

# A Study on HR Policies and Implementation of L.G. Balakrishnan & Bro's Ltd., to Kovilpalayam

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## Publication History

Manuscript Reference No: IJIRIS/RS/Vol.09/Issue04/JLIS10092

Research Article | Open Access | Double-Blind Peer-Reviewed | Article ID: IJIRIS/RS/Vol.09/Issue04/JLIS10092

Received: 20, March 2023 | Revised: 12, April 2023 | Accepted: 26, April 2023 | Published Online: 31, July 2023 | Volume 2023  
Volume 2023 | Article ID JLIS10092 <http://www.ijiris.com/volumes/Vol09/iss-04/13/JLIS10092.pdf>

**Article Citation:** Uma, Karthuckkanna (2023). A Study on HR Policies and Implementation of L.G Balakrishnan & Bro's Ltd., to JKovilpalayam. International Journal of Innovative Research in Information Security (IJIRIS), 10, 299-304 doi: <https://doi.org/10.26562/ijiris.2023.v0904.13>

**BibTex key:** Uma@2023Study



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**Abstract:** The Human resource policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people. They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce. A good HR policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies. Each organization has a different set of circumstances and so develops an individual set of human resource policies. The location an organization operates in will also dictate the content of their policies.

**Keyword:** Hr polices and implementation are in corporate of polices implementation

## I. INTRODUCTION

HR policies and procedures give guidance on a range of employment issues for employees, managers and others with responsibility for people. They play an important role in practically and effectively implementing an organisation's HR strategy. A policy is a guide for repetitive action in major areas of business. It is a statement of commonly accepted understanding of decision-making criteria. Policies are set up to achieve several benefits. By taking policy decisions on frequently recurring problems, the top management provides the guidelines to lower level managers. It will permit decisions to be made in similar situations without repeating the reasons and expensive analysis required initially to state the policy. Policies help managers at various levels to act with confidence without the need of consulting the superiors every time. This will also ensure promptness of action. On the basis of such policies, programmes are developed by the management to pursue the objectives. Carrying out the programmes result in certain practices. Policies declare what is intended; they describe what is proposed. Practices describe how policies are being implemented.

A company may have adopted a policy of providing training for all employees as a means of preparing them for promotion. To implement this policy, it may have developed an extensive training programme. The programme may include job training for new employees, supervisory training for foreman and supervisors, and management development for members of the management group. In the supervisory training programme, it may include role playing as one of the many training practices. Human resource policies are not something that can be considered in isolation. It is an integral part of the whole policy structure of the enterprise. There is an organic unity in policies. Such a unity prevents unnecessary duplication and promotes unity of action. Weakness in any one of the major policies tends to weaken the effectiveness of other policies. Similarly, a weakness in human resource policies may weaken effectiveness of all other organizational policies.

## REVIEW OF LITERATURE:

James Lawrence R, Jones, Allan P conducted by organizational climate research, definitions and measurement approaches are reviewed and differentiated into 3 categories: a multiple measurement-organizational attribute approach, a perceptual measurement-organizational attribute approach, and a perceptual measurement individual attribute approach. Similarities and differences between these approaches are discussed in an attempt to address a number of theoretical and psychometric concerns.

A major focus is the extent to which organizational climate duplicates other organizational and individual domains. Recommendations for future research include a rationale for differentiating between organizational climate and psychological or individual climate, and an emphasis upon the distinction between level of measurement and level of explanation as related to future definitions of climate.

Robert D. Pritchard, Bernard W. Karasick, Purdue University USA, conducted study on the effects of organizational climate on managerial job performance and job satisfaction as well as the effects of interactions between climate and individual needs on performance and satisfaction were examined for 76 managers from two organizations. It was found that climate was influenced by both the overall organization and by subunits within the organization. Climate was fairly strongly related to submit performance and to individual job satisfaction, there was some limited evidence for climate and individual needs interacting to influence performance and satisfaction.

A Neal, M.A Griffin, P.M Hart conducted study on the impact organizational climate on safety climate and individual behaviour relatively little previous research has investigated the mechanisms by which safety climate affects safety behaviour. The current study examined the effects of general organizational climate on safety climate and safety performance. As expected, general organizational climate exerted a significant impact on safety climate, and safety climate in turn was related to self-report of compliances with safety regulations and procedures as well as participation in safety related activities within the workplace. The effect of general organizational climate on safety performance was mediated by safety climate, while the effect of safety climate on safety performance was partially mediated by safety knowledge and motivation.

Malcolm Patterson, Peter Warr, Micheal West organizational climate and company productivity: The role of employee affect and employee level on consistent with a growing number of models about affes and behaviour and with a recognition that perception alone provides no impetes for action, it was predicted that association between company climate and productivity, wild he mediated by average level of job satisfaction. In a study of 42 manufacturing companies, subsequent productivity was significantly correlated on controlled anases with eight aspects of organizational climate (eg. Skill development and concern for employee welfare) and also with average job satisfaction. The mediation hypothesis was supported in hierarchical multiple regressions for separate aspects of climate in addition, an overall analysis showed thin many productivity was more strongly correlated with those aspects of climate that had simger satisfaction loadings. A second prediction, that mangers would these of non numers, was not supported. However, managers assessment of most aspects of their company's climate. In addition, an overall analysis showed that company productivity was more strongly corrected with those aspects of climate that had stronger satisfaction loadings. A second prediction, that manager's perception of climate would be more closely linked to company productivity than world those of non-managers, was not supported. However, manager's assessment of most aspects of their company's climate were significantly more positive than those of man-managers.

Kirk L, David B, Schmidt, Carla shull and Neal Schmitt? human resource practices, organizational climate, and customer satisfaction on the degree to which organizational climate mediates the relationship between human resource practices and customer satisfaction is investigated for 351 small business in the same industry. Result indicated support for the hypothesized mediated relationship. The indirect effects of HR practices on customer satisfaction were significant and relatively large while the direct effect was non-significant and near zero. The results were organizational outcomes. Limitations of the study and implement for future research are discussed.

### HR POLICIES AND IMPLEMENTATION

**Definition:** HR policies and procedures give guidance on a range of employment issues for employees, managers and others with responsibility for people. They play an important role in practically and effectively implementing an organization's HR strategy. A policy is a guide for repetitive action in major areas of business. It is a statement of commonly accepted understanding of decision-making criteria. Policies are set up to achieve several benefits. By taking policy decisions on frequently recurring problems, the top management provides the guidelines to lower level managers.

#### Methods of Hr polices and Implementation

- SUSTAINABILITY POLICY
- ENVIRONMENTAL, OCCUPATIONAL HEALTH AND SAFETY POLICY
- Dividend Distribution Policy
- BOARD DIVERSITY POLICY
- POLICY FOR DETERMINING "MATERIAL" SUBSIDIARIES
- POLICY ON DETERMINATION AND DISCLOSURE OF MATERIALITY OF EVENTS AND INFORMATION

### HUMAN RESOURCE DEPARTMENT

Company target is to place the right person to right job, to evaluate efficiently our human resources, to contribute to training and development, to increase loyalty and pave the way to career opportunities. Equal opportunity policy we treat everybody equally regardless of religion, language, race, gender, age, ethnicity distinction. By providing equal opportunities to all candidates in our recruitment process, we aim to employ the right person for the right job.

**Recruitment Policy:** The recruitment policy is to provide equal opportunities to candidates and allow and process of the company and their process of the opportunity to accurate way to employee. Human resource management is very useful in this company of the organization.

**Training and Development Policy:** Education is an important element in the development of our employees and our company, we continuously invest in our human resources. Our education policy, our employees, is to support training needs to enable them to continue their task with high motivation and performance. With this approach personal development training and job.



### SCOPE OF THE STUDY

The present research study has a very wide scope. It covers aspects which is useful several ways The study aims to learn the organizational climate based and benefits on working environment, autonomy, recognition and competitiveness, rewards and benefits from the survey of respondent's employees. The study gives practical experience for the student. The suggestion to this study are to improve the organization climate in the organization in this present scenario of globalization, all the organizations strive to excel in the field of activity. Organization that achieved international might have proper organization climate

### OBJECTIVES OF THE STUDY

An organizational climate study enables a successful organization to operate more efficiently through the use of workers input and satisfaction ratings. The following major points were emphasized while conducting the study-

1. To investigate the influence of biographical variables on the organizational climate of LGB & Bros Ltd
2. To understand the working environment of the company.
3. To study about the autonomy of the employees.
4. To study about the recognition and competitiveness.
5. To study about the rewards and benefits.
6. To receive suggestions from the workers for organization climate of the LGB & Bros Ltd

### RESEARCH METHODOLOGY

#### Meaning

Research methodology is a way to systematically solve the research problem. It may understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods. When we talk of methodology we not only talk of research methods but also consider the behind the methods we use in the contest of our research study and explain why we are using a particular method or technique.

#### Research design

"A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure". Research design is the conceptual structure within which research is conducted; It constitutes the blueprint for the collection, measurement and analysis of data. The type of research design used in the project was descriptive research, because it helps to describe a particular situation prevailing within a company. Careful design of the descriptive studies was necessary to ensure the complete interpretation of the situation and to ensure minimum bias in the collection of data.

#### Source of data

- The sources are both primary and secondary sources. Primary data were collected by means of administered questionnaire.
- The questionnaire consists of particulars like recognition, opportunity, training, communication, etc.
- A great deal to primary and secondary data was collected through direct survey.

### CH-SQUARE TEST

$$\text{Chi-square test } (\chi^2) = \sum \frac{(O_i - E_i)^2}{E_i}$$

Degrees of freedom = (R-1) (C-1)

Where as,  
 O= observed frequency ,  
 E= expected frequency,  
 R=number of rows,  
 C=number of columns

**Null Hypothesis (Ho)**

There is no significance relationship between work experience and promotion process.

**Alternative Hypothesis (H1)**

There is significance relationship between work experience and promotion process

**ANOVA TEST**

1. Correction Factor (C.F) =  $(\sum x)^2 / \text{No. of Observation} = T^2 / N$
2. Sum of Square of Total Variance: (SST) =  $\sum x^2 - C_x$
3. Sum of Squares between rows (SSR) =  $SSR^2 - CF$
4. Sum of Squares between the columns (SSC) =  $SSC^2 - CF$
5. Error Sum of Squares =  $SST - (SSR + SSC)$

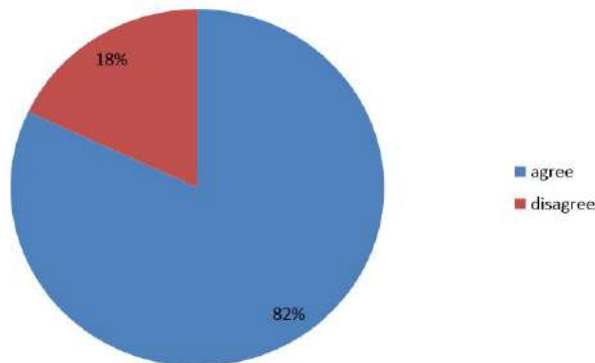
**CORRELATION TEST**

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

**DATA ANALYSIS AND INTERPRETATION**

**A. RECRUITMENT AND SELECTION**

**External recruitment sources**

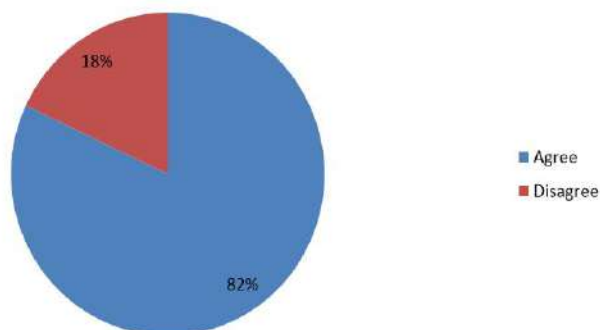


**INTERPRETATION**

Regarding external recruitment sources 82% employees are satisfied or agree whereas 18% are not satisfied which is performed in the organization. Therefore, the employees are satisfied by recruitment process

**B. INDUCTION**

**Induction programme**



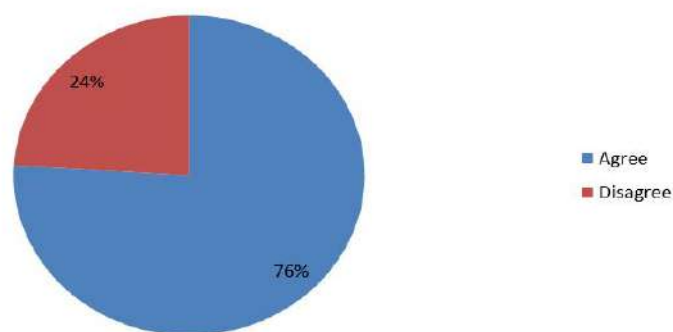
PARTICULAR	NO.OF.RESPONDENTS	PERCENTAGES(%)
Below 5 years	55	45.83
5-10 years	32	26.66
10-15 years	20	16.66
15-20 years	13	10.83
Above 20 years	0	0
TOTAL	120	100

### INTERPRETATION

Regarding induction programme which is conducted in the organization, 82% of the employees are satisfied whereas 18% of the employees are not satisfied.

### C. TRAINING AND DEVELOPMENT

#### Employee performance



### INTERPRETATION

Regarding employee performance, 76% of employees are satisfied whereas 24% of employees are not satisfied. It means that most of the employees get affected from this evaluation

### FINDING

- 36% of the respondents are in the age group of below 25 years
- Majority of the respondents (76%) are male.
- Majority of the respondents (60%) are married.
- Most of the respondents (64%) are degree holders.
- 42% of the respondents are working in the technical employee.
- 26% of the respondents are production department.
- 32% of the respondents are having 2-5 years of experience.
- 46% are getting salary of Rs.5000-8000.
- 46% of the respondents are satisfaction in working environment.
- 36% of the respondents are satisfied in interpersonal relationship with other workers
- 44% of the respondents are satisfied in relationship with supervisors.
- Majority of the respondents (66%) are communicating with nontechnical staffs. Most of the respondents (74%) are free to express their views and suggestions in decision making process

### SUGGESTIONS

- The Performance Appraisal of employee is evaluated on the basis of 360 degree feedback or 180 degree feedback.
- 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.
- The Departments should develop constructive attitude towards each other.
- The company should give the appropriate recognition for the contributions and accomplishments made by employees. A flexible reward system should be adopted by organization to improve employee motivation.
- A more transparent and full proof communication system developed in the organization.
- Replacing the lacuna in the current system.
- Wages and salary administration process should have a more scientific approach laying stress on equal wages for equal work done.

## CONCLUSION

This research work has attempted to find out the extent of organizational climate perceived by the employees of L.G.BALAKRISHNAN&BROS LTD, K-PALAYAM, (Coimbatore) and the present study analyzed the output of working environment, autonomy, recognition and competitiveness, rewards and benefits among the employees. With regard to organization climate, from this study it has been understood that majority of the respondents are satisfied with the parsing organizational climate even though the management has to concentrate more on the various factors like working environment, welfare facilities, rewards and benefits etc. to make the organizational climate a very best. It is also understood that the respondents have given importance to communication and decision making process, this research has helped me in enriching knowledge on organizational climate.

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