

A Study on various HR processes with reference to L&T.

Shradha Zambare

Prof. Ashish Shirodkar

ABSTRACT

Larsen and Toubro (L&T) Limited is India's largest construction conglomerate. L&T's expertise is harnessed to execute high value projects that demand adherence to stringent timelines in a scenario where disparate disciplines of engineering are required to be coordinated on a critical path. However, no company can acquire such a feat without systematic management of its human resource. An investigation on the human resource management practices in orienting L&T's success can help to identify some of the ethical human resource practices, especially in the context of Indian market. In its HR, L&T complies with national legislation and collective bargaining agreements, the international agreements of ILO, occupational safety regulations and other obligations. The working community upholds equality with no tolerance for discrimination in any form. The HR management is fair and equitable.

Keywords

Implementation of HR policies, Hr practices, collective bargaining.

1. INTRODUCTION

Each organization works towards the realization of one vision. The same is achieved by formulation of certain strategies and execution of the same, which is done by the HR department. At the base of this strategy formulation lie various processes and the effectiveness of the former lies in the meticulous design of these processes. But what exactly are and entails these processes? Let's read further and explore. The following are the various HR processes:

- Human resource planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).
- Employee remuneration and Benefits Administration
- Performance Management.
- Employee Relations.

The efficient designing of these processes apart from other things depends upon the degree of correspondence of each of these. This means that each process is subservient to other. You start from Human resource Planning and there is a continual value addition at each step. To exemplify, the PMS (performance Management System) of an organization like Infosys would differ from an organization like Walmart. Let's study each process separately.

Human Resource Planning: Generally, we consider Human Resource Planning as the process of people forecasting. Right but incomplete! It also involves the processes of Evaluation, Promotion and Layoff.

- **Recruitment:** It aims at attracting applicants that match a certain Job criteria.
- **Selection:** The next level of filtration. Aims at short listing candidates who are the nearest match in terms of qualifications, expertise and potential for a certain job.

- **Hiring:** Deciding upon the final candidate who gets the job.
- **Training and Development:** Those processes that work on an employee onboard for his skills and abilities up to graduation.

Employee Remuneration and Benefits Administration: The process involves deciding upon salaries and wages, Incentives, Fringe Benefits and Perquisites etc. Money is the prime motivator in any job and therefore the importance of this process. Performing employees seek raises, better salaries and bonuses.

Performance Management: It is meant to help the organization train, motivate and reward workers. It is also meant to ensure that the organizational goals are met with efficiency. The process not only includes the employees but can also be for a department, product, service or customer process; all towards enhancing or adding value to them.

Employee Relations: Employee retention is a nuisance with organizations especially in industries that are hugely competitive in nature. Though there are myriad factors that motivate an individual to stick to or leave an organization, but certainly few are under our control. Employee relations include Labor Law and Relations, Working Environment, Employee health and safety, Employee- Employee conflict management, Employee- Employee Conflict Management, Quality of Work Life, Workers Compensation, Employee Wellness and assistance programs, Counseling for occupational stress. All these are critical to employee retention apart from the money which is only a hygiene factor.

2. OBJECTIVES OF THE STUDY

- To analyze the Recruitment and various HR processes preferences for complete infrastructure & Infrastructure project.
- Completion of Employee Documentation & Formalities during Selection.
- Scheduling Interviews.
- Documentation of all Employees of the Organization.

2.1 Limitations of the Study

- Some of the respondents were non-cooperative.
- The opinions expressed by some respondents may be biased.
- Time and budget constraints were major limitations to the study.
- The sample size of 100 respondents was taken for the study. Their responses may or may not represent the views of the entire population.
- Lack of experience in conducting a research was a constraint.

However, in spite of these limitations, all efforts have been put to make the report correct, effective, genuine and fulfilling all the objectives of the project report.

3. LITERATURE REVIEW

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The Talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements. Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations, however, recruiting as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development. Talent acquisition is quickly becoming a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards, but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent development. Talent acquisition professionals often craft the unique company message around the approach the company takes to hiring and the ongoing development of employees. The employment brand therefore encompasses not only the procurement of human capital, but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career. Recruiting professionals often move between agency recruiting and corporate recruitment positions. In most organizations, the recruitment roles are not dissimilar: the recruitment role is responsible for sourcing talent and bringing qualified candidates to the company. However, modern talent acquisition is becoming a unique skillset. Because talent acquisition professionals many times also handle post-hire talent issues, such as employee retention and career progression, the talent acquisition role is quickly becoming a distinct craft. Some recruitment industry advisors even advocate for a talent department unique from the HR department, because talent acquisition and development is so intertwined with a company's ultimate success and effectiveness.

4. RESEARCH METHODOLOGY & DESIGN

RESEARCH is a 'careful investigation or inquiry especially through search for new facts in any branch of knowledge. The project is a systematic presentation consisting of the

enunciated problem, formulated hypothesis, collected facts of data, analyzed facts and proposed conclusion in form of excommunications.

Design

- Data Collection: Primary and Secondary
- Proposed Analysis Technique: Graphs and Charts
- Sampling Units: Employees
- Research Instrument: Structured Questionnaire
- Sample Size: 100 respondents
- Data Collection – Primary and Secondary

This kind of research method is adopted because small amount of data and information existed to conduct the research. Therefore two data collection technique are as follow:

4.1 Data Collection – Primary & Secondary

4.1.1 Primary Data

The information and the data collected are through formal informal discussion with the offers and accounts department. Discussion with the staff members of the commercial, finance and other department. Queries arising in due course of the project brought into the notice of the concerned authority and necessary explanation and solution are adopted. Theory book, survey.

4.1.2 Secondary Data

References books: theory relating to the subject matter and various concept taken up from various financial reference books. 2. Websites: Majority of the information gathered from data exhibited on the websites of the organization.

4.1.3 Data Analysis

- The data analysis will be done on the below mentioned aspects:
- Hospitality of Larsen & Toubro Administrative team was good.
- Design Team properly informed about T&C and various schemes.
- Proper staff behavior is there in Larsen & Toubro.
- Proper Rules & Regulations system of office is good.
- Proper recruitment is there in the office

5. GRAPHICAL & TABULAR REPRESENTATION OF DATA ANALYSIS.

Table No. 1 Hospitality of Larsen & Toubro Administrative team was good.

Sr. No.	Particulars	Responds	Percentage (%)
1.	Strongly Agree	43	43%
2.	Agree	29	29%
3.	Neutral	9	9%
4.	Disagree	10	10%
5.	Strongly Disagree	9	9%
	Total	100	100%

Hospitality of Larsen & Toubro Administrative team

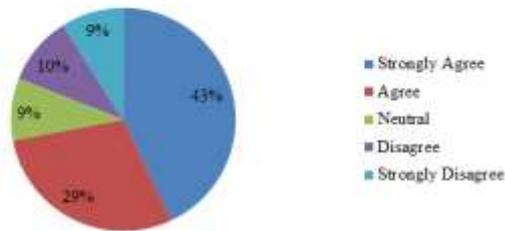


Fig.No 1 Hospitality of Larsen & Toubro Administrative team .

Interpretation:-

From the above pie chart it is inferred that 29% people are agree 43% are strongly agree, 9% are neutral, 10% are disagree and 9% are strongly disagree about the hospitality of staff of Larsen & Toubro.

Table No. 2 Design Team properly informed about T&C and various schemes.

Sr. No.	Particulars	Responds	Percentage (%)
1.	Strongly Agree	34	34%
2.	Agree	47	47%
3.	Neutral	7	7%
4.	Disagree	7	7%
5.	Strongly Disagree	5	5%
	Total	100	100%

Design Team properly informed about T&C and various schemes

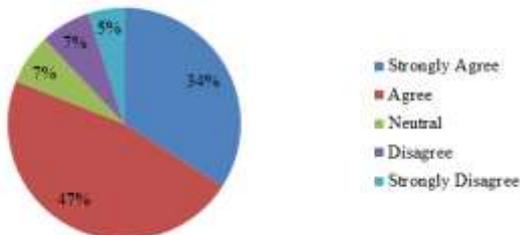


Fig.No 2 Design Team properly informed about T&C and various schemes

Interpretation

From the above pie chart it inferred that 47% people are agree 34% are strongly agree,7% are neutral, 7% are disagree and 5% are strongly disagree informed about T&C and various schemes of Larsen & Toubro.

Table No. 3 Proper staff behavior is there in Larsen &Toubro

Sr. No.	Particulars	Responds	Percentage (%)
1.	Strongly Agree	46	46%
2.	Agree	30	30%
3.	Neutral	7	7%
4.	Disagree	10	10%
5.	Strongly Disagree	7	7%
	Total	100	100%

Staff Behavior

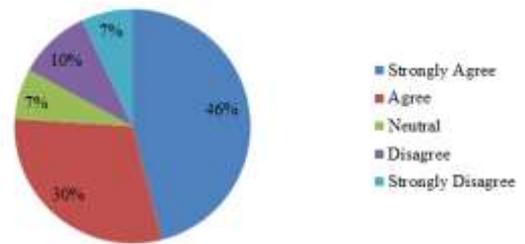


Fig No 3 Staff Behavior

Interpretation

From the above pie chart it inferred that 30% people are agree 46% are strongly agree,7% are neutral, 10% are disagree and 7% are strongly disagree with staff behavior by Larsen & Toubro.

Table No. 4 Proper Rules &Regulations system of office is good.

Sr. No.	Particulars	Responds	Percentage (%)
1.	Strongly Agree	40	40%
2.	Agree	27	27%
3.	Neutral	10	10%
4.	Disagree	17	17%
5.	Strongly Disagree	6	6%
	Total	100	100%

Rules &Regulations system

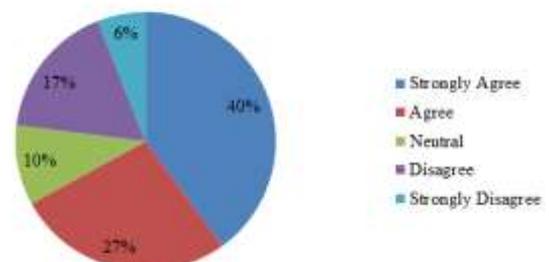


Fig No 4 Rules & regulation system.

Interpretation:-

From the above pie chart it inferred that 27% people are agree 40% are strongly agree,10% are neutral, 17% are disagree and 6% are strongly disagree to rules ®ulations system provided by Larsen & Toubro..

Table No. 5 Proper recruitment is there in the office

Sr. No.	Particulars	Responds	Percentage (%)
1.	Strongly Agree	23	23%
2.	Agree	50	50%
3.	Neutral	7	7%
4.	Disagree	10	10%
5.	Strongly Disagree	10	10%
	Total	100	100%

Proper Recruitment

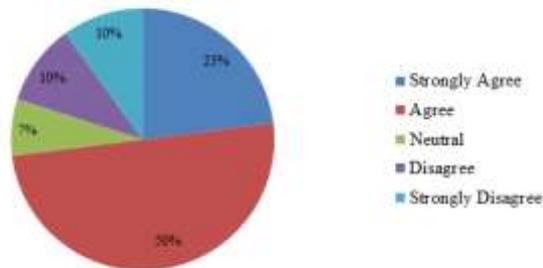


Fig No 5 Proper Recruitment.

Interpretation:-

From the above pie chart it inferred that 50% people are agree 23% are strongly agree, 7% are neutral, 10% are disagree and 10% are strongly disagree with the recruitment provided by Larsen & Toubro.

6. Major Findings

Findings as follow:

- It is inferred that 29% people are agree 43% are strongly agree, 9% are neutral, 10% are disagree and 9% are strongly disagree about the hospitality of staff of Larsen & Toubro.
- It is inferred that 47% people are agree 34% are strongly agree, 7% are neutral, 7% are disagree and 5% are strongly disagree informed about T&C and various schemes of Larsen & Toubro by their Sales Team.
- It inferred that 30% people are agree 46% are strongly agree, 7% are neutral, 10% are disagree and 7% are strongly disagree with staff behavior by Larsen & Toubro.
- It inferred that 27% people are agree 40% are strongly agree, 10% are neutral, 17% are disagree and 6% are strongly disagree to rules & regulations system provided by Larsen & Toubro.
- It inferred that 50% people are agree 23% are strongly agree, 7% are neutral, 10% are disagree and 10% are strongly disagree with the recruitment provided by Larsen & Toubro.

BIBLIOGRAPHY

- [1] www.acaml.com, (singh, 2001)
- [2] <https://www.recruiter.com/i/talent-acquisition/>
- [3] hrcouncil.ca/home.cfm
- [4] <https://www.Intecc.com>
- [5] www.wikipedia.com
- [6] Human Resource Management: Fisher, Schoenfeldt, Shaw 6th Ed
- [7] Winning in HR Analytics (survit sinha, 2005)