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AN EMPIRICAL STUDY ON CURRENT HUMAN RESOURCE MANAGEMENT PRACTICES OF HINDUSTAN AERONAUTICS LIMITED AND ITS IMPLICATIONS

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ABSTRACT

Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration. Human resources may also provide work incentives, safety procedure information, and sick or vacation days. It is the proactive management of people. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices and employee training programs to assessment techniques and disciplines. The term "Human Resource Management" has been devalued in some quarters; sometimes it means no more than a few generalized ideas about HR policies, at other times it describes a short term plan. It must be emphasized that HR practices are not just programmes, policies, or plans concerning HR issues. Its objective is to provide a sense of direction in an often turbulent environment, so that the business needs of the organization, and the individual and collective needs of its employees, can be met by the development and implementation of coherent and practical HR policies and programmes. This study will focus with exploring the nature of the Current HRM practices in Indian organizations and compare with HRM practices carried out in Hindustan Aeronautics Limited Lucknow with the relevant literature.

KEYWORDS

performance appraisal, promotion, recruitment and selection, training.

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I. INTRODUCTION

Human resource management is designed to help companies best meet the needs of their employees while promoting company goals. HRM gives direction on how to build the foundation for strategic advantage by creating an effective organizational structure and design, culture, employee value proposition, systems thinking, an appropriate communication strategy and preparing an organization for a changing landscape, which includes downturns and mergers & acquisitions. Companies who work hard to meet the needs of their employees can cultivate a work atmosphere conducive to productivity. Human resource management is the best way to achieve this. Being able to plan for the needs of employees by thinking ahead can help to improve the rate of skilled employees who chose to remain working for a company. Improving the employee retention rate can reduce the money companies spend on finding and training new employees.

Human resource management is essential in both large and small companies. In small companies, this may be as simple as the owner or manager taking a little time every day to observe, assist, and assess employees, and provide regular reviews. Larger companies may have a whole department in charge of human resources and development. By meeting the needs of the employees in a way that also benefits the company, it is possible to improve the quality of staff members. Taking the effort to provide employees with the tools they need to thrive is worth the investment.

II. REVIEW OF LITERATURE

P G Aquinas (2013) in his book human resource management principles and practice has given the concepts of an introduction to the principles and practices of human resource management. It focuses on two aspects, the need to take a strategic orientation at all levels of the firm, and the fact that there is a competitive advantage that lies in the firms HR activities.

Michael Armstrong and Stephen Taylor (2012) in his book **Armstrong's handbook** of human resource management practice the 12th edition has been radically updated to create a cutting-edge textbook, which encourages and facilitates effective learning. Comprehensive online support material is provided for the instructor, student and now also the practitioner, providing a complete resource for teaching and self-learning.

Vijaya Kumar (1998), in his study HRM policies and practices in sugar industry with special reference to east Godavari dist. Andhra university has analyzed that sugar industry is a distinctive one in the area of HRM. The main conclusions of the study are that the sugar industry is rural biased, the training facilities available in the industry are not remarkable, the group incentives plans are absent, the promotion policy in the industry is vague.

Devashis Rath (2001), in his study human resource management practices in India and France; a comparative perspective personnel today examined that the human resource management practices in India and France human resource management approaches of these two countries, the similarities are only a few in number and the differences are too many.

Budhwar and Khatri (2001), in his article a comparative study of HR practices in Britain and India. He had discovered differences between British and Indian companies in the HR practices in the areas of recruitment, compensation, training, and communications. In order to control for possible confounds that may be caused by different manufacturing sectors or businesses with more than 200 employees were matched with their British and Indian counterparts in specific areas such as plastic, steel, textiles and pharmaceuticals. Distinctions were also made between blue and white collar employees.

Apparao S. (2001), in his study HRM practices; a case study in Hindustan shipyard ltd. Evaluated that human resource management practices covered human resource planning, recruitment, selection, employee's compensation system, human resource development, Industrial relations and other aspects. He collected data from 450 respondents in Hindustan shipyard ltd through employee schedule. The outcome of the study revealed the functioning of the participative management schemes is not up to the mark and suggested to improve 'participative management culture. Such an approach is believed to be conducive for promoting suitable organizational culture in the final analysis. Human resources management activities can be better organized and implemented if the top management attaches sufficient importance and also indicate that the prevalence of positive work culture, which appeared to be largely dependent on the nature of organization climate prevailing in the organization, is one of the most significant success 'mantras' of Nalco.

III. NEED FOR THE STUDY

Human resource management is responsible for selecting and inducting competent people and training facilitating, motivating them to perform at high levels of efficiency and providing a mechanism to ensure that they maintain their affiliation with the organization

Hindustan Aeronautics Limited Organization provided an asset that can provide sustained competitive advantage to face the challenges. The changes in the business environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organizations are undergoing have led to increased importance of managing human resource. Hence, it is necessary to examine and study the current human resource management practices of this defense Organization.

IV. STATEMENT OF THE PROBLEM

The significance of human resource management in public sector undertakings of Government assumes greater relevance due to the vast number of fleet service with large number of employees covering almost the entire population of the state. It brings about a number of issues relating to recruitment and selection of right people, their training and development, superior – subordinate relationship and employment relations. These practices lead to employee grievances. If these grievances are not handled properly, it will result in disputes between management and employees. In this globalization era continuous updation of technology further complicates these problems. Therefore, effective human resource management practices are required to handle these problems and need to improve day by day.

V. OBJECTIVES OF THE STUDY

Following are main objectives of the paper:

1. To study the current human resource management practices of HAL, Lucknow.
2. To analyse the existing human resource management practices at HAL, Lucknow.
3. To study the different HRM approaches adopted by HAL, Lucknow.

VI. DATA ANALYSIS AND INTERPRETATION

In view of the objectives of the present study the requisite primary data is collected through the survey with the help of questionnaire. Questionnaire was designed to make the respondents understand questions clearly. Question were closed ended and were requested to tick the different alternatives and rank their preferences. The researcher recorded the responses of the respondents accurately and precisely, wherever required. The survey was conducted on 110 respondents of total population comprising both executive and workmen.

The data so collected were analyzed by using SPSS software version 20.

TABLE 6.1: RESPONDENTS OPINION REGARDING RECRUITMENT PRACTICES

	Frequency	Percent	Valid Percent	Cumulative Percent
1.Applied Directly	13	11.8	11.8	11.8
2.Newspaper Advertisement	29	26.4	26.4	38.2
3.Employment exchanges	6	5.5	5.5	43.6
4.Written test and Interview	62	56.4	56.4	100.0
Total	110	100.0	100.0	

Source: Questionnaire

The above table shows that out of 100 respondents, 56.4 percent respondents indicated recruited through Written test and Interview. 26.4 percent respondents indicated recruited through newspaper advertising, 11.8 respondents have indicated through applied directly and 5.5 respondents have indicated through Employment Exchanges.

TABLE 6.2: RESPONDENTS OPINION REGARDING SELECTION PRACTICES

	Frequency	Percent	Valid Percent	Cumulative Percent
1.Job test	65	59.1	59.1	59.1
2.Selection on merit	27	24.5	24.5	83.6
3.Relative’s influence	7	6.4	6.4	90.0
4. Recommendation of management	11	10.0	10.0	100.0
Total	110	100.0	100.0	

Source- Questionnaire

The above table shows that out of 100 respondents, 59.1 percent respondents indicated have selected through job test. 24.5 percent respondents indicated have selected through selection on merit, 10 percent respondents have indicated through recommendation of management and 6.4 respondents have indicated through relative’s influence.

TABLE 6.3: RESPONDENTS OPINION REGARDING TRAINING PRACTICES

	Frequency	Percent	Valid Percent	Cumulative Percent
1.On the job Training	44	40.0	40.0	40.0
2.Off the job Training	28	25.5	25.5	65.5
3.Both On the job and Off the job	38	34.5	34.5	100.0
Total	110	100.0	100.0	

Source-Questionnaire

Respondents’ attitude towards current training practices adopted by the organization has been analyzed, on the basis of the opinion of the respondents it is observed that 40 percent respondents have indicated on the job, 25.5% get training off the job and 34.5 respondents have indicated get training as both.

TABLE 6.4: RESPONDENTS OPINION REGARDING PROMOTION PRACTICES

	Frequency	Percent	Valid Percent	Cumulative Percent
1.Seniority	55	50.0	50.0	50.0
2.Merit	24	21.8	21.8	71.8
3.Efficiency	15	13.6	13.6	85.5
4.All	16	14.5	14.5	100.0
Total	110	100.0	100.0	

Source-Questionnaire

The above table shows that out of 110 respondents, 50 percent respondents have opined that they promoted through Seniority basis. 21.8 percent respondents indicated have promoted through Merit, 14.5 percent respondents have indicated through all three i.e. Seniority, merit and efficiency and 13.6 respondents opined they promoted through their Efficiency.

TABLE 6.5: RESPONDENTS OPINION REGARDING PERFORMANCE PRACTICES

	Frequency	Percent	Valid Percent	Cumulative Percent
1.Ranking method	46	41.8	41.8	41.8
2.Forced distribution method	17	15.5	15.5	57.3
3.Factor Comparison method	18	16.4	16.4	73.6
4.360 degree	29	26.4	26.4	100.0
Total	110	100.0	100.0	

Source-Questionnaire

The above table shows that the 41.8 percent respondents have opined the evaluation of performance is done by Ranking method, 26.4 percent respondents indicated performance appraisal is evaluated by 360 degree method, 16.4 percent respondents have indicated evaluated by factor comparison method and 15.5 percent respondents opined they appraised by forced distribution method.

TABLE 6.6: RESPONDENTS OPINION REGARDING COMPENSATION

	Frequency	Percent	Valid Percent	Cumulative Percent
1.Minimum Wage	39	35.1	35.5	35.5
2.Fair Wage	48	43.2	43.6	79.1
3.Living Wage	23	20.7	20.9	100.0
Total	110	100.0	100.0	

Source-Questionnaire

The above table reveals the information about the types of wages provided to the respondents. Majority of the respondents 43.6 percent are of the opinion that the wages provided to them are Fair wages. Some of the respondents 35.1 are in the opinion that the wages provided to them are Minimum wages. About 20.7 percent are in the opinion that the wages provided to them are Living wages.

VII. CONCLUSIONS

A summary and the conclusions of a humble effort made in the body of the research in the direction of understanding the human practices conducted in defense organization and workers employed in public sector undertakings, intended to play a big role in building the economy are given hereunder:

A. RECRUITMENT, SELECTION AND TRAINING

Internet recruiting is most preferable in this Organization. The Organization took the written examination through online procedure and interview process is involved for qualified candidates. The use of employment exchanges and other sources of internal recruitment is less. HAL starts selection procedure mainly through job test. But there is a provision for selection on merit too under departmental examination. Employers also prefer Recommendation of management and Relative's influence during selection to have greater control over the employees. Practically any department of HAL organization runs any scheme for training outsiders. Generally selected candidates learned by doing the job but apprenticeship is even offered only to those who comes for summer-training. No payment is provided during the period, off the job training.

B. PROMOTION, PERFORMANCE AND COMPENSATION

The criteria for promotion preferred to those employees had more experience and Senior employees and after then the employer considered Merit. The Efficiency is also an important factor for judging while promotion. For higher position all three factors involved. The evaluation of performance is generally by ranking method through which employees move from Cadre A to B, B to C, C to D. Overall performance is also calculated in appraisal method. Other mode of appraisal given an option for is less. In case of wage and salary policy fair wage is provided to maximum employees and all employees of this organization received wage and salary up to their subsistence level according to their post and position in their department.

VIII. LIMITATIONS

This study is not devoid of limitations. The study heavily relies on primary data collected from Hindustan Aeronautics Limited. Secondary data pertaining to the evaluation of Current HRM practices have been collected and analyzed in this study only at the Lucknow division. As a result, generalization of the findings and conclusion of the study may or may not hold good at other location of Hindustan Aeronautics Limited Organization.

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APPENDIX

QUESTIONNAIRE

1. Name of an employee
2. Gender
a. Male B. Female
3. Age
A. 21- 30 B. 31 – 40 C. 41 – 50 D. 51 and above
4. Educational qualification
A. Diploma B. Under graduate C. Graduate D. Post graduate
5. Category
A. Technical B. Non- technical C. Both
6. Cadre:
A. Group A B. Group B C. Group C D. Group D
7. Length of service (in year)
A. Up to 10 B. 11 – 20 C. 21 – 30 D. 31 and above
8. Which procedure for recruitment is generally done by HR manager in your Organization.
A. Applied directly
b. Newspaper advertising
C. Employment exchanges
D. Written test and interview
E. Any other (pls. specify.....)
9. How did you get selected in your organization?
A. Job test
B. Selection on merit
C. Relative's influence
D. Recommendation of Management.
E. Any other (pls. specify.....)
10. Which training method is usually adopted in your Organization.
a. On the job training B. Off the job training. C. Both
11. What are the criteria HR department considers while promoting.
A. Seniority B. Merit C. Efficiency D. All
12. Performance appraisal is generally evaluated by which method?
A. Ranking method
B. Forced distribution method.
C. Factor comparison method.
D. 360 degree
13. The wage and salary is determined and according to:
A. Minimum wage
B. Fair wage.
C. Living wage

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