

A STUDY ON THE HR POLICIES IN ASHOK LEYLAND

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410153



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **C.S.KAILAAS NATH 41410153** who carried out the project entitled "**A Study on the HR POLICIES IN ASHOK LEYLAND**" under my supervision from January 2023 to March 2023.

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DECLARATION

I **C.S. KAILAAS NATH (41410153)** hereby declare that the Project Report entitled "**A Study on the HR POLICIES IN ASHOK LEYLAND**" done by me under the guidance of **DR. YASMEEN BANO, MBA, M. PHIL, PH. D** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 06/05/2023



PLACE: CHENNAI

C.S. KAILAAS NATH

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ABSTRACT

HRM (human resource management) is especially important in a knowledge-based economy, where ideas and expertise are greatly valued, and a creative and innovative workforce is necessary to meet the challenges of this new economy. Efficient and effective management of human capital is increasingly an imperative and complex process. As a result, there has been a considerable increase in the number of organizations gathering, storing, analysing information regarding their HRs through the use of a software which is HRIS (human resource information system). The growing importance of HRIS is due to the recognition of HR practitioners that IT (information technology) and IS (information system) should be a part of HR POLICIES mainly to develop and use better HRM programmes. This adoption of HRIS by organizations combined with the increasing sophistication of this software, presents the HR function with new challenges which demands the HR professionals to participate and contribute fully to their companies, as true strategic business partners. This study attempts to identify the effectiveness and the importance of the use of HRIS on the HRPOLICIES of an organization. It includes the top management, managers, and executive of HR working in manufacturing, service and IT sectors. Results provide insights into HRIS practice, its effects, effectiveness and shows that HRIS is of direct significance verifies completeness of the HR function and also provides HR professionals with opportunities to enhance their contribution to the strategic direction of the firm.

An abstract of HR policies is a concise summary of an organization's human resources policies and procedures. These policies cover a wide range of topics, including recruitment, selection, orientation, compensation, benefits, performance management, employee relations, and training and development. The purpose of HR policies is to ensure that all employees are treated fairly, consistently, and in compliance with applicable laws and regulations. The abstract of HR policies provides an overview of the organization's philosophy, values, and principles related to human resources management. It also outlines the key features of the HR policies and procedures that employees should be aware of. A well-crafted abstract of HR policies can help employees understand what is expected of them and can serve as a useful reference tool for managers and HR professionals.

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CHAPTER1- INTRODUCTION

1.1 INTRODUCTION

HUMAN RESOURCE POLICIES Human resource management is concerned with people element in management. Since every organization is made up of people, acquiring their services, developing their skills/motivating to high level of performances and ensuring that they continue to maintain their commitments to the organization which are essential to achieve organizational objectives. This project is meant to know the Human Resource Policies in the organization. The HR Policies are a tool to achieve employee satisfaction and thus highly motivated employees. The main objective of various HR Policies is to increase efficiency by increasing motivation and thus fulfil organizational goals and objectives. Human Resource Policies refers to principles and rules of conduct which “formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of the organization objectives.

HR Policies cover the following:

1. Policy of hiring people with due respect to factors like reservations, sex, marital status, and the like.
2. Policy on terms and conditions of employment-compensation policy and methods, hours of work, overtime, promotion, transfer, lay-off and the like.
3. Policy with regard medical assistance-sickness benefits, ESI and company medical benefits.
4. Policy regarding housing, transport, uniform and allowances.
5. Policy regarding training and development-need for, methods of, and frequency of training and development.
6. Policy regarding industrial relations, trade-union recognition, collective bargaining, grievance procedure, participative management and communication with workers

FORMULATING POLICIES

There are five principal sources for determining the content and meaning of policies:

1. Past practice in the organization.
2. Prevailing practice in rival companies.
3. Attitudes and philosophy of founders of the company has also its directors and the top management
- .4. Attitudes and philosophy of middle and lower management
- .5. The knowledge and experience gained from handling countless personnel problems on day-to-day basis.

BENEFITS OF HR POLICIES

Organizations should have personnel policies as they ensure the following benefits:

- a. The work involved in formulating policies requires that the management give deep thought to the basic needs of both the organization and the employees. The management must examine its basic convictions as well as give full consideration to the prevailing practices in other organizations.
- b. Established policies ensure consistent treatment of all personnel throughout the organization. Favouritism and discrimination are, thereby, minimized.
- c. Continuity of action is assured even though top management personnel change. The CEO of a company may possess a very sound personnel management philosophy. He/she may carry the policies of the organization in his/her head, and he she may apply them in an entirely fair manner. But what happens when he/she

retires? The tenure of office of nay manager is finite. But the organization continues. Policies promote stability.

d. Policies serve as a standard of performance. Actual results can be compared with the policy to determine how well the members of the organization are living up to the professional intentions.

e. Sound policies help build employee motivation and loyalty. This is especially true where the policies reflect established principles of fair play and justice and where they help people grow within the organizations. Sound policies help resolve intrapersonal, interpersonal and intergroup conflicts.

PRINCIPLES OF HR POLICY

1. Principle of individual development to offer full and equal opportunities to every employee to realize his/her full potential
2. Principle of scientific selection to select the right person for the right job.
3. Principle of free flow of communication to keep all channels of communication open and encourage upward, downward, horizontal, formal and informal communication.
4. . Principle of participation to associate employee representatives at every level of decision-making
5. Principle of fair remuneration to pay fair and equitable wages and salaries commensuration with jobs.
6. Principle of incentive to recognize and reward good performance.
7. Principle of dignity of labour to treat every job and every job holder with dignity and respect.
8. Principle of labour management co-operation to promote cordial industrial relations
9. Principle of team spirit to promote co-operation and team spirit among employees.
10. Principle of contribution to national prosperity to provide a higher purpose of work to all employees and to contribute to national prosperity.

1.2 COMPANY PROFILE

Ashok Leyland is a commercial vehicle manufacturing company based in Chennai India. It is the second largest commercial vehicle company in India in M&HCV, with passenger transportation options ranging from 18 seats to 52 seats.

Ashok Leyland is a market leader in the bus segment. Eight out of ten metro state transport buses in India are from Ashok Leyland. The Company was established in 1948 as Ashok Motors with an aim to assemble Austin cars. Manufacturing of commercial vehicles was started in 1955 with equity contribution from the British company Leyland motors. Ashok Leyland, which has six manufacturing facilities spread over three Indian states, is the second largest maker of commercial vehicles & diesel engines in India. Its current production capacity is 77000 vehicles & 87000 engines per annum. The company annual turnover exceeds US \$1 billion.

Ashok Leyland is the flagship Company of the HINDUJA GROUP with business interest as diverse as transport, energy, chemical & pharmaceuticals, InfoTech, media & financial services. Ashok Leyland makes trucks, buses, diesel engines & host of special application vehicles such as firefighters for international airports & range of modern army vehicles. With a 12000 strong team, Ashok Leyland has seven manufacturing units at:

CURRENT STATUS: -

- Ashok Leyland is a technology leader in the commercial vehicles sector of India.
- Ashok Leyland annual turnover exceeded to 77 billion RS in 2018-2019.
- Ashok Leyland is India's largest exporter of medium and heavy-duty trucks out of India

- Ashok Leyland is also one of the largest private sector employers in India with about 12,000 employees working in 6 factories and offices spread over the length and breadth of India
- . Ashok Leyland is looking to expand its production operations overseas to make it a more global company.
- Also, as part of this global strategy, the company acquired Cozen Republic-based Tata's truck business.□
- The company has a joint venture with Japanese auto giant Nissan (Renault Nissan group) which will share a common manufacturing facility in Chennai, India.

Achievement of Ashok Leyland: -

1966: - Introduce full air brakes.

1967: - Launched double-decker bus.

1968: - Offered power steering in commercial vehicles

.1979: - Introduced multi-axle trucks.

1980: - Introduced the international concept of integral bus with air suspension.

1982: - Introduced vestibule bus.

1992: - Won self-certification status for defence supplies.

1993: - Received ISO 9002.1997: - India's first CNG powered bus joined the BEST fleet

2001: - Received ISO 14001 certification for all manufacturing units.

2002: - Launched hybrid electric vehicle.

VISION: -

- ❖ Be among the top Indian corporations acknowledged nationally and internationally,
- ❖ For, Excellence in quality of its products
- ❖ Excellence in customer focus and service.

MISSION: - □

Be a leader in the business of commercial vehicles, excelling in technology, quality and value to customer fully supported by customer service of the highest order and meeting national and international environmental and safety standards.

1.3 PRODUCT PROFILE

Product of Ashok Leyland

1.BUSES

2: -Trucks

3: - Engines

4: - Defence & Special



Product of Ashok Leyland: -

1.BUSES: -Leaders in the Indian bus market, offering unique models such as CNG, Double Decker and Vestibule bus.

Trucks: -Pioneers in multi axle trucks and tractor-trailers.



Defence & Special: - Largest provider of logistic vehicles to the Indian army



SOURCES OF INCOME: -

- SALES
- service
- LUBRICANTS
- BODYBUILDING
- EXTRA INCENTIVES
- COMMISSIONS
- SCRAP SOLD
- FORECASTING

1.4 INDUSTRY PROFILE

For over six decades, we have been moving people and goods, touching you and millions across 50 countries worldwide. Today, we are the flagship of the Hinduja Group, one of the largest commercial vehicle manufacturers in India with a turnover of US \$ 2.5 billion in 2011-12 having consistently delivered profits to our stakeholders since inception. Our buses safely carry 70 million passengers to their destinations every day. Close to 700,000 of our vehicles keep the wheels of economies turning and, as the largest supplier of logistics vehicles to the Indian Army, we play a critical role in keeping our borders safe. For our customers, we are committed to provide transport solutions that offer the best operating economics while for users of our vehicles, comfort and safety. This has driven us to pioneer concepts that have become industry norms fuelled both by our robust inherent R&D capabilities and the strength of strategic alliances forged with global technology leaders. Headquartered in Chennai, India, our manufacturing footprint is pan-India with two facilities in Prague (Czech Republic) and Ras Al Khaimah (UAE). To offer you more from our stable of offerings, we have inked 50:50 Joint Ventures (JV) with Nissan Motor Company (Japan) for Light Commercial Vehicles and John Deere (USA) for construction equipment. Our JV with Continental AG (Germany) is for developing automotive Emotronics while the one with the Altheas Group is for producing high press diecasting extruded aluminium components for both the automotive and telecommunication sectors.

History: -

1948

The birth of Ashok Motors Founded by Raghu Nandan Saran, Ashok Motors was set up in collaboration with Austin Motor Company, England and incorporated on September 7th for the assembly of Austin cars.

1949

The first A40 assembled Production began in September at the factory situated at Ennore, south of Madras, and soon the first indigenously assembled A40 Austin car was rolled out.

1950

Ashok Motors and Leyland, UK agree to collaborate an agreement was reached between the two companies and Ashok Motors got sole rights to import, assemble and progressively manufacture Leyland trucks for seven years.

1951

Assembly of Leyland chassis commences the first Leyland chassis assembled by Ashok Motors at Ennore were four Comet 350-engines tippers sold to the Mangalore Tile Factory.

1954

Government approval for manufacture of commercial vehicles The Government approved the progressive manufacture of Leyland commercial vehicles and a license for the manufacture of 1,000 Comets a year was granted.

1955

Ashok Motors becomes Ashok Leyland Named after Raghu Nandan's son, Ashok, the company was renamed 'Ashok Leyland' with equity participation from Leyland Motors, Ltd.1967

India's first double-decker arrives

'Titan' - The first Indian-made double decker with 50%« indigenous components were launched.1869

A revolution in steering

For the first time, power steering was featured on commercial vehicles.

1970



A specially designed vehicle **for** the **Indian** Army

1,000 numbers of the 6x4 'Hippo' Tipper was designed and delivered to the Indian Army based on its specific requirements.

1972

Production target upped to 10,000 vehicles a year

The license to manufacture 10,000 vehicles a year was granted|974

1.5 OBJECTIVES

- To study the employee's opinion towards HR policies in the organization.
- To study the amendments made in the HR Policies of ASHOK LEYLAND Ltd. since the time of incorporation.
- To evaluate a HR Policy manual for the company with special emphasis on the "Managerial Service Conditions".
- To improve the reward system both the aspects of monetary and non-monetary

1.6 NEED OF THE STUDY

People have always been central to organizations, but their strategic importance is growing in today's knowledge-based industries. An organization's success increasingly depends on the knowledge, skill and abilities of employees, particularly as they help establish a set of core competencies that distinguish and organization from its competitors. With appropriate HR policies and practices an organization can hire, develop and utilize best brains in the market place. A healthy and committed workforce ensures increased efficiency and productivity for organization is based on HR POLICIES keeping in view of significance the researchers has undertaken the study to know the employee opinion regarding the HR activities in the organization.

1.7 SCOPE OF THE STUDY

- It reduces the routine transaction and traditional HR activities.
- It deals with the complex transformational ones, the organizations began to electronically automate many of these processes by introducing specialized HRIS (human resource information system) or HRMS (human resource management system).
- HRIS refers to the systems and processes at the intersection between HRM (human resource management) and information technology.
- It is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organizations human resource.
- An integrated HRIS is a database shared by all HR POLICIES that provide common language and integrates all HR services.

CHAPTER 2 - REVIEW OF LITERATURE

2.1 LITERATURE REVIEW

Anupama Gupta (2021) explained the consequences of the challenges faced by the Human resource management in context with the current economic status and the challenges faced should be taken in consideration. This article insists on the challenges in the short fall of talented employees. This also emphasis on how Human Resources Management tackles the problems handled on a day-to-day activity. It also suggested some important points to handle things better.

Saini R.R. (2020) this article explains Management in United Commercial Bank which is a case study of Chand girah State which elaborates HRD rules and regulations. Basically, this study explains the Hurd les in the process of framing the rules ai1d process of executing it. Th is analytical contains a sample size of 100 people and analysed their opinion about HRD rules and regulations. As a result of this study is qualification plays an important role in recruitment in top. middle and low-level management. The practice of selecting right candidate for the level of management helps the organization to achieve more and retain employees in the organization.

Kund u. Subhash C., Divya Malham (2022) in their article on "Human Resources Management Practices in Insurance Companies: The study was made in Indian and MNC's and explains the benefits of the organization is generated only by Human Resources. However, the advantage of giving insurance to the Human Resources is one of the employee benefits issued by the Human Resource Management. The findings of the study says that both domestic and international Insurance companies have to improve more on their HR practices like performance appraisal, HR planning and Recruitment

Tripathy (20 19) explained that the organization have the optimum usage of Human resources in the organization. They follow the 3 C concept (i.e.) Competencies, commitment and culture. By following these 3 C culture in the work organization give the positive results in the organization. This practice is considered to be the best result earning which resulted in the increase in the financial growth.

Singh S.K (2019) in this study be explained that for a good organizational growth employee should maintain their involvement to yield high productivity. Employee's dedication helps him to achieve his target, and increases ill's quality of work. Organization should also help the employee in training him to develop his interpersonal skills. Doth Employer and Employee should equally contribute each for individual's growth.

Patil, Kalanath S. (2018): The development of facility management industry has an important p lace in the growth of the country. Life insurance Corporation is one of the major service providers I n which they provide the best service. The Transmission doesn't 't come in a day. For that employees have put in lot of effo1ts to bring the service in the field of service.

Hemant Rao (20 18) in his study he explained the changes in the role Human Resources. There was an extraordinary change in the role of Human resource department. They should work in the organization such that they should treat the employees irrespective to cast. religion, gender etc. The productivity of the company is based on the quality of work done by the employees in the organization

Sharma and Jyoti (2016) in this article they have explained about the Job Satisfaction that they finalize it the best and effective reason for an employee in the working situation. They also explain that this emotional factor helps the employee in the organization to yield best results. Dissatisfaction is one of the main reasons for allerion of employee in the organization. So, job satisfaction is the primary reason of an employee's carrier growth and development of an organization.

Subramanian. V. (2017) he expresses that the recruitment and selection process in the organization and selecting the right candidate for the correct position helps employees to work in the organization in a very positive mode. The interview process should be relevant to the job profile so that the candidates will be interested in the job profile i.e. G.V. Chalama and L. Srinivas (2017) in his article he has made a Human Resources Department survey across 120 branches of State Bank of India at Andhra Pradesh. and defines the gender where he papers made an attempt to explore the basic gender difference. He finds that the women employees have much more concern than the male employees. Female employees have a higher attitude of respecting the organization and Human resource department. They also have good source of Loyalty towards Bank work.

Martin, T.P. (2016) In his study he explains the Human Resource Development shows the progress of the organizational growth with different process like recruitment and selection, payroll processing and maintains the rules and regulations of the office. By the way of best approach towards the employees which results in the high productive of the employees.

Vidya A. Salokhe (2015) in her study he explained the Human Resource department have several processes to improve the employee's individual growth in the organization. It also helps the organization to achieve more in the profit with their effective smart work. Employees are the asset of any organization which they make profit out of them.

Mishra and Bhardwaj (2002) in his research he made an empirical study on the Private companies and their nature of work in Human resources Department. A random sample of 107 managers with different levels like low level, middle level and top-level management are taken into consideration. A questionnaire was circulated to them to know about the Human Resource department and analysed. As a result, the situation presents in the HRD is satisfactory.

T.V. Rao (2000) the study in his book explains that the audit conducted describes the methods and ideas which have to be implemented in the Human Resource Audit. His framework helps to estimate the different criteria like core competency, Culture and value of the organization. By evaluating the employee's interpersonal skills, they can improve in some of the factors which are they lacking in the system. They also have broadminded people in the top-level management which helps the low and middle level employees to know about their concerns. So, they each and every employee in the organization helps them to achieve more by increasing the productivity.

UDAI PAREEK & T.V. RAO (2020) in his study he explains that the limitations of Human Resource Department where they need to improve in the personal growth of employee and the organization. In his he elaborately explains about the importance of the training and Development, HR Audit, Planning and Development, Organizational Behaviours'. This also gives the lots of information about the Educational Institutes and lot of professional people.

Venkateshwara (2021) explains in his article about how Human resource Department helps the organization in their financial growth. For that he made an empirical study by collecting data from a sample of 132 executives of a private organization. This study helps to know how the HRD works in the organization and how far employees are benefited out of them. As a result, the HRD works in better way now such that employees are more much comfortable in the rules and regulations of the organizations. This also helps the organization maintain a good.

Heneman and Tansky (2002) emphasized the importance of communication in HR policy development and implementation. The authors argued that effective

communication between HR professionals and employees can help to ensure that policies are understood, accepted, and effectively implemented.

Another theme in the literature on HR policies is the need for flexibility and customization. Organizations may need to tailor their policies to meet the unique needs of their workforce, such as by offering flexible work arrangements or customized training programs (**Eisenberger et al., 2002**).

Several studies have also highlighted the role of HR policies in shaping organizational culture. For example, a study by **Cai et al. (2015)** found that HR policies related to employee development and training were positively associated with organizational innovation and creativity.

Finally, the literature on HR policies has also explored the impact of policies on employee attitudes and behaviors. For example, a study by **Weaven and Grace (2013)** found that perceived fairness in HR policies was positively associated with employee job satisfaction and commitment.

CHAPTER 3-RESEARCH METHODOLOGY

3.1 METHODOLOGY

The purpose of this chapter is to address the research methods used in this study. Items that will be addressed include the research design, population and sample, instrumentation, reliability and validity of the instrumentation, data-gathering procedures, and the method of statistical analysis and the development of the model for the purchasing decision of bikes in Tamil Nadu. The chapter also dwells at length the role played by the mediator, referral, on the purchase decisions of motorcycles consumers.

3.2 RESEARCH DESIGN

The research design for this research is "descriptive in nature".

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individuals or a group. In this research, the researcher must be able to define clearly, what he wants to measure and must find the adequate methods for measuring it along with the clear-cut definition of population he wants to study.

3.3 DATA SOURCE

PRIMARY DATA

It contains the original information gathered for a specific purpose. The first-hand information has been collected through the administering the questionnaire by direct contract method and through informal meetings and observations.

SECONDARY DATA

It contains information that already exists have been collected for another purpose, the second-hand information has been collected through company previous record, annuals reports, journals industrials magazines, brochures, internet.

3.4 SAMPLE SIZE

The sample size of the study is 182

3.5 TYPES OF SAMPLES

Sampling techniques is convenience sampling

3.6 TOOLS OF ANALYSIS

Statistical tools are percentage analysis, correlation, ANOV

3.7 STRUCTURE OF QUESTIONNAIRE

In this method a questionnaire is sent to the HR Manager concerned with a request to answer the questions and return the questionnaire. The questionnaire consisted of a number of questions printed or typed in a definite order. The HR Manager has to answer the questions on their own. The researcher has chosen this method of data collection due to low cost incurred, it is free from bias of the interviewer and respondent have adequate time.

3.8 HYPOTHESIS 1

H0-There is a no relationship between the Employees performance and satisfaction is the valuable outcome of sounds of Hr policies of the organisation.

Ha1- There is a relationship between the Employees performance and satisfaction are not the valuable outcome of sounds of hr policies of the organisation.

HYPOTHESIS 2

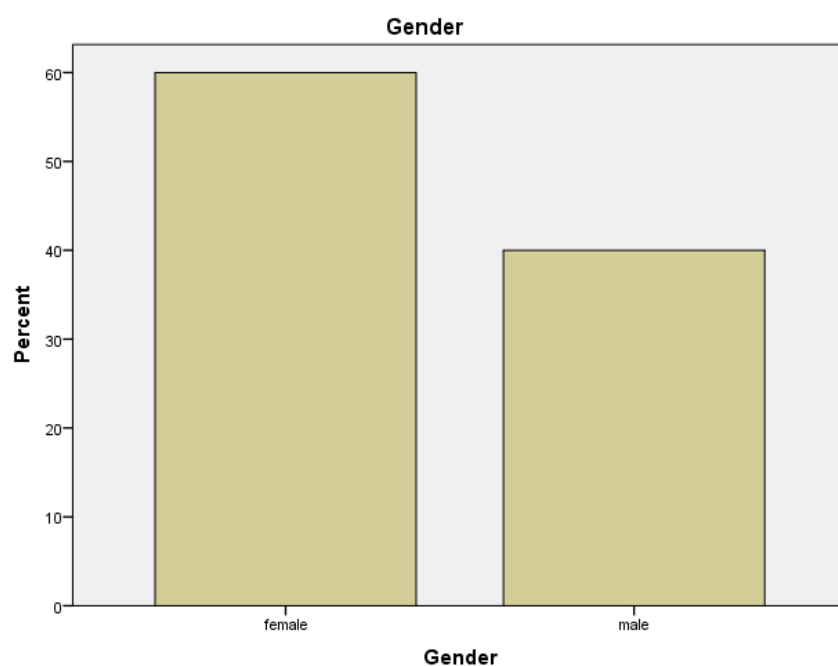
H0-Thereis a no relationship between hr policies in ASHOK LEYLAND makes the employees enthusiastic towards work.

Ha2- There is a relationship between hr policies in ASHOK LEYLAND not makes the employees enthusiastic towards work.

CHAPTER 4-DATA ANALYSIS AND INTERPERATION

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	108	59.3	60.0	60.0
	Male	72	39.6	40.0	100.0
	Total	180	98.9	100.0	
Missing	System	2	1.1		
Total		182	100.0		



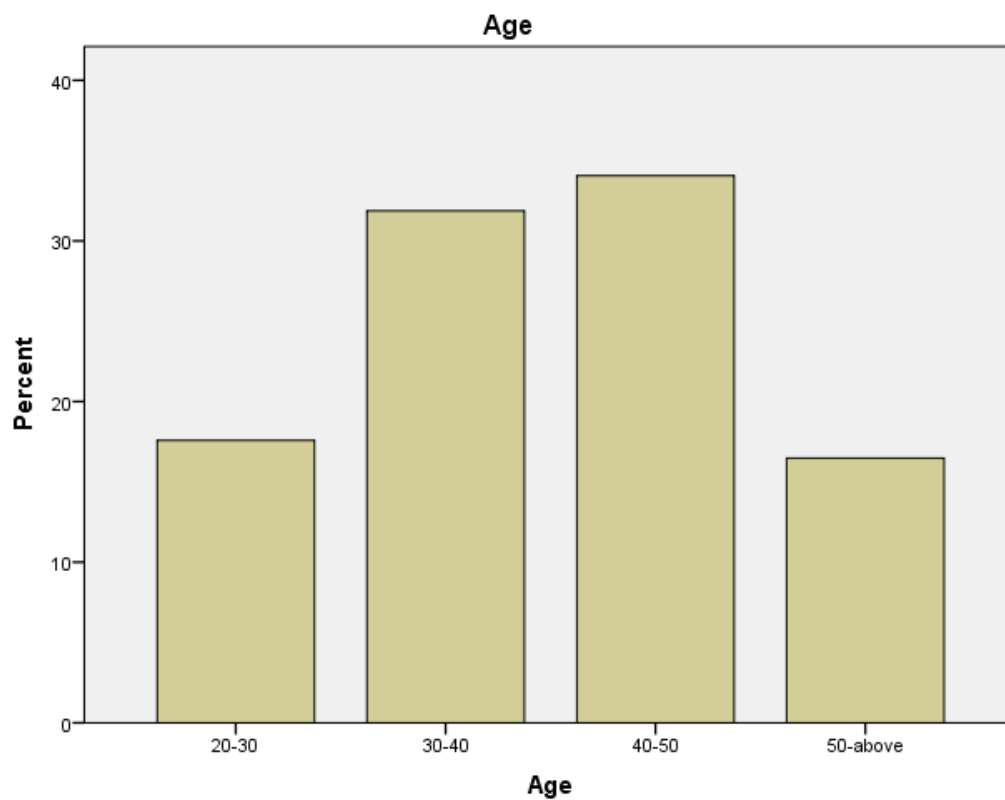
INFERENCE: From the above table 59.3% of respondent are female and 39.6% respondent are male.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	32	17.6	17.6	17.6

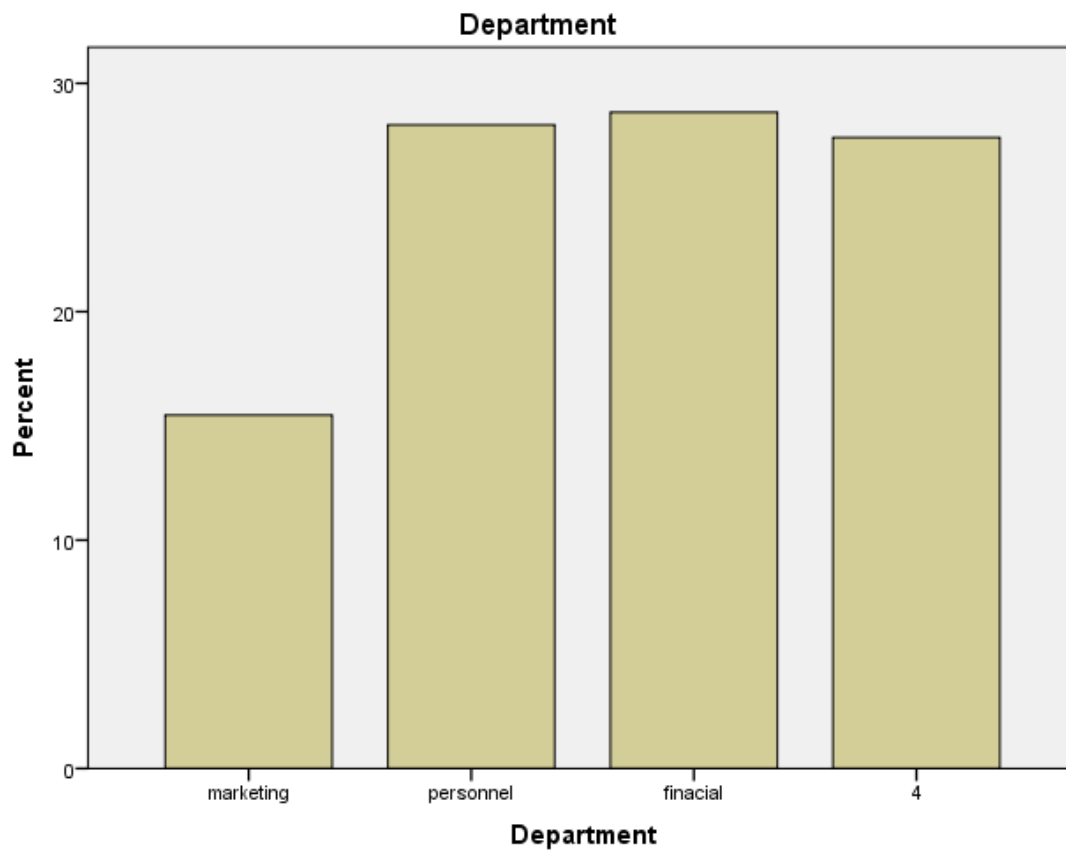
Department

50-above	30	16.5	16.5	100.0
Total	182	100.0	100.0	



INFERENCE: From the above table the respondent of 20-30 are 17.6%, 30-40 are 31.9%, 40-50 are 34.1% and 50-ABOVE are 16.5%.

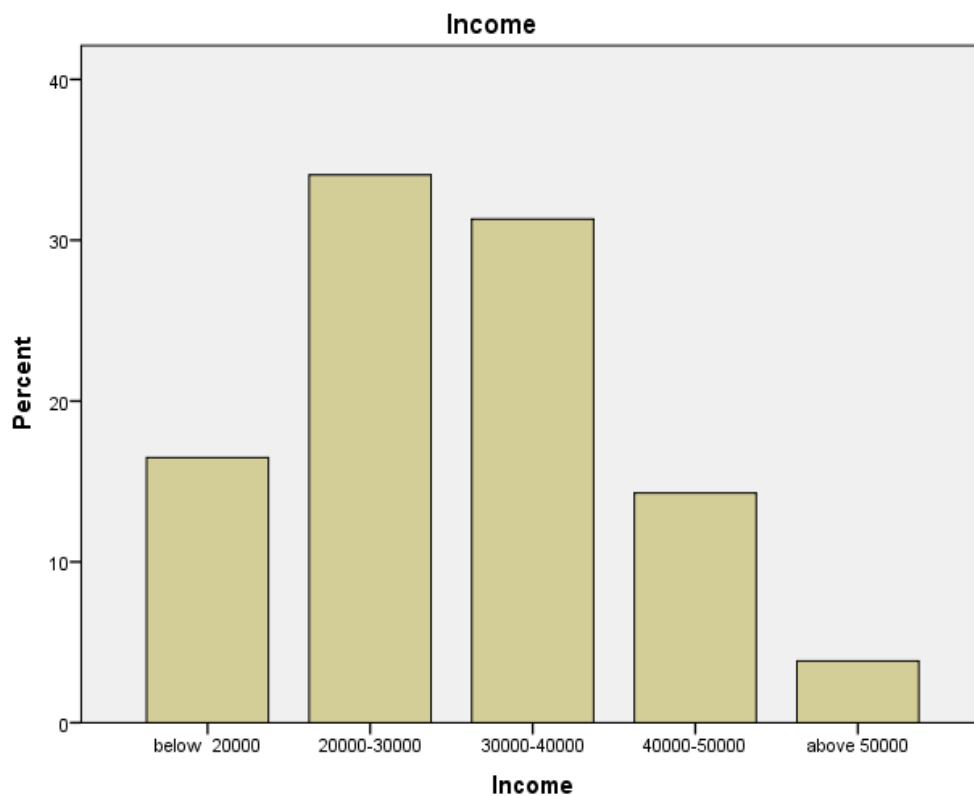
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	marketing	28	15.4	15.5	15.5
	personnel	51	28.0	28.2	43.6
	financial	52	28.6	28.7	72.4
	4	50	27.5	27.6	100.0
	Total	181	99.5	100.0	
Missing	System	1	.5		
Total		182	100.0		



INFERENCE: From the above table the respondent of 15.4% are marketing dept., 28% are personnel dept., 28.6%are financial dept, and 27.5% are from others dept.

Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 20000	30	16.5	16.5	16.5
20000-30000	62	34.1	34.1	50.5
30000-40000	57	31.3	31.3	81.9
40000-50000	26	14.3	14.3	96.2
above 50000	7	3.8	3.8	100.0
Total	182	100.0	100.0	



INFERENCE: From the above table shows that income of the respondent there are 16.5% are BELOW-20000, 34.1% are 20000-30000, 31.3% are 30000-40000, 14.3% are 40000-50000 and 3.8% are above 50000.

Are you satisfied with the recruitment process in the company?

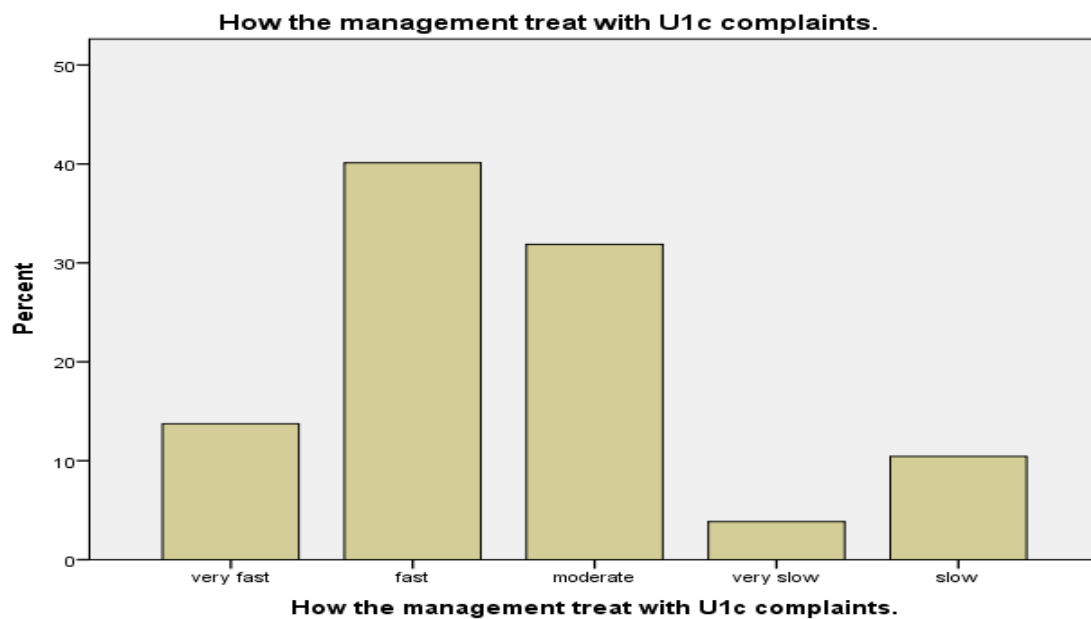
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	116	63.7	65.9	65.9
	No	60	33.0	34.1	100.0
	Total	176	96.7	100.0	
Missing	System	6	3.3		
Total		182	100.0		



INFERENCE: From the above table shows that 63.7% of respondent are satisfied with the recruitment process and 33% of respondent are not satisfied with the recruitment process.

How the management treat with U1c complaints.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very fast	25	13.7	13.7	13.7
	Fast	73	40.1	40.1	53.8
	moderate	58	31.9	31.9	85.7
	very slow	7	3.8	3.8	89.6
	Slow	19	10.4	10.4	100.0
	Total	182	100.0	100.0	



INFERENCE: From the above table shows that respondent of 13.7% are agree with very fast, 40.1% are agree with fast, 31.9% are agree with moderate, 3.8% are agree with very slow and 10.4% are agree with slow.

The training imparted to the employee helps to improve their performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	82	45.1	45.1	45.1
	disagree	23	12.6	12.6	57.7
	neutral	44	24.2	24.2	81.9
	strongly agree	33	18.1	18.1	100.0
	Total	182	100.0	100.0	

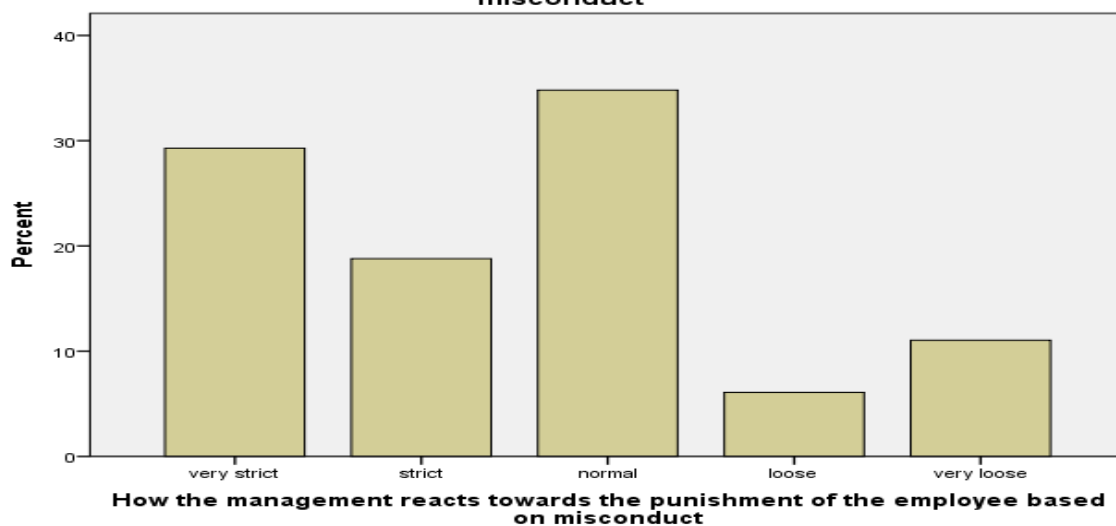
How the management reacts towards the punishment of the employee based on misconduct



INFERENCE: From the above table shows that the respondent of 45.1% are strongly disagree training will help to improve their performance, 12.6% are disagree, 24.2% are neutral 18.1% are strongly agree.

	Frequency	Percent	Valid Percent	Cumulative Percent
Va very strict	53	29.1	29.3	29.3
lid Strict	34	18.7	18.8	48.1
Normal	63	34.6	34.8	82.9
Loose	11	6.0	6.1	89.0
very loose	20	11.0	11.0	100.0
Total	181	99.5	100.0	
Mi System				
ssi	1	.5		
ng				
Total	182	100.0		

How the management reacts towards the punishment of the employee based on misconduct



INFERENCE: From the above table shows that the respondent of 29.1% are very strict towards the punishment of the employee based on misconduct, 18.7% are strict, 34.6% are normal, 6% are loose and 11% are very loose.

How do you feel about the industrial relations in die company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	excellent	52	28.6	28.7	28.7
	very good	64	35.2	35.4	64.1
	average	33	18.1	18.2	82.3
	Poor	10	5.5	5.5	87.8
	very poor	22	12.1	12.2	100.0
	Total	181	99.5	100.0	
Missing	System	1	.5		
Total		182	100.0		

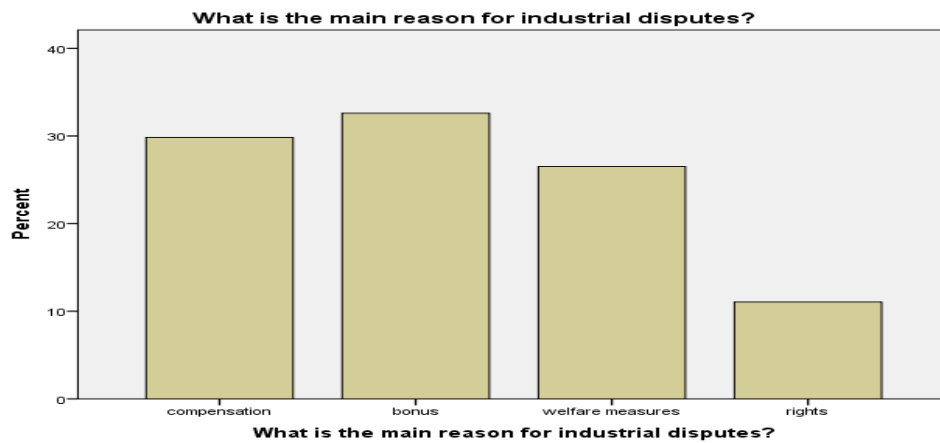


What is the main reason for industrial disputes?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid compensation	54	29.7	29.8	29.8
Bonus	59	32.4	32.6	62.4
welfare measures	48	26.4	26.5	89.0
Rights	20	11.0	11.0	100.0
Total	181	99.5	100.0	
Missing System	1	.5		
Total	182	100.0		

INFERENCE:
From the above table shows that the respondent of 28.6% are feel excellent about the industrial

In relation in the company, 35.2% are very good, 18.1% are average, 5.5% are poor and 12.1% are very poor.



INFERENCE: From the above table shows that the respondent of 29.7% are feel that compensation is the main reason for industrial dispute, 32.4% are feel bonus is main reason for industrial dispute ,26.4% are feel welfare measure are main reason for industrial dispute and 11% are feel rights are the main reason for industrial dispute.

Do you 2 with the orientation or induction classes in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	9	4.9	4.9	4.9
Disagree	32	17.6	17.6	22.5
Neutral	34	18.7	18.7	41.2
Agree	59	32.4	32.4	73.6
strongly agree	48	26.4	26.4	100.0
Total	182	100.0	100.0	

The reward in this company helps to motivate employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Percent	Valid strongly disagree	47	25.8	25.8	25.8
	disagree	37	20.3	20.3	46.2
	neutral	58	31.9	31.9	78.0
	agree	28	15.4	15.4	93.4
	strongly agree	12	6.6	6.6	100.0
	Total	182	100.0	100.0	

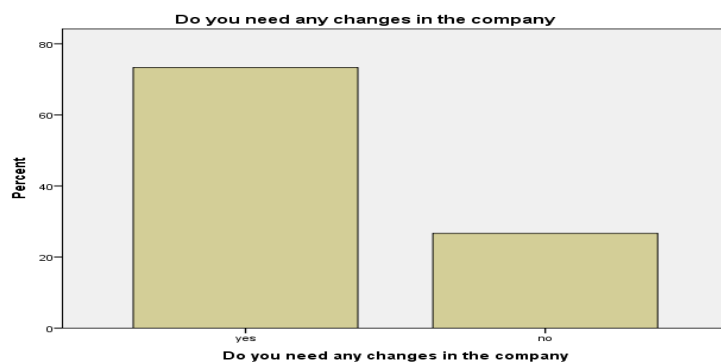
INFERENCE: From the above table shows that the respondent of 4.9% are strongly disagree with the satisfied with the orientation classes, 17.6 are disagree, 18.7% are neutral, 32.4% are agree and 26.4% are strongly agree.



INFERENCE: From the above table shows that the respondent of 25.8% are strongly disagree with the reward system in this company helps to motivate employees, 20.3% are disagree, 31.9% are neutral, 15.4% are agree and 6.6% are strongly agree.

Do you need any changes in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	132	72.5	73.3	73.3
	No	48	26.4	26.7	100.0
	Total	180	98.9	100.0	
Missing	System	2	1.1		
Total		182	100.0		



INFERENCE: From the above table shows that the respondent of 72.5% need changes in the company and 26.4% are not need any changes in the company.

Your opinion of overall job satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	highly satisfied	13	7.1	7.1	7.1
	Satisfied	24	13.2	13.2	20.3
	Neutral	57	31.3	31.3	51.6
	dissatisfied	47	25.8	25.8	77.5
	highly dissatisfied	41	22.5	22.5	100.0
	Total	182	100.0	100.0	

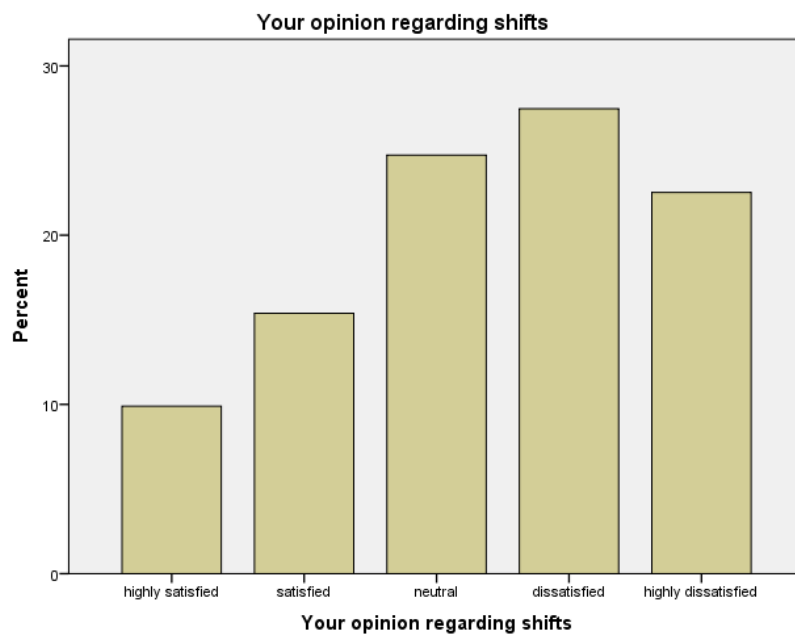


INFERENCE: From the table shows that the respondent of 7.1% are highly satisfied

Your opinion regarding shifts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid highly satisfied	18	9.9	9.9	9.9
Satisfied	28	15.4	15.4	25.3
Neutral	45	24.7	24.7	50.0
dissatisfied	50	27.5	27.5	77.5
highly dissatisfied	41	22.5	22.5	100.0
Total	182	100.0	100.0	

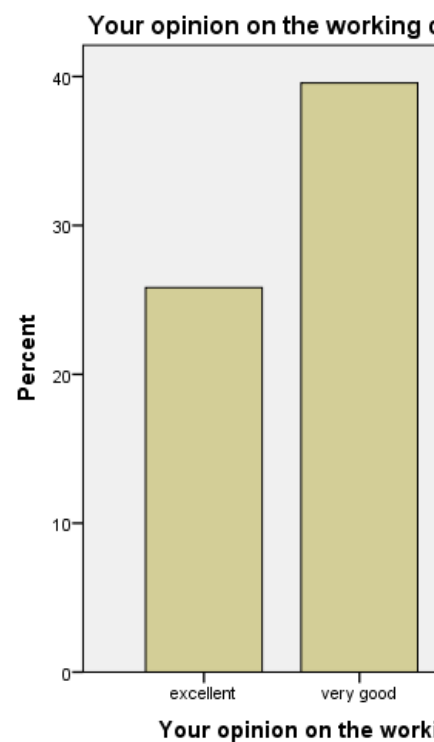
with the overall job satisfaction, 13.2% are satisfied, 31.3% are neutral, 25.8% are dissatisfied and 22.5% are highly dissatisfied.



INFERENCE: From the table shows that the respondent of 9.9% are highly satisfied regarding shifts,15.4% are satisfied,24.7% are neutral, 27.5% are dissatisfied and 22.5% highly

Your opinion on the working conditions prevailing in the company dissatisfied.

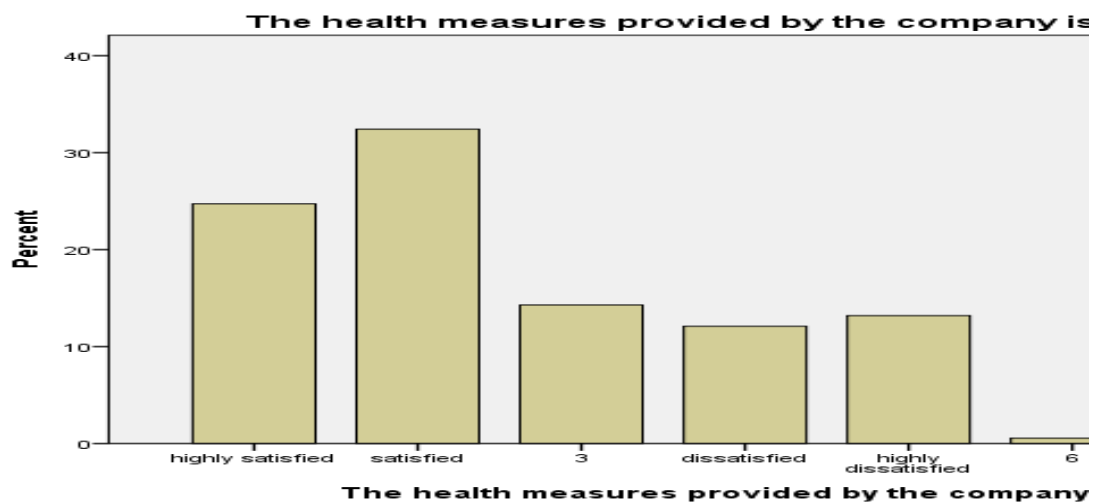
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Excellent	47	25.8	25.8	25.8
very good	72	39.6	39.6	65.4
Average	26	14.3	14.3	79.7
Poor	18	9.9	9.9	89.6
very poor	19	10.4	10.4	100.0
Total	182	100.0	100.0	



INFERENCE: From the above table shoes that the respondent of 25.8%are feel excellent on the working condition prevailing in the company, 39.6%are fell very good, 14.3% are feel average, 9.9%are feel poor and 10.4% are feel very poor.

The health measures provided by the company is 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	highly satisfied	45	24.7	24.7	24.7
	Satisfied	59	32.4	32.4	57.1
	3	26	14.3	14.3	71.4
	dissatisfied	22	12.1	12.1	83.5
	highly dissatisfied	24	13.2	13.2	96.7
	6	1	.5	.5	97.3
	Option 6	5	2.7	2.7	100.0
	Total	182	100.0	100.0	



INFERENCE: From the above table shows that the respondent of 24.7% are highly satisfied with the health measures provide by company 32.4% are satisfied 14.3% are neutral 12.1% are dissatisfied 13.2% highly dissatisfied.

Are you 2 with the safety measures provided by the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	135	74.2	75.8	75.8
	No	43	23.6	24.2	100.0
	Total	178	97.8	100.0	
Missing	System	4	2.2		
Total		182	100.0		

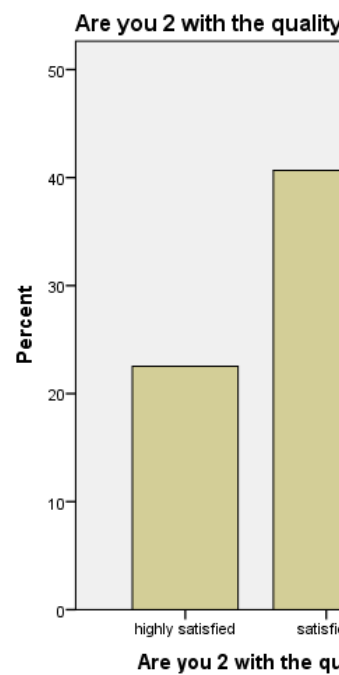


INFERENCE: From the above table shows that the respondent 74.2% are satisfied with the safety measures provided by the company and 23.6% are dissatisfied.

The interaction levels in the company would be 2

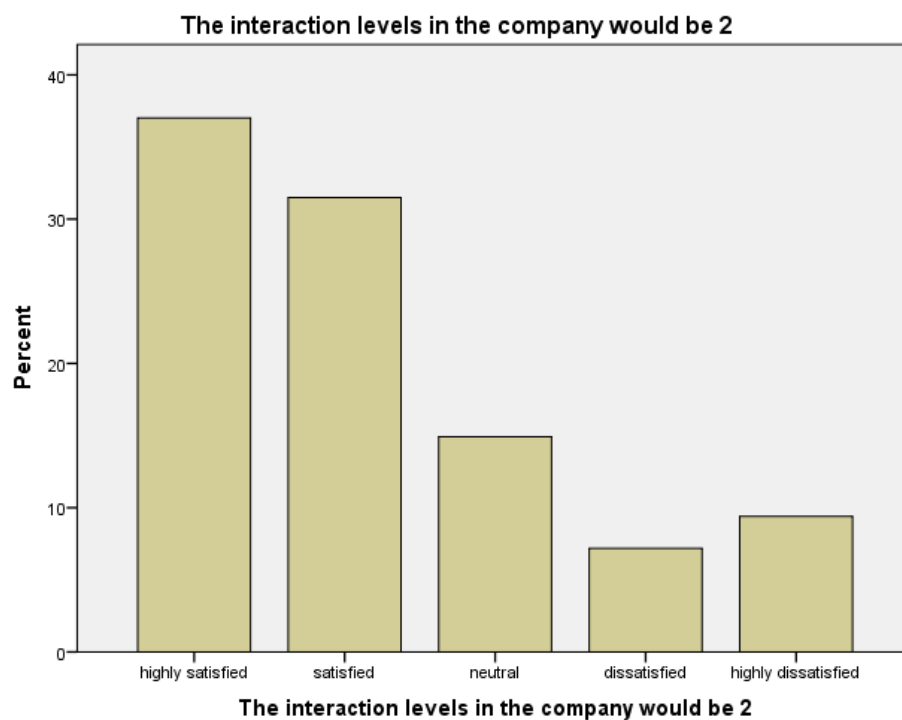
company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	highly satisfied	41	22.5	22.5	22.5
	Satisfied	74	40.7	40.7	63.2
	Neutral	41	22.5	22.5	85.7
	dissatisfied	6	3.3	3.3	89.0
	highly dissatisfied	20	11.0	11.0	100.0
	Total	182	100.0	100.0	



INFERENCE: From the above table shows that the respondent of 22.5% are highly satisfied with quality of food ,40.7% are satisfied 22.5% are neutral ,3.3% are dissatisfied, 11% highly dissatisfied.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	highly satisfied	67	36.8	37.0	37.0
	satisfied	57	31.3	31.5	68.5
	neutral	27	14.8	14.9	83.4
	dissatisfied	13	7.1	7.2	90.6
	highly dissatisfied	17	9.3	9.4	100.0
	Total	181	99.5	100.0	
Missing	System	1	.5		
Total		182	100.0		

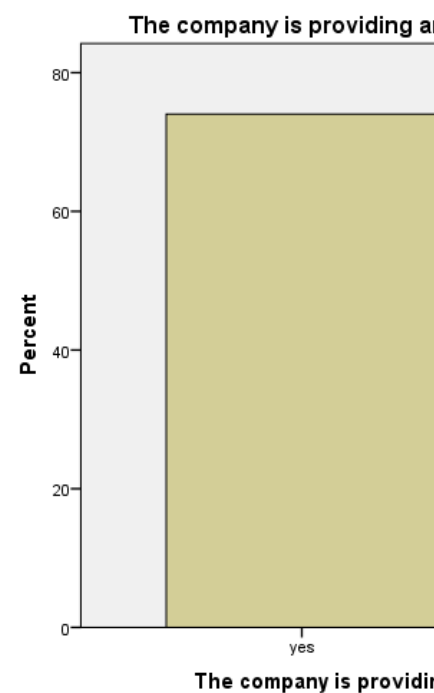


INFERENCE: From the table shows that the respondent of 36.8% are highly satisfied with the interaction level, 31.3% are satisfied, 14.8% are neutral, 7.1% dissatisfied,

The company is providing any loan facility to the company

9.3% are highly dissatisfied.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	134	73.6	74.0	74.0
	No	47	25.8	26.0	100.0
	Total	181	99.5	100.0	
Missing	System	1	.5		
Total		182	100.0		

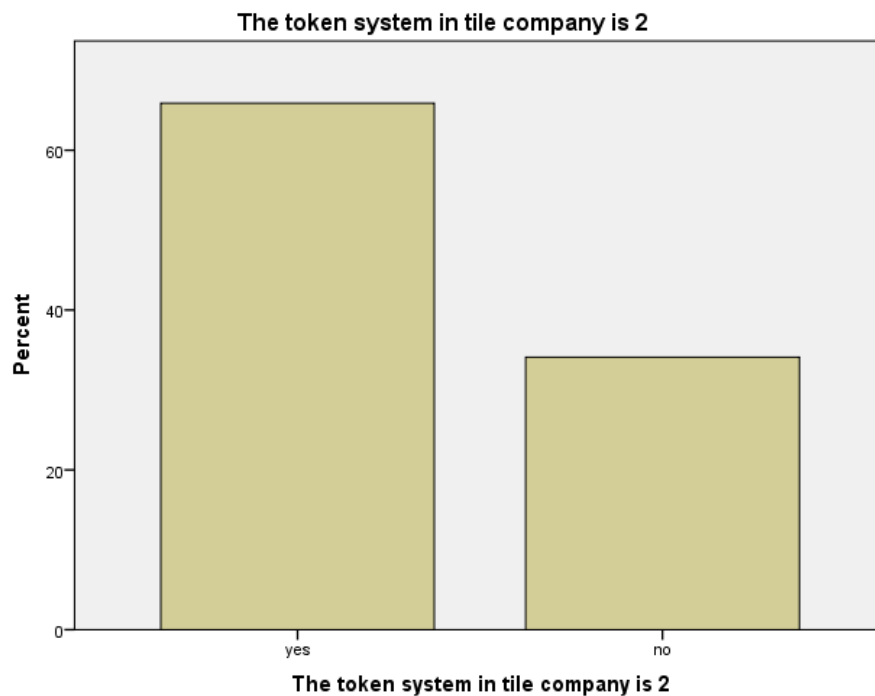


INFERENCE: From the above table shows that the respondent of 73.6% are feel company is providing loan facility and 25.8% are not agree with loan facility provide by company.

The token system in tile company is 2

The attendance of employees is considered 2ly by the management

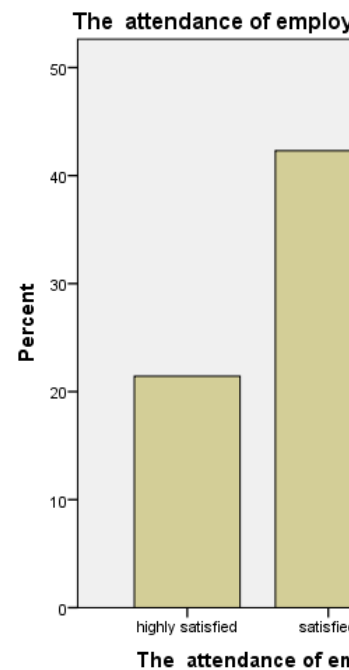
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	114	62.6	65.9	65.9
	No	59	32.4	34.1	100.0
	Total	173	95.1	100.0	
Missing	System	9	4.9		
Total		182	100.0		



INFERENCE: From the table shows that the 62.6% are satisfied with the token system and 32.4% are dissatisfied with token system.

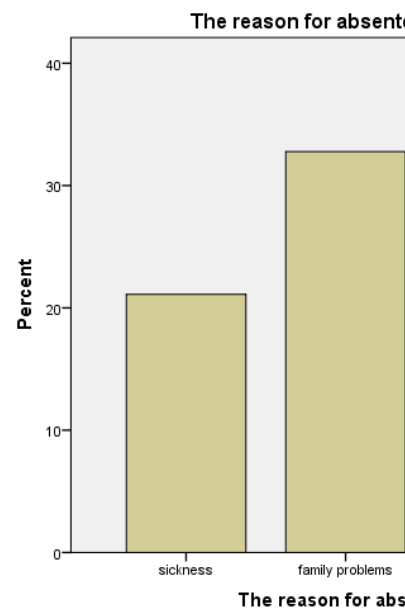
The reason for absentees in the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	sickness	38	20.9	21.1	21.1
	family problems	59	32.4	32.8	53.9
	policies	30	16.5	16.7	70.6
	Others	53	29.1	29.4	100.0
Total		182	100.0	100.0	



INFERENCE: From the above table shows that the respondent of 21.4% highly satisfied with attendance of employees, 42.3% are satisfied, 17.6% are neutral, 4.9% are dissatisfied, 13.7% are highly dissatisfied.

Total	180	98.9	100.0	
Missing System	2	1.1		
Total	182	100.0		



INFERENCE: From the above table shows that the respondent of 20.9% absentees for sickness 32.4% are family problem, 16.5% are policies and 29.1% others.

ANOVA

Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.871	3	1.290	1.387	.248
Within Groups	165.624	178	.930		
Total	169.495	181			

INFERENCE: The p value which is higher than the significance level

(0.05). hence, null hypothesis H_0 is accepted and H_1 gets rejected.

ANOVA

Gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.342	4	.086	.349	.844
Within Groups	42.858	175	.245		
Total	43.200	179			

INFERENCE: The p value which is higher than the significance level (0.05). Hence, null hypothesis H0 is accepted and H1 gets rejected.

Correlations

		Age	The training imparted to the employee helps to improve their performance
Age	Pearson Correlation	1	.076
	Sig. (2-tailed)		.308
	N	182	182
The training imparted to the employee helps to improve their performance	Pearson Correlation	.076	1
	Sig. (2-tailed)	.308	
	N	182	182

INTERPERATION: In the above figure the high correlation between gender and your opinion of overall job satisfaction. The correlation co-efficient of Gender is .076 and correlation co-efficient of your opinion of overall job satisfaction is 1.

Correlations

		Gender	Your opinion of overall job satisfaction
Gender	Pearson Correlation	1	.081
	Sig. (2-tailed)		.281
	N	180	180
Your opinion of overall job satisfaction	Pearson Correlation	.081	1
	Sig. (2-tailed)	.281	
	N	180	182

INTERPERATION: In the above figure the high correlation between gender and your opinion of overall job satisfaction. The correlation co-efficient of Gender is .081 and correlation co-efficient of your opinion of overall job satisfaction is 1.

CHAPTER-5 FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS

- 59.3% of respondent is female and 39.6% respondent are male.
- the respondent of 20-30 are 17.6%, 30-40 are 31.9%, 40-50 are 34.1% and 50-ABOVE are 16.5%.
- the respondent of 15.4% are marketing dept., 28% are personnel dept., 28.6% are financial dept, and 27.5% are from others dept.
- income of the respondent there are 16.5% are BELOW-20000, 34.1% are 20000-30000, 31.3% are 30000-40000, 14.3% are 40000-50000 and 3.8% are above 50000.
- 63.7% of respondent are satisfied with the recruitment process and 33% of respondent are not satisfied with the recruitment process
- respondent of 13.7% are agree with very fast, 40.1% are agree with fast, 31.9% are agree with moderate, 3.8% are agree with very slow and 10.4% are agree with slow.
- the respondent of 45.1% are strongly disagree training will help to improve their performance, 12.6% are disagree, 24.2% are neutral 18.1% are strongly agree.
- the respondent of 29.1% are very strict towards the punishment of the employee based on misconduct, 18.7% are strict, 34.6% are normal, 6% are loose and 11% are very loose.
- the respondent of 28.6% are feel excellent about the industrial relation in the company, 35.2% are very good, 18.1% are average, 5.5% are poor and 12.1% are very poor.
- the respondent of 20.9% absentees for sickness 32.4% are family problem, 16.5% are policies and 29.1% others.
- the respondent of 21.4% highly satisfied with attendance of employees, 42.3% are satisfied, 17.6% are neutral, 4.9% are dissatisfied, 13.7% are highly dissatisfied.
- the respondent of 73.6% are feel company is providing loan facility and 25.8% are not agree with loan facility provide by company.

- the respondent of 36.8% are highly satisfied with the interaction level, 31.3% are satisfied, 14.8% are neutral, 7.1% dissatisfied, 9.3% are highly dissatisfied.

5.2 SUGGESTIONS

The management has to attend the individual complaints seriously and take action with in time The management may provide better compensation package in time when employees met with an accident. The management may provide follow up orientation classes but it is suggestible to follow the superior induction classes along with the follow up orientation classes. The management has to improve the reward system in both aspects of monetary and non-monetary. The monetary form of prize amount rather than giving the torch lights, batteries the non-monetary rewards in the form of impressive job titles and recognition. The management has to bring some changes in production department which includes the following aspects like establishment of new machinery infrastructure The management may provide better medical facilities including provision of medicines and availability of specialist doctors round the clock and ambulance facilities. Management can improve safety measures like providing of shoes, cap. Gloves and aprons to workers Management may provide loan facilities to workers which includes education loan, personal loan and transportation Management may take care to provide good quality of food for workers in the canteen equally with executives.

5.3 LIMITATIONS OF STUDY

Inflexibility: HR policies are often standardized and designed to be applied consistently across the organization. This can result in a lack of flexibility in accommodating unique situations or individual needs. Employees may feel frustrated or dissatisfied if policies are not flexible enough to address their specific circumstances.

Lack of customization: While HR policies may be designed to address common workplace issues, they may not be tailored to specific departments or job roles. This can lead to policies that are not relevant or effective for all employees.

Complexity: Some HR policies can be complex and difficult to understand, which can lead to confusion or misinterpretation. Employees may not fully understand their rights or responsibilities, resulting in unintended consequences.

Limited scope: HR policies may only address specific areas of the employment relationship, such as compensation or benefits. Other important aspects of the employment relationship, such as company culture, may not be addressed by policies.

5.4 CONCLUSION

The Policy of the company provides facilities for all round growth of individuals by training in-house and outside the organization, reorientation, lateral mobility and self-development through self-motivation. Policy grooms every individual to realize his potential in all facets while contributing to attain higher organizational and personal goals. Policy builds teams and foster team-work as the primary instrument in all activities. Policy implements equitable, scientific and objective system of rewards, incentives and control. Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale. The employees agree on the part of their performance that they know what is expected from them. The employees are not satisfied with the communication and decision-making process as it leaks the information related to organization. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments. The employees feel that they are not paid fairly for the contributions they make to company's success.

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ANNEXURE

AGE

a)20-30 b)30-40 C)40-50 d)50-ABOVE

Gender

a) Male b) female

Income

a)20000-300000 b)30000-40000 c) 400000-50000 d) 50000-ABOVE

Department

a) Personnel b) marketing C) manufacturing
d) financial

Are you satisfied the recruitment process in the company'?

(a) Yes (b) no

What is you r on job transfer?

(a)Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied (d)Dissatisfied
(E) Highly dissatisfied

How the management react with the complaints.

(a) Very fast (b) fast (c) Moderate (e) Very slow (d) Slow

Uric training imparted to the employee helps to improve their performance

- (a) Strongly agree (b) Agree (c) Neither agree nor disagree (d) Disagree
(e) Strong disagree

How the management reacts towards the punishment of the employee based on misconduct

- (a) Very strict (b) Strict (c) Normal (d) Loose (e) Very loose

How do you feel about the industrial relations in the company?

- (a) Excellent (b) Very Good (c) Average (d) Poor (e) Very poor

What is the main reason for industrial disputes?

- (a) Compensation (b) Bonus (c) Welfare measures (d) Rights

Do you satisfy with the orientation or induction classes in the company (a) Strongly Agree (b) Agree (c) neither Agree nor Disagree (d) Disagree (e) Strongly Disagree

The reward in this company helps to motivate employees

- (a) Strongly Agree (b) Agree (c) Neither Agree nor Disagree (d) Disagree
(e) Strongly Disagree

Do you need any changes in the company

- (a) Yes (b) no

Your opinion of overall job satisfaction

- (a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied
(d) Dissatisfied (e) Highly dissatisfied

Your opinion regarding shifts

- (a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied (d) dissatisfied
(E) highly dissatisfied

Your opinion on the working conditions prevailing in the company

- (a) Excellent (b) Good (c) average (d) poor (e) Very poor

The health measures provided by the company is satisfied

- (a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied
(d) dissatisfied (E) Highly dissatisfied

Are you satisfied with the safety measures provided by the company

- (a) Yes (b) no

Are you satisfied with the quality of food served at canteen in the company (a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied (d) dissatisfied
(E) Highly dissatisfied

The interaction levels in the company would be satisfied

- (a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied (d) dissatisfied
(E) Highly dissatisfied

The company is providing any loan facility to the company

- (a) Yes (b) NO

The token system in the company is good

(a) Yes (b) no

The attendance of employees is considered strictly by U1e management

(a) Highly satisfied (b) Satisfied (c) Neither Satisfied nor Dissatisfied (d) dissatisfied
(E) Highly dissatisfied

ANNEXURE III-RESEARCH ARTICLE

THE STUDY ON HR POLICIES IN ASHOK LEYLAND

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Abstract: HRM (human resource management) is especially important in a knowledge-based economy, where ideas and expertise are greatly valued, and a creative and innovative workforce is necessary to meet the challenges of this new economy. Efficient and effective management of human capital is increasingly an imperative and complex process. As a result, there has been a considerable increase in the number of organizations gathering, storing, analysing information regarding their HRs through the use of a software which is HRIS (human resource information system). The growing importance of HRIS is due to the recognition of HR practitioners that IT (information technology) and IS (information system) should be a part of HR POLICIES mainly to develop and use better HRM programmes. This adoption of HRIS by organizations combined with the increasing sophistication of this software, presents the HR function with new challenges which demands the HR professionals to participate and contribute fully to their companies, as true strategic business partners. This study attempts to identify the effectiveness and the importance of the use of HRIS on the HRPOLICIES of an organization. It includes the top management, managers, and executive of HR working in manufacturing, service and IT sectors. Results provide insights into HRIS practice, its effects, effectiveness and shows that HRIS is of direct significance verifies completeness of the HR function and also provides HR professionals with opportunities to enhance their contribution to the strategic direction of the firm.

An abstract of HR policies is a concise summary of an organization's human resources policies and procedures. These policies cover a wide range of topics, including recruitment, selection, orientation, compensation, benefits, performance management, employee relations, and training and development. The purpose of HR policies is to ensure that all employees are treated fairly, consistently, and in compliance with applicable laws and regulations. The abstract of HR policies provides an overview of the organization's philosophy, values, and principles related to human resources management. It also outlines the key features of the HR policies and procedures that employees should be aware of. A well-crafted abstract of HR policies can help employees understand what is expected of them and can serve as a useful reference tool for managers and HR professionals.

I. INTRODUCTION

HUMAN RESOURCE POLICIES Human resource management is concerned with people element in management. Since every organization is made up of people, acquiring their services, developing their skills/motivating to high level of performances and ensuring that they continue to maintain their commitments to the organization which are essential to achieve organizational objectives. This project is meant to know the Human Resource Policies in the organization. The HR Policies are a tool to achieve employee satisfaction and thus highly motivated employees. The main objective of various HR Policies is to increase efficiency by increasing motivation and thus fulfil organizational goals and objectives. Human Resource Policies refers to principles and rules of conduct which “formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of the organization objectives.

HR Policies cover the following:

- Policy of hiring people with due respect to factors like reservations, sex, marital status, and the like.
- Policy on terms and conditions of employment-compensation policy and methods, hours of work, overtime, promotion, transfer, lay-off and the like.

- Policy with regard medical assistance-sickness benefits, ESI and company medical benefits.
- Policy regarding housing, transport, uniform and allowances.
- Policy regarding training and development-need for, methods of, and frequency of training and development.
- Policy regarding industrial relations, trade-union recognition, collective bargaining, grievance procedure, participative management and communication with worker

➤ **FORMULATING POLICIES**

There are five principal sources for determining the content and meaning of policies:

1. Past practice in the organization.
2. Prevailing practice in rival companies.
3. Attitudes and philosophy of founders of the company has also its directors and the top management
4. Attitudes and philosophy of middle and lower management
5. The knowledge and experience gained from handling countless personnel problems on day-to-day basis.
- 6.

➤ **BENEFITS OF HR POLICIES**

Organizations should have personnel policies as they ensure the following benefits:

- a. The work involved in formulating policies requires that the management give deep thought to the basic needs of both the organization and the employees. The management must examine its basic convictions as well as give full consideration to the prevailing practices in other organizations.
- b. Established policies ensure consistent treatment of all personnel throughout the organization. Favouritism and discrimination are, thereby, minimized.
- c. Continuity of action is assured even though top management personnel change. The CEO of a company may possess a very sound personnel management philosophy. He/she may carry the policies of the organization in his/her head, and he/she may apply them in an entirely fair manner. But what happens when he/she retires? The tenure of office of nay manager is finite. But the organization continues. Policies promote stability.
- d. Policies serve as a standard of performance. Actual results can be compared with the policy to determine how well the members of the organization are living up to the professional intentions.
- e. Sound policies help build employee motivation and loyalty. This is especially true where the policies reflect established principles of fair play and justice and where they help people grow within the organizations. Sound policies help resolve intrapersonal, interpersonal and intergroup conflicts.

➤ **PRINCIPLES OF HR POLICY**

- Principle of individual development to offer full and equal opportunities to every employee to realize his/her full potential
- Principle of scientific selection to select the right person for the right job.
- Principle of free flow of communication to keep all channels of communication open and encourage upward, downward, horizontal, formal and informal communication.
- cordial industrial relations
- Principle of participation to associate employee representatives at every level of decision-making
- Principle of fair remuneration to pay fair and equitable wages and salaries commensuration with jobs.
- Principle of incentive to recognize and reward good performance.
- Principle of dignity of labour to treat every job and every job holder with dignity and respect.

- Principle of labour management co-operation to promote Principle of team spirit to promote co-operation and team spirit among employees.
- Principle of contribution to national prosperity to provide a higher purpose of work to all employees and to contribute to national prosperity.

➤ **COMPANY PROFILE**

Ashok Leyland is a commercial vehicle manufacturing company based in Chennai India. It is the second largest commercial vehicle company in India in M&HCV, with passenger transportation options ranging from 18 seats to 52 seats. Ashok Leyland is a market leader in the bus segment. Eight out of ten metro state transport buses in India are from Ashok Leyland. The Company was established in 1948 as Ashok Motors with an aim to assemble Austin cars. Manufacturing of commercial vehicles was started in 1955 with equity contribution from the British company Leyland motors. Ashok Leyland, which has six manufacturing facilities spread over three Indian states, is the second largest maker of commercial vehicles & diesel engines in India. Its current production capacity is 77000 vehicles & 87000 engines per annum. The company annual turnover exceeds US \$1 billion. Ashok Leyland is the flagship Company of the HINDUJA GROUP with business interest as diverse as transport, energy, chemical & pharmaceuticals, InfoTech, media & financial services. Ashok Leyland makes trucks, buses, diesel engines & host of special application vehicles such as fire fighters for international airports & range of modern army vehicles. With a 12000 strong team, Ashok Leyland has seven manufacturing units at:

➤ **CURRENT STATUS: -**

Ashok Leyland is a technology leader in the commercial vehicles sector of India.
 Ashok Leyland annual turnover exceeded to 77 billion RS in 2018-2019.
 Ashok Leyland is India's largest exporter of medium and heavy-duty trucks out of India
 Ashok Leyland is also one of the largest private sector employers in India with about 12,000 employees working in 6 factories and offices spread over the length and breadth of India
 . Ashok Leyland is looking to expand its production operations overseas to make it a more global company.
 Also, as part of this global strategy, the company acquired Cozen Republic-based Tata's truck business.
 The company has a joint venture with Japanese auto giant Nissan (Renault Nissan group) which will share a common manufacturing facility in Chennai, India.

➤ **Achievement of Ashok Leyland: -**

1966: - Introduce full air brakes.
 1967: - Launched double-decker bus.
 1968: - Offered power steering in commercial vehicles
 .1979: - Introduced multi-axle trucks.
 1980: - Introduced the international concept of integral bus with air suspension.
 1982: - Introduced vestibule bus.
 1992: - Won self-certification status for defence supplies.
 1993: - Received ISO 9002.1997: - India's first CNG powered bus joined the BEST fleet
 2001: - Received ISO 14001 certification for all manufacturing units.
 2002: - Launched hybrid electric vehicle.

➤ **VISION: -**

Be among the top Indian corporations acknowledged nationally and internationally,
 For, Excellence in quality of its products
 Excellence in customer focus and service.

➤ **MISSION: -**

Be a leader in the business of commercial vehicles, excelling in technology, quality and value to customer fully supported by customer service of the highest order and meeting national and international environmental and safety standards.

➤ **PRODUCT PROFILE**

Product of Ashok Leyland

1.BUSES: -Leaders in the Indian bus market, offering unique models such as CNG, Double Decker and Vestibule bus.

2. Trucks: -Pioneers in multi axle trucks and tractor-trailers.

3. Defence & Special: - Largest provider of logistic vehicles to the Indian army

4. Engines: -

➤ **INDUSTRY PROFILE**

. For over six decades, we have been moving people and goods, touching you and millions across 50 countries worldwide. Today, we are the flagship of the Hinduja Group, one of the largest commercial vehicle manufacturers in India with a turnover of US \$ 2.5 billion in 2011-12 having consistently delivered profits to our stake-holders since inception. Our buses safely carry 70 million passengers to their destinations every day. Close to 700,000 of our vehicles keep the wheels of economies turning and, as the largest supplier of logistics vehicles to the Indian Army, we play a critical role in keeping our borders safe. For our customers, we are committed to provide transport solutions that offer the best operating economics while for users of our vehicles, comfort and safety. This has driven us to pioneer concepts that have become industry norms fuelled both by our robust inherent R&D capabilities and the strength of strategic alliances forged with global technology leaders. Headquartered in Chennai, India, our manufacturing footprint is pan-India with two facilities in Prague (Czech Republic) and Ras Al Khaimah (UAE). To offer you more from our stable of offerings, we have inked 50:50 Joint Ventures (JV) with Nissan Motor Company (Japan) for Light Commercial Vehicles and John Deere (USA) for construction equipment. Our JV with Continental AG (Germany) is for developing automotive Emotronics while the one with the Altheas Group is for producing high press diecasting extruded aluminium components for both the automotive and telecommunication sectors.

➤ **History: -**

1948

The birth of Ashok Motors Founded by Raghu Nandan Saran, Ashok Motors was set up in collaboration with Austin Motor Company, England and incorporated on September 7th for the assembly of Austin cars.

1949

The first A40 assembled Production began in September at the factory situated at Ennore, south of Madras, and soon the first indigenously assembled A40 Austin car was rolled out.

1950

Ashok Motors and Leyland, UK agree to collaborate an agreement was reached between the two companies and Ashok Motors got sole rights to import, assemble and progressively manufacture Leyland trucks for seven years.

1951

Assembly of Leyland chassis commences the first Leyland chassis assembled by Ashok Motors at Ennore were four Comet 350-engines tippers sold to the Mangalore Tile Factory.

1954

Government approval for manufacture of commercial vehicles The Government approved the progressive manufacture of Leyland commercial vehicles and a license for the manufacture of 1,000 Comets a year was granted.

1955

Ashok Motors becomes Ashok Leyland Named after Raghu Nandan's son, Ashok, the company was renamed 'Ashok Leyland' with equity participation from Leyland Motors, Ltd.1967

India's first double-decker arrives

'Titan' - The first Indian-made double decker with 50% indigenous components were launched. 1969

A revolution in steering For the first time, power steering was featured on commercial vehicles.

1970

A specially designed vehicle for the Indian Army

1,000 numbers of the 6x4 'Hippo' Tipper was designed and delivered to the Indian Army based on its specific requirements.

1972

Production target upped to 10,000 vehicles a year

The license to manufacture 10,000 vehicles a year was granted 1974

II. OBJECTIVE

To study the employee's opinion towards HR policies in the organization.

To study the amendments made in the HR Policies of ASHOK LEYLAND Ltd. since the time of incorporation.

To evaluate a HR Policy manual for the company with special emphasis on the "Managerial Service Conditions".

To improve the reward system both the aspects of monetary and non-monetary

III. NEED OF THE STUDY

People have always been central to organizations, but their strategic importance is growing in today's knowledge-based industries. An organization's success increasingly depends on the knowledge, skill and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. With appropriate HR policies and practices an organization can hire, develop and utilize best brains in the market place. A healthy and committed workforce ensures increased efficiency and productivity for an organization is based on HR POLICIES keeping in view of significance the researchers have undertaken the study to know the employee opinion regarding the HR activities in the organization.

IV. SCOPE OF THE STUDY

- It reduces the routine transaction and traditional HR activities.
- It deals with the complex transformational ones; the organizations began to electronically automate many of these processes by introducing specialized HRIS (human resource information system) or HRMS (human resource management system).
- HRIS refers to the systems and processes at the intersection between HRM (human resource management) and information technology.
- It is a system used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resource.
- An integrated HRIS is a database shared by all HR POLICIES that provide common language and integrates all HR services.

V. RESEARCH METHODOLOGY

METHODOLOGY

The purpose of this chapter is to address the research methods used in this study. Items that will be addressed include the research design, population and sample, instrumentation, reliability and validity of the instrumentation, data-gathering procedures, and the method of statistical analysis and the development of the model for the purchasing decision of bikes in Tamil Nadu. The chapter also dwells at length the role played by the mediator, referral, on the purchase decisions of motorcycles consumers.

RESEARCH DESIGN

The research design for this research is "descriptive in nature".

Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individuals or a group. In this research, the researcher must be able to define clearly, what he wants to measure and must find the adequate methods for measuring it along with the clear-cut definition of population he wants to study.

DATA SOURCE

○ PRIMARY DATA

It contains the original information gathered for a specific purpose. The first-hand information has been collected through the administering the questionnaire by direct contact method and through informal meetings and observations.

○ SECONDARY DATA

It contains information that already exists have been collected for another purpose, the second-hand information has been collected through company previous record, annuals reports, journals industrials magazines, brochures, internet.

SAMPLE SIZE

The sample size of the study is 182

TYPES OF SAMPLES

Sampling techniques is convenience sampling

TOOLS OF ANALYSIS

Statistical tools are percentage analysis, correlation, ANOV

STRUCTURE OF QUESTIONNAIRE

In this method a questionnaire is sent to the HR Manager concerned with request to answer the questions and return the questionnaire. The questionnaire consisted of a number of questions printed or typed in a definite order. The HR Manager has to answer the questions on their own. The researcher has chosen this method of data collection due to low cost incurred, it is free from bias of the interviewer and respondent have adequate time.

HYPOTHESIS 1

H0-There is a no relationship between the Employees performance and satisfaction is the valuable outcome of sounds of Hr policies of the organisation.

H1- There is a relationship between the Employees performance and satisfaction are not the valuable outcome of sounds of hr policies of the organisation.

HYPOTHESIS 2

H0-There is a no relationship between hr policies in ASHOK LEYLAND makes the employees enthusiastic towards work.

H2- There is a relationship between hr policies in ASHOK LEYLAND not makes the employees enthusiastic towards work.

VI. DATA ANALYSIS AND INTERPERATION

ANOVA

Gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.342	4	.086	.349	.844
Within Groups	42.858	175	.245		
Total	43.200	179			

INFERENCE: The p value which is higher than the significance level (0.05). Hence, null hypothesis H0 is accepted and H1 gets rejected.

Correlations

		Age	The training imparted to the employee helps to improve their performance
Age	Pearson Correlation	1	.076
	Sig. (2-tailed)		.308
	N	182	182
The training imparted to the employee helps to improve their performance	Pearson Correlation	.076	1
	Sig. (2-tailed)	.308	
	N	182	182

VII. FINDINGS

- 59.3% of respondent is female and 39.6% respondent are male.
- the respondent of 20-30 are 17.6%, 30-40 are 31.9%, 40-50 are 34.1% and 50-ABOVE are 16.5%.

- the respondent of 15.4% are marketing dept., 28% are personnel dept., 28.6% are financial dept, and 27.5% are from others dept.
- income of the respondent there are 16.5% are BELOW-20000, 34.1% are 20000-30000, 31.3% are 30000-40000, 14.3% are 40000-50000 and 3.8% are above 50000.
- 63.7% of respondent are satisfied with the recruitment process and 33% of respondent are not satisfied with the recruitment process
- respondent of 13.7% are agree with very fast, 40.1% are agree with fast, 31.9% are agree with moderate, 3.8% are agree with very slow and 10.4% are agree with slow.
- the respondent of 45.1% are strongly disagree training will help to improve their performance, 12.6% are disagree, 24.2% are neutral 18.1% are strongly agree.
- the respondent of 29.1% are very strict towards the punishment of the employee based on misconduct, 18.7% are strict, 34.6% are normal, 6% are loose and 11% are very loose.
- the respondent of 28.6% are feel excellent about the industrial relation in the company, 35.2% are very good, 18.1% are average, 5.5% are poor and 12.1% are very poor.
- the respondent of 20.9% absentees for sickness 32.4% are family problem, 16.5% are policies and 29.1% others.
- the respondent of 21.4% highly satisfied with attendance of employees ,42.3% are satisfied, 17.6% are neutral, 4.9% are dissatisfied, 13.7% are highly dissatisfied.
- the respondent of 73.6% are feel company is providing loan facility and 25.8% are not agree with loan facility provide by company.
- the respondent of 36.8% are highly satisfied with the interaction level, 31.3% are satisfied, 14.8% are neutral, 7.1% dissatisfied, 9.3% are highly dissatisfied.

VIII. SUGGESTIONS

Regularly review and update HR policies to ensure they remain relevant, compliant with laws and regulations, and aligned with the organization's values and goals.

Develop policies that promote diversity, equity, and inclusion in the workplace. This includes policies that address bias in hiring, training on diversity and inclusion for all employees, and creating an inclusive workplace culture.

Encourage open communication and feedback between employees and managers through policies such as regular performance evaluations, employee surveys, and channels for anonymous feedback.

Offer flexible work arrangements such as telecommuting, flexible schedules, and job-sharing to support work-life balance and accommodate employees' individual needs.

Implement policies and programs that promote employee wellness, such as access to mental health resources, wellness programs, and opportunities for professional development.

Establish clear policies and procedures for handling complaints and grievances in a fair and confidential manner.

Foster a culture of continuous learning and development by providing opportunities for training, coaching, and mentorship.

IX. Conclusion

The Policy of the company provides facilities for all round growth of individuals by training in-house and outside the organization, reorientation, lateral mobility and self-development through self-motivation. Policy grooms every individual to realize his potential in all facets while contributing to attain higher organizational and personal goals. Policy builds teams and foster team-work as the primary instrument in all activities. Policy implements equitable, scientific and objective system of rewards, incentives and control. Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale. The employees agree on the part of their performance that they know what is expected from them. The employees are not satisfied with the communication and decision-making process as it leaks the information related to organization. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments. The employees feel that they are not paid fairly for the contributions they make to company's success.

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