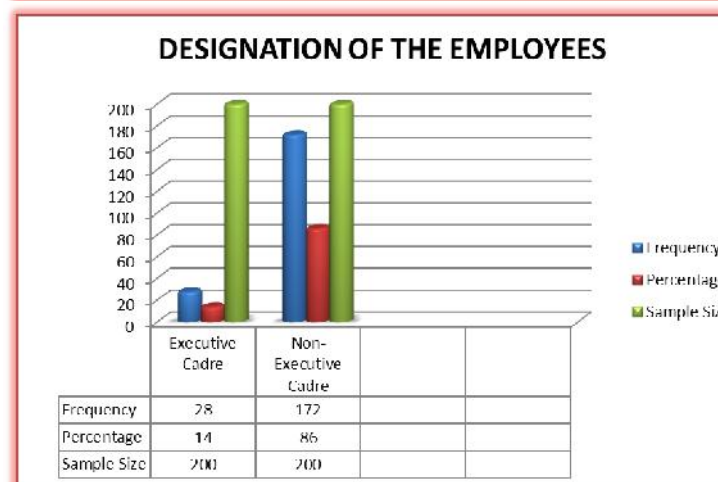
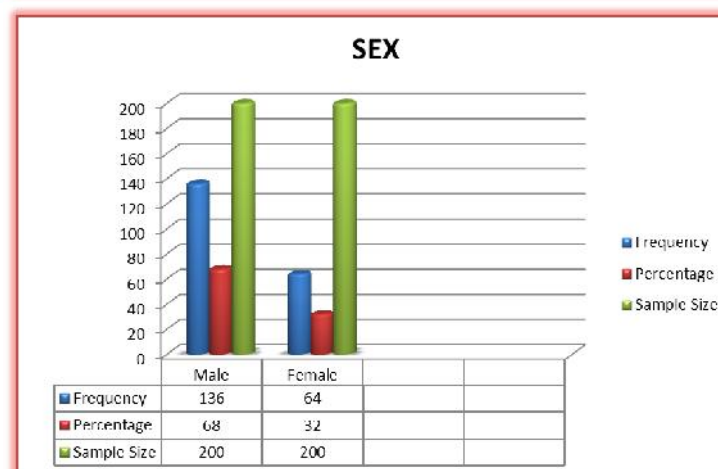
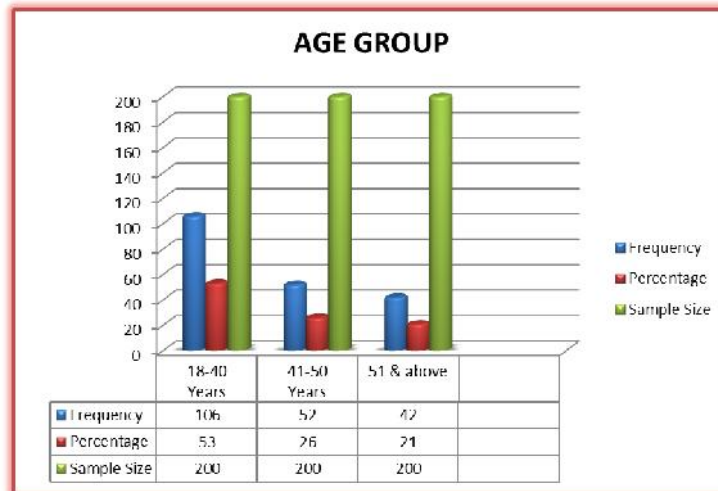
The Universe/Population of the study is earmarked from Delhi and the sample size of the study is 200 employees from public and private sector organizations. The data is collected on the basis of Stratified random sampling.

LIMITATION OF THE STUDY

As the data is collected from public and private sector organizations, therefore, the result is determined as collectively rather than public or private centric approach. The sample size is 200 employees which may not able to reflect the appropriate or most accurate trend of HR policies. The data has been collected based on the 100 employees from private and 100 employees of public sector organizations irrespective of number of organizations.

DATA ANALYSIS

The pictorial demographic profile of the data collected for the purpose of analysis HR Policies in public and private sector organizations in India are as follows:



SIMPLE FREQUENCY DISTRIBUTION ANALYSIS

The analysis of the data collected through questionnaires from the public and private sector organizations are reproduced hereunder:

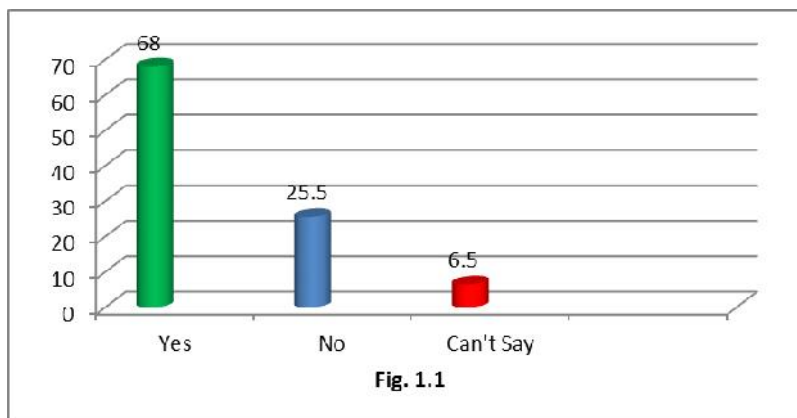
(1) Appropriate HR Policies are existed in your organization:-

The analysis of existence of the proper HR policies in public and private sector organizations is indicated in Table and

Question Response	Frequency	Percentage
Yes	113	56.5
No	64	32.0
Can't Say	23	11.5

Table 1.1

Fig. 1.1:



Interpretation:-

The analysis of existence of appropriate HR Policies in the public and private sector organizations as shown in Table and Fig. 1.1 reflected that 56.5% employees believes that their respective organizations have the appropriate HR Policies, whereas, 32% employees are of the view that there is no such policy is prevalent in their organizations. **As an outcome, it can be said that in general the HR Policies are existed in most of**

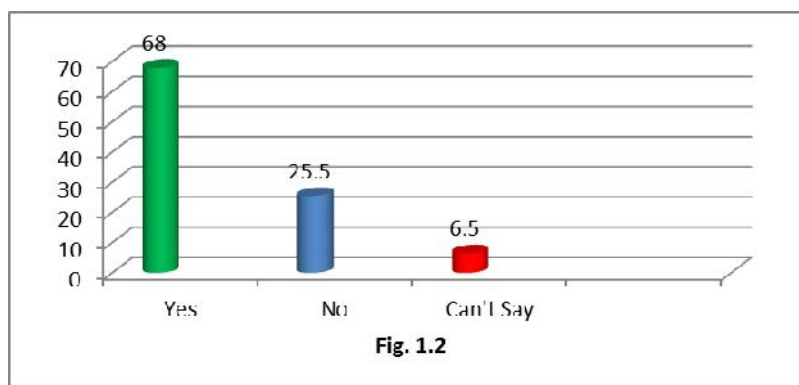
the organizations, but it can be further strengthened.

(2)Do you agree that the HR Policies are playing a very significant role in the organization:-

The analysis of significance of the HR Policies in public and private sector organizations is indicated in Table and Fig. 1.2:

Question Response	Frequency	Percentage
Yes	136	68.0
No	51	25.5
Can't Say	13	6.5

Table 1.2



Interpretation:-

The analysis of significance role of the HR Policies in the organizations as shown in Table and Fig. 1.2 reflected that 68% employees believes that the HR Policies are playing a very significance role in the organization, as against 25.5% employees who have not agreed with the same. **Therefore, the analysis clearly stipulated that in public and private sector organizations the HR Policies are very crucial and determine the growth and reputation of the organization.**

(3)Do you agree that good HR Policies lead satisfaction to the employees and boost their morale:-

The analysis of the good HR Policies and subsequently the impact on the employees in terms of morale boost in public and private sector organizations are indicated in Table and Fig. 1.3:

Question Response	Frequency	Percentage
Yes	149	74.5
No	34	17.0
Can't Say	17	8.5

Table 1.3

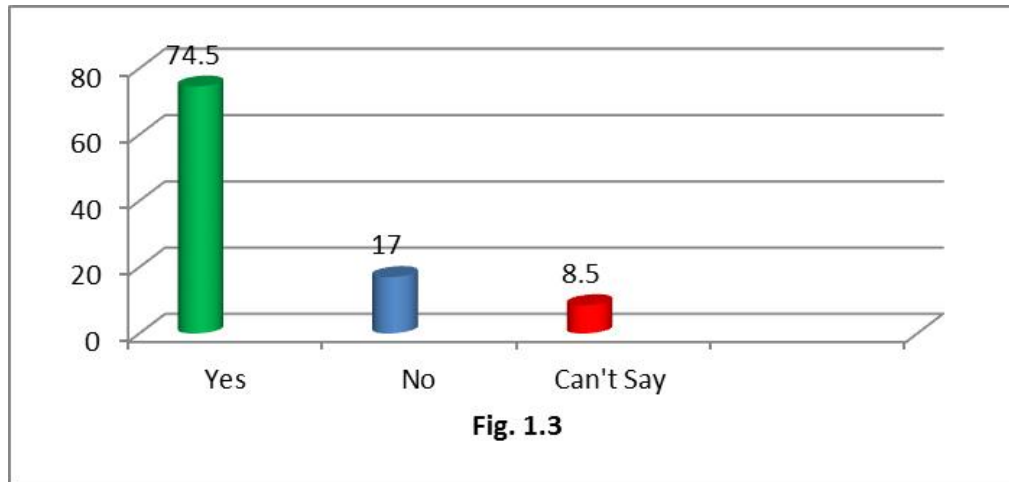


Fig. 1.3

Interpretation:-

The analysis of good HR Policies leading to satisfaction and subsequently its importance for the morale boost of the employees as shown in Table and Fig. 1.3 reflected that 74.5% employees believes that good HR Policies always played a very importance role in terms of employees satisfaction. Further, it is the HR Policies who will help the Management to boost the morale of the employees. However, 17% employees are of the views that there is no impact of good HR Policy in terms of satisfaction and morale boost of the employees. The data strongly stipulated that good HR Policies always lead to satisfaction

of employees and boost their morale. It is the thumb rule of the management that if the employees of any organization are satisfied then the organization will achieve all its targets and goal in a very short span of time and further explored its wings in new horizons of the business expansion.

(4)Is the HR Policy playing an important role in the growth, expansion and profit for the organization:-

The analysis of the role and impact of HR Policy on the growth, expansion and profit for any organization is indicated in Table and Fig. 1.4:

Question Response	Frequency	Percentage
Yes	117	58.5
No	56	28.0
Can't Say	27	13.5

Table 1.4

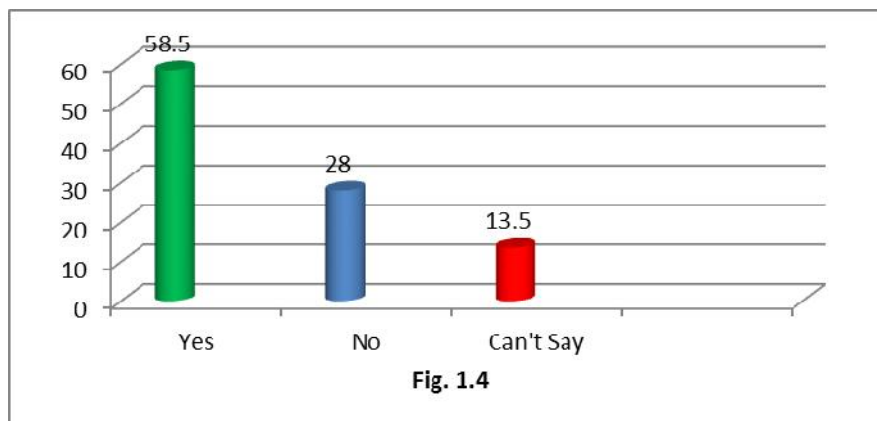


Fig. 1.4

Interpretation:-

The analysis of the role and impact of HR Policy in terms and growth, expansion and profit of any business unit as shown in Table and Fig. 1.4 reflected that 58.5% and 28% of the employees respectively agree and disagree with the statement. However, there are 13.5% employees have not reacted on the statement. It is analyzed that the HR Policy is very crucial and surely playing its role in the development and profit of any organization. It has been noticed that it is the HR Policy who leads the growth of the

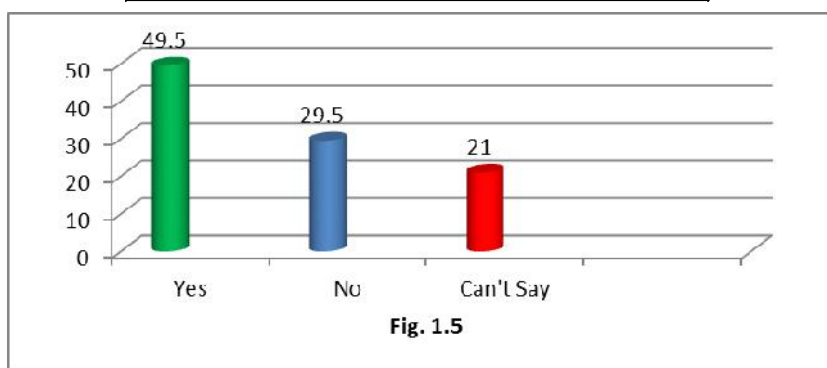
business which subsequently related with the morale of the employees, satisfaction and reputation of the organization. Therefore, it can be said that HR Policy is indispensable for any organization and playing a very crucial role in the growth of the organization.

(5)Is there any improvement required as far as the HR Policies are concerned in your organization:

The analysis of the requirement of improvement in HR Policies in the public and private sector organizations are indicated in Table and Fig. 1.5:

Question Response	Frequency	Percentage
Yes	99	49.5
No	59	29.5
Can't Say	42	21.0

Table 1.5



Interpretation:-

The analysis of whether the improvement required in the public and private sector organizations as shown in Table and Fig. 1.5 reflected that 49.5% employees are agree with the statement. However, 29.5% employees are not agreed with the statement and the most important is that 21% employees have given their verdict as “Can’t Say”. As an outcome, it can be summed up that in general the HR Policies can be further strengthened. Moreover, considering the *de novo* management practices and in

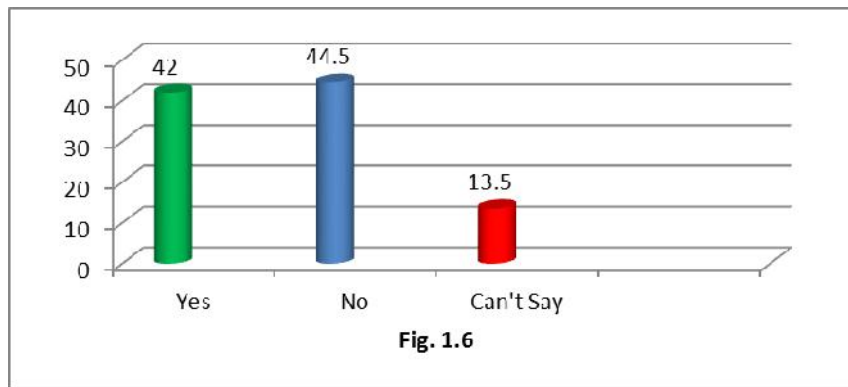
order match the Indian business houses with worldwide industry, it is highly desirable to adopt the global standard procedures and practices.

(6)Is your organization allowing the employees to be innovative, creative and proactive in their daily working:-

The analysis of freedom of employees with regard to innovation and creativity in working in the public and private sector organizations are indicated in Table and Fig. 1.6:

Question Response	Frequency	Percentage
Yes	84	42.0
No	89	44.5
Can't Say	27	13.5

Table 1.6



Interpretation:-

The analysis of the employees freedom with regard to innovation, creativity, proactive in their daily working as shown in Table and Fig. 1.6 reflected that 42% employees believes that they are free to be innovative, creative and proactive in their working. However, there are 44.5% employees are not agree with the statement. As an outcome, it can be said that the public and private sector organizations should extend the due freedom to their employees within the ambit of rules and regulation

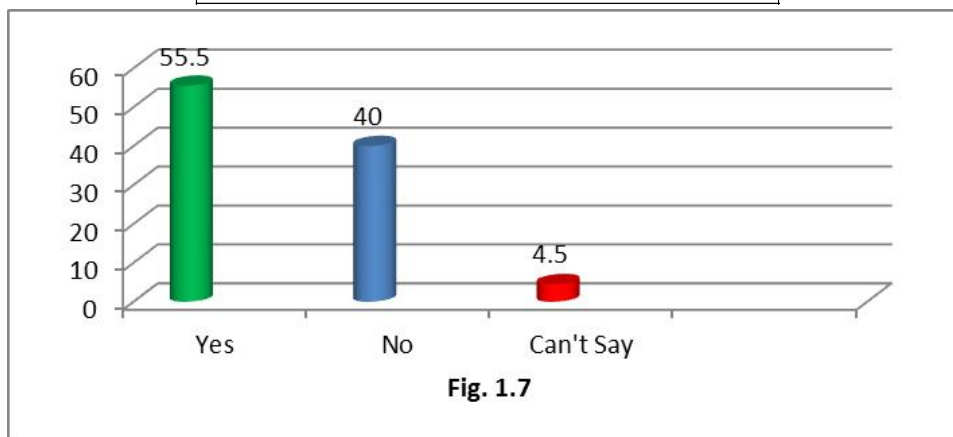
of the organization concerned with regard to perform something innovative and creative. This will leads more satisfaction in the employees and the business houses will also be able to get the benefit out of it.

(7)Do you agree that good HR practices are able to accomplish the organizational goals:-

The analysis of accomplishment of organizational goals by way of adopting the good HR practices is indicated in Table and Fig. 1.7:

Question Response	Frequency	Percentage
Yes	111	55.5
No	80	40.0
Can't Say	09	4.5

Table 1.7



Interpretation:-

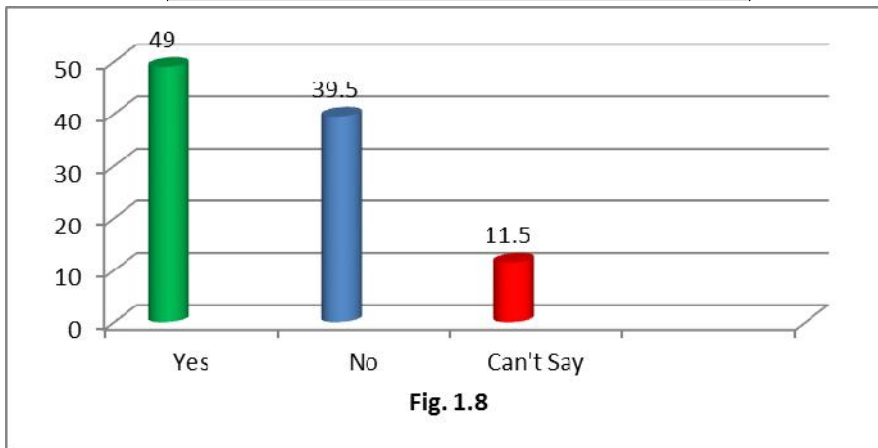
The analysis of the accomplishment of organizational goals by way of adopting good HR Practices in the public and private sector organizations as shown in Table and Fig. 1.7 reflected that 55.5% employees believes that the organizational goals and objectives can be accomplished by adhering the good HR practices. 40% employees have not agreed with the statement. It has been observed that the public and private sector organizations should be more attentive to frame and adopt the good and global HR practices.

(8)Do you agree with the statement that the HR Policies are very important for any organization:-

The analysis of the importance of HR Policies for any organization is indicated in Table and Fig. 1.8:

Question Response	Frequency	Percentage
Yes	98	49
No	79	39.5
Can't Say	23	11.5

Table 1.8



Interpretation:-

The analysis of importance of the HR Policies for any organization as shown in Table and Fig. 1.8 reflected that 49% employees are believed that the HR Policies are very important. However, there are 39.5% employees are not agreed with the statement and 11.5% employees are of the view that can't say. From the result, it has been established that the HR Policies are important

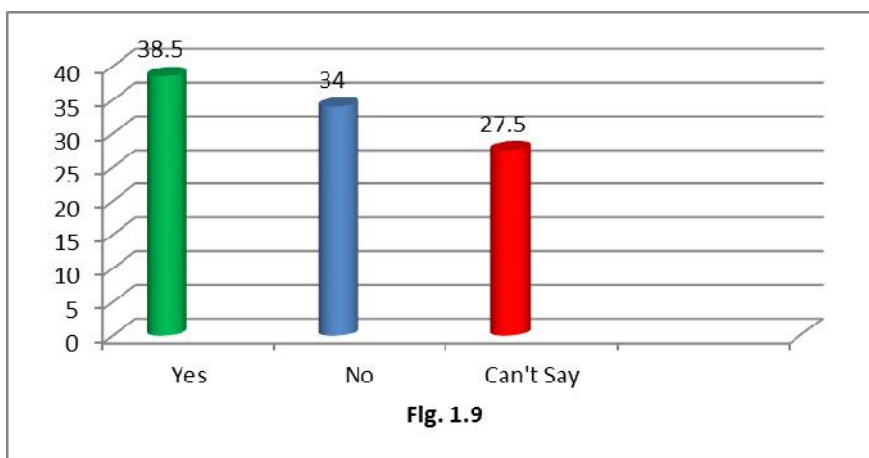
and indispensable for any organization. It is the HR Policies, who determine the profit of the organization and growth of the employees.

(9) Do you agree that the HR Policies can contribute to the organizational growth and profit:-

The analysis of contribution of HR Policies in the organizational growth and profit is indicated in Table and Fig. 1.9:

Question Response	Frequency	Percentage
Yes	77	38.5
No	68	34.0
Can't Say	55	27.5

Table 1.9



Interpretation:-

The analysis of the contribution of the HR Policies in the organizational growth and profit in the autonomous organizations as shown in Table and Fig. 1.9 reflected that 38.5% employees believed that HR Policies are playing significant role in the organizational growth and profit as against 34% employees who have not agreed with the statement. Moreover, 27.5% employees have given their reply as “Can’t Say”. Therefore, the result stipulated that

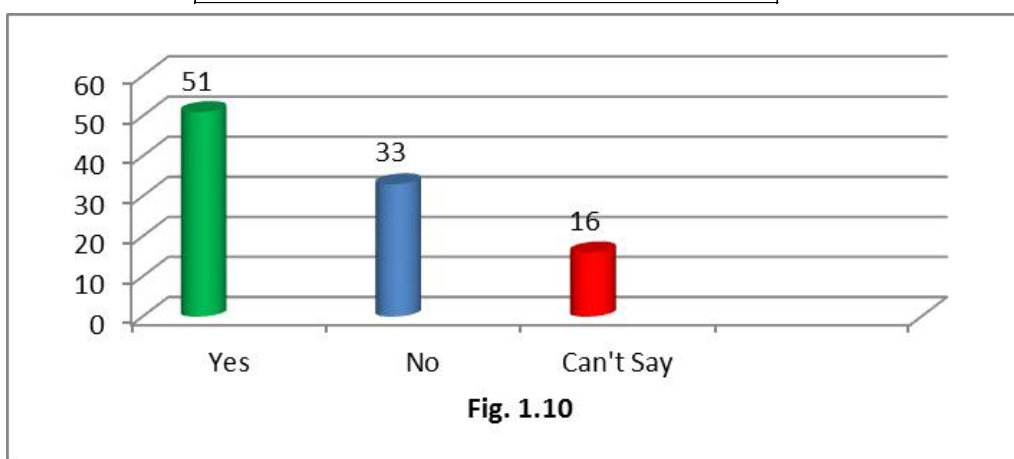
the HR Policies are most important aspects in terms of the organization growth and profit. Good HR Policy can make the organization successful and on the other hand the failure of HR Policy will downgrade the organizational reputation.

(10)Do you agree with the statement that the HR Policies are the heart and soul of the any organization:-

The analysis of statement that the HR Policies are heart and soul for any organization is indicated in Table and Fig. 1.10:

Question Response	Frequency	Percentage
Yes	102	51
No	66	33
Can't Say	32	16

Table 1.10



Interpretation:-

The analysis of the statement that HR Policies are the heart and soul for any organization as shown in Table and Fig. 1.10 reflected that 51% employees are believed that the HR Policies are the heart and soul of the organization, whereas 33% employees are not agreed with the statement. The study envisaged that HR Policies are very important for any organization and it needs to be strengthened in public and private sector organizations.

organization will achieve all its targets and goal in a very short span of time and will be in a position to explore its wings in new horizons of the business expansion.

CONCLUSION

- (a) It has been observed that the HR Policies are very crucial and keeps indispensable role in the public and private sector organizations in India. It is the HR Policies, who determined the growth and expansion of business houses leading to profit.
- (b) The good HR Policy leads to satisfaction of employees and boost their morale. It is the thumb rule of the management that if the employees of any organization are satisfied then the

- (c) It is observed that it will be more beneficial if the HR Policies can be further strengthened in order to achieve the desired results. Moreover, considering the *de novo* management practices, it is highly desirable to adopt the global standard procedures and practices.
- (d) As an outcome, it can be said that the public and private sector organizations should extend due freedom to their employees within the ambit of rules and regulation of the organization with regard to perform the task with innovation and creativeness. This will leads more satisfaction in the employees and the business houses will also be able to get the benefit of the innovative ideas of their employees.



- (e) It has been observed that the public and private sector organizations should be more attentive to frame and adopt the good and global HR practices.

SUGGESTIONS

It has been critically observed that it will be more useful to trail the best global practices with regard to HR Policies in the public and private sector organization in India. The HR Policies should be included the following important aspects:

- i. Health and safety measures;
- ii. Dignity and respect at work;
- iii. Training and development;
- iv. Organizing regular orientation programmes for the employees;
- v. Emphasis on innovation and creativity of the employees;
- vi. Skill development of the existing employees; and
- vii. Gender sensitization committee should be made active

Further, it is suggested that HR Policies should be transparent, active and powerful. Such policies should be formulated according to the vision, mission and mandate of organization. It should always be considered the farsightedness of the policy so that it should be active and live with the passage of time as well. The review of such policies should also be done after a period of five years in order to match the organization with other national and international business units.

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