

A study of HR policies, recruitment, training and performance appraisal at India Satcom ltd, Bangalore

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Abstract: This paper deals with the HR recruitment, training and performance appraisal system with India sitcom ltd, Bangalore. Here researcher used questionnaire to collect primary data from different level of employees. It also covers methodology used for performance appraisal and technique used to train employees on job as well as off job training and recruitment process and HR policies practiced by this company in a given context.



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Introduction:

Since 1991, India has undergone major reforms, consisting of opening up the economy to more foreign trade and investment and dismantling the industrial licensing system. Soon thereafter, India's growth rate picked up, foreign exchange started to flow into the nation at an unprecedented rate and the information technology sector boomed interest in the India economy, not witnessed since the time of India's independence.

From our standpoint, what is more important is the evaluation of company that have out-performed others in a given sector. From these companies we can learn lot. These companies can add to our academic knowledge, but more importantly, they can reach us lessons about what to do and what to do and what not to in given situations. It is keeping in mind this learning that we have taken up this project.

To summarize, what we learn from this study is the ability to define factors/policies in a given context that can help us in making our future organizations successful-successful not only financially, but also in terms of employee satisfaction and social perception.

Objectives of the study:

1. To know overall policy of the unit.
2. To study recruitment policy.
3. To examine training policy.
4. To study the policies adopted for performance/evaluation management.
5. To know the shortcomings in the existing policies and offer suitable suggestions.

Scope of the study:

The study was carried out at India Satcom LTD. This study focus on overall policy of the company, recruitment, training and performance/evaluation management policies of the company in which the need felt that whether the above policies of HR department are satisfying the employees etc.

This study gives an insight over above said needs and helps the organization to take various decisions.

Research methodology:

The data collection method, the sources of data, location of study, sample size , sampling technique for interpretation of data are stated.

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Data collection:

Primary data: refers to the information specifically collected for solving the problem in hand.

Secondary data: is the information that is collected for a purpose other than to solve the specific problem.

Sources of primary data:

1. Personnel interaction with managers, staff, senior managers, deputy managers, assistant manager and other officials of the company.

Sources of secondary data:

1. Information from company records, manuals, company's website.
2. Information from other published books, internet etc.

Sampling method:

Random sampling used to select samples

Sample size:

The sample size is the no of samples used in the study. In the present study the sample size was 40 professionals. The professionals include senior managers, deputy managers, assistant managers, and engineers.

Limitation of the study:

The sample was less, the professional in number only 120, which affected the findings of the study. The study was concentrated mainly on ISL. The study has the limitation of capability, exposure, experience and knowledge of the researcher on the study.

1. The study was confined with the organization only.
2. Respondents taken for the survey work constitute executives, supervisors, workers so that opinion of them accordingly.
3. The study with limited time was another main constrain

Analysis:

Table 1. showing opinion of overall policy fo the company

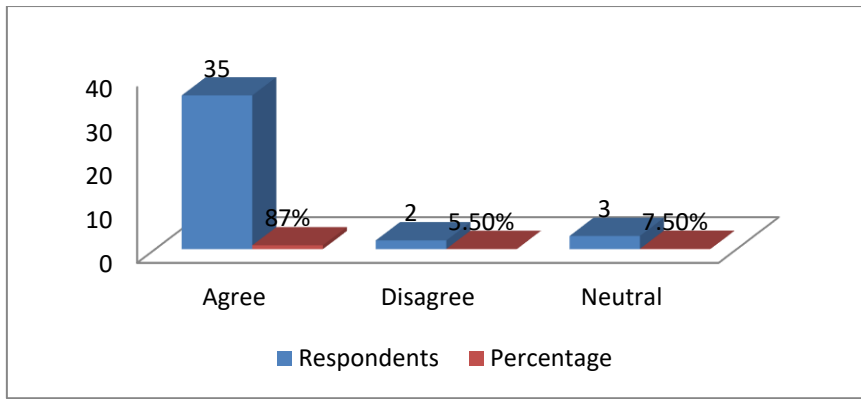
Sub point.

a. Proactive?

Particulars	Respondents	Percentage
Agree	35	87%
Disagree	02	5.5%
Neutral	03	7.5%
Total	40	100%

From the above table it can be estimated that 87% of the respondents were aware of overall policy of the company, whereas 5.5% disagree and 7.5% are neutral.

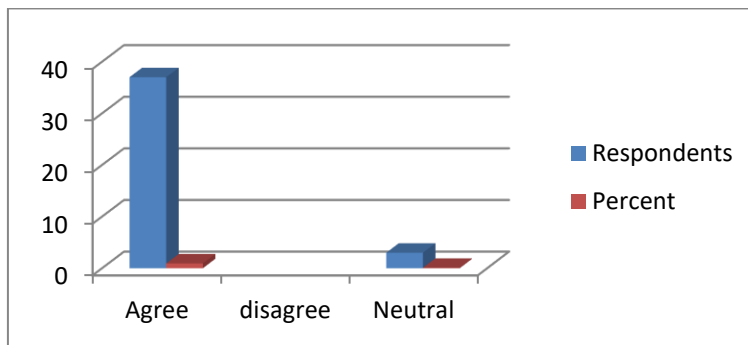
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b. is it preventive rather than curative?

Particulars	Respondents	Percent
Agree	37	92.5%
Disagree	-	-
Neutral	03	7.5%
Total	40	100%

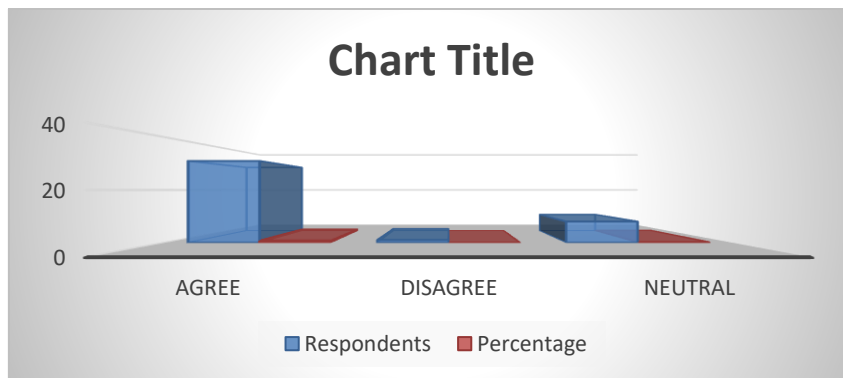
From the above table it was observed that 92.5% are satisfied about the prevention policy rather than curative, whereas 7.5% are neutral and disagree cant say.



c. is it development in orientation?

Particulars	Respondents	Percentage
Agree	31	77.5%
Disagree	01	2.5%
Neutral	08	20%
Total	40	100%

From above table show that 77.5% of the respondents are agree, where as 20% are neutral and 2.5% are disagree.

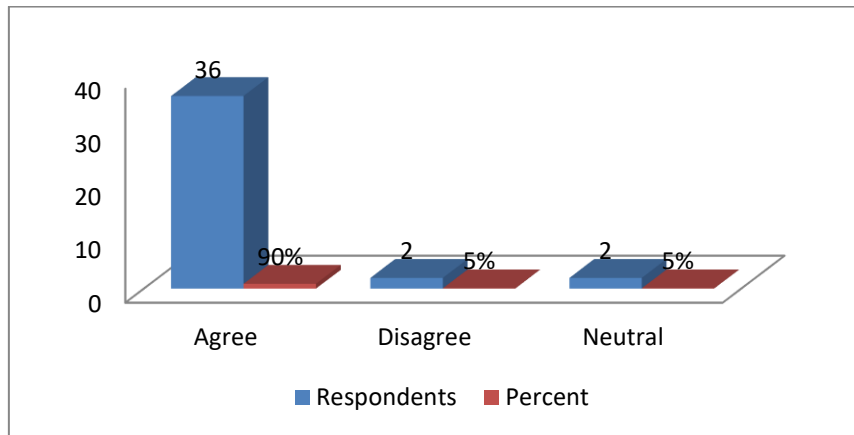


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D. does it try to create an environment conducive for employees to do things right the first time.

Particulars	Respondents	Percent
Agree	36	90%
Disagree	02	5%
Neutral	02	5%
Total	40	100%

From the above table it shows that 90% of the respondents agree about the environment that is conducive for employees, whereas 5% disagree and 5% neutral.

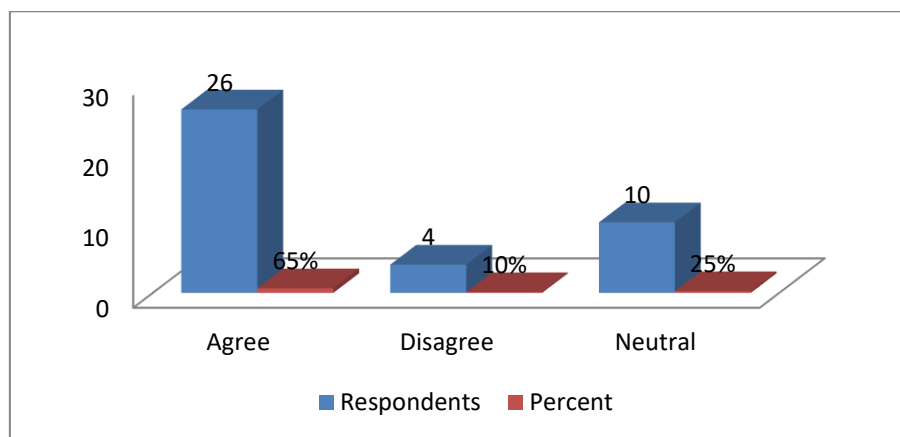


2. recruitment policy of the company.

a. is kind and number of people to be hired well planned?

Particular	Respondents	Percent
Agree	26	65%
Disagree	04	10%
Neutral	10	25%
Total	40	100%

The above table reveals that 65% of the respondents were satisfied for the recruitment policy of the company, whereas 25% are neutral and disagree 10%.

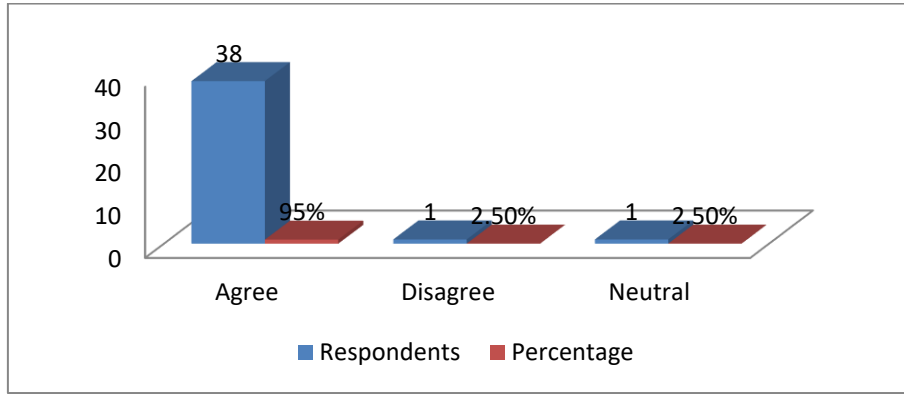


b. are recruiters trained in recruiting the kind of people required by the people?

Particulars	Respondents	Percentage
Agree	38	95%
Disagree	01	2.5%
Neutral	01	2.5%
Total	40	100%

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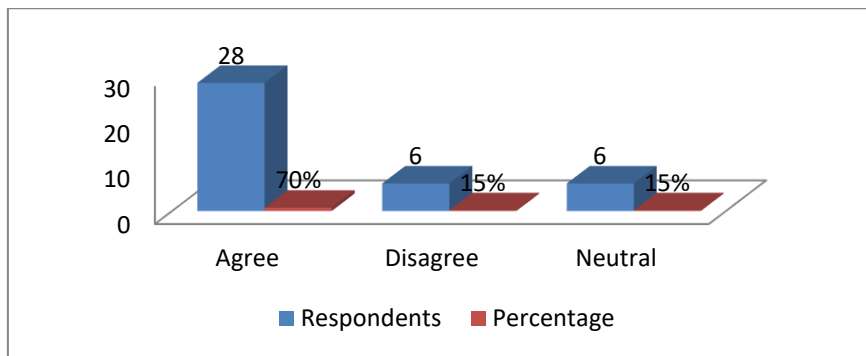
From the above table reveals that 95% of the respondents were satisfied whereas disagree are 2.5% and neutral 2.5%.



c. are the qualities required for each role very well defined?

Particulars	Respondents	Percentage
Agree	28	70%
Disagree	06	15%
Neutral	06	15%
Total	40	100%

From the above table it shows that 70% of the respondents felt agree on the qualities defined and whereas 15% are disagree and 15% neutral.



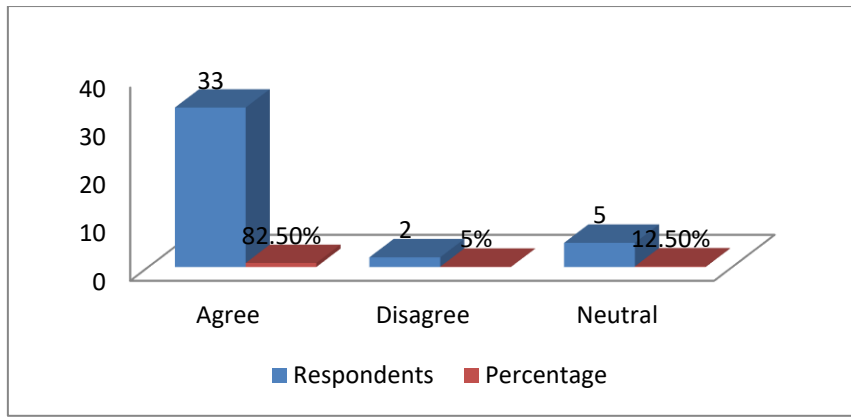
3.training policy of the company

a. is the training aligned to employee needs?

Particulars	Respondents	Percentage
Agree	33	82.5%
Disagree	02	5%
Neutral	5	12.5%
Total	40	100%

From the above table it shows that 82.5% respondents felt the training programs where conducted as per the needs of the employees whereas 12.5% are neutral and 5% disagree.

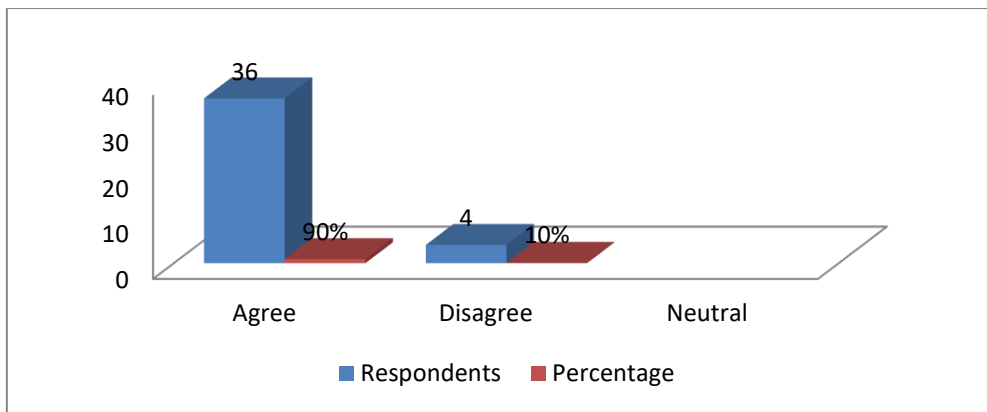
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b. is the output of training measured in actual benefit to trainee?

Particulars	Respondents	Percentage
Agree	36	90%
Disagree	4	10%
Neutral	-	-
Total	40	100%

The above table reveals that 90% of the respondents were satisfied for the benefit of training , whereas 10% disagree and neutral cant say.



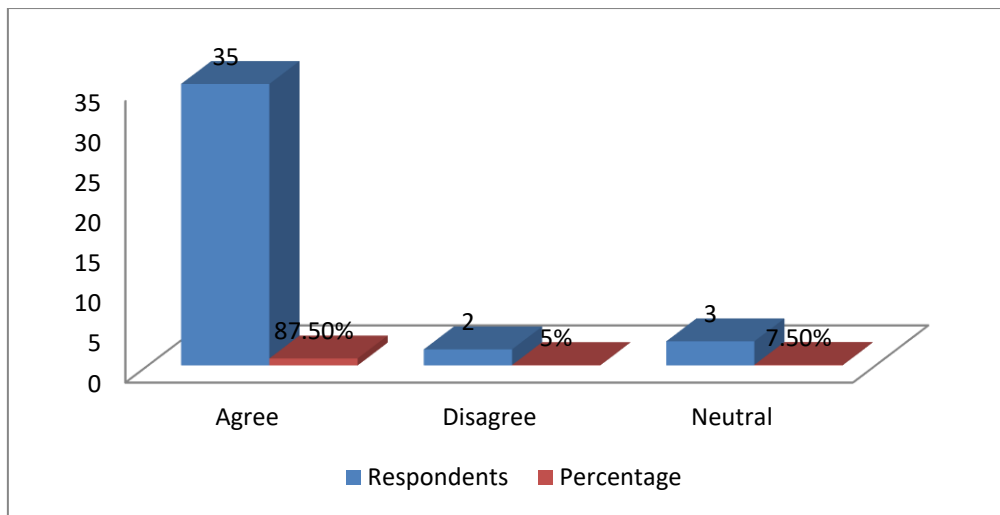
4. Performance evaluation/management policy of the comapy.

a. Are the objectives of the system aligned with the corporate goals of the company?

Particulars	Respondents	Percentage
Agree	35	87.5%
Disagree	02	5%
Neutral	03	7.5%
Total	40	100%

From the above table is shows that 87.5% of the respondents agree on the goals set where as 7.5% are neutral and 5% disagree.

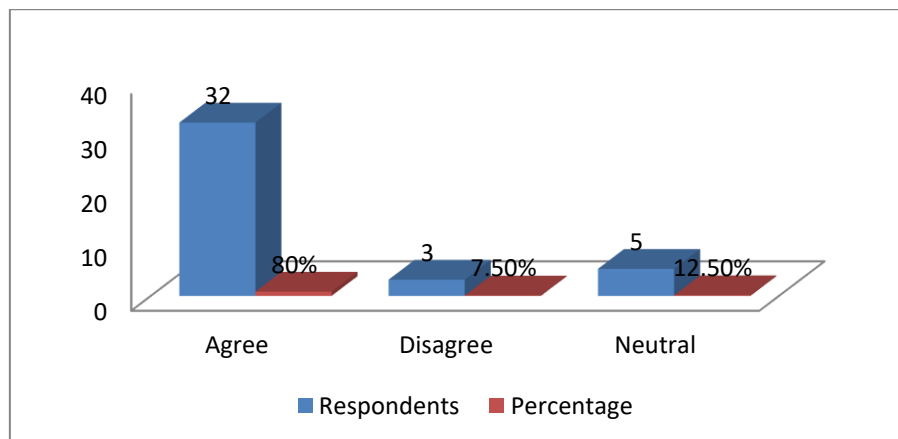
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b. Is the judgment based on output parameters like quality, productivity, and customers satisfaction?

Particulars	Respondents	Percentage
Agree	32	80%
Disagree	03	7.5%
Neutral	05	12.5%
Total	40	100%

From the above table its clear that 80% of the respondents agree on the customer satisfaction judgment whereas 12.5% are neutral and 7.5% disagree.

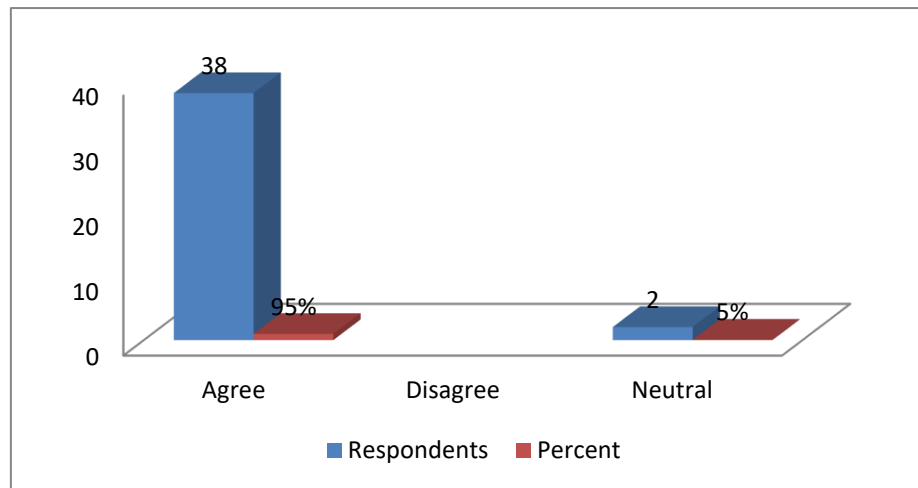


c. Does the evaluation have any development orientation?

Particulars	Respondents	Percent
Agree	38	95%
Disagree	-	-
Neutral	02	5%
Total	40	100%

The above table shows that 95% of the respondents were satisfied for the development orientation whereas 5% are neutral and disagree can't say.

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Findings

1. The policy as defined above is definitely proactive. It depends on the strategic plan of the company each year. The employees also agree with this observation.
2. Again as defined, the policy definitely tends to be preventive. But actually the employees do not still feel this is 100% true. They say that in a number of cases the HR is far removed from the problem and so they cannot be preventive.
3. Yes in policy as well as implementation the policies are developmental. E.g the training and the on-the-job inputs are initiative that are implemented rigorously.
4. The company does create a conducive environment for the employees.
5. ISL year on year adds anywhere between 0-900 people.
6. The recruitment do seem to be trained people. At the same time a reason why the employees (it is their perception that their interviewers were trained people) may have these feelings is because ISL tends to hire more computer and electronics engineers.
7. The qualities required for each role are well defined. We do not have any data to share official documents.
8. As written above objectives for each person are set at the beginning of the year. The person is then finally judged on his ability to meet these objectives. The QLPC directly links the person's compensation to the company's strategic objectives.
9. The appraisal process is something that is treated very seriously in ISL both by the appraiser as well as the appraisee.
10. The appraisal form does capture the training needs of the individual. The employee then has to undergo these trainings within a set of time.

Suggestions.

1. To make recruitment, training, appraisal, and performance evaluation policy of overall management as a closed loop process for continuous quality improvement.
2. Recommended HR policy should focus on 100% preventive rather than curative.
3. Overall HR policy has to be improved which is under developed in orientation.
4. Training guide for the beginners should be incorporated.
5. The training time that has been set for the individual should be extended.
6. Broaden the scope of performance/evaluation policy of management for all groups of companies of ISL in India.

Conclusion.

From the above analysis we can confidently say that the company has applied their HR policies very strategically. There definitely are improvements that can be wished for but in the given context the company have seem to have done very

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well. The company has financially and in the other terms (employee training, recruitment, performance appraisal, and employee retention and stakeholder satisfaction) done well. In fact it would have done much better than most other companies in them sector. And we believe that given the environment (which is the same for them all i.e. all companies), it has performed better because of the way they have molded their policies.

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