

**A STUDY ON HR POLICES AND IMPLEMENTATION
AT HEXAWARE**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

MOHANDAS.S

40410103



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

MARCH 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **MOHANDAS.S 40410103** who carried out the project entitled “**A STUDY ON HR POLICIES AND IMPLEMENTATION**” under my supervision from September 2021 to October 2021.

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Submitted for Viva voce Examination held on 08/11/2021

Internal Examiner

External Examiner

DECLARATION

I **MOHANDAS.S(40410103)** hereby declare that the Project Report entitled “**A STUDY ON HR POLICIES AND IMPLEMENTATION**” done by me under the guidance of **DR.PRINCY** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

MOHANDAS.S

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I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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MOHANDAS.S

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ABSTRACT

In today's competitive business scenario it very hard to retain knowledge based professional in BPO industries due to various reasons most of the BPO industries have a huge attrition rate or employee turnover which in turn not only impacts the company's specific process but as a whole which might decelerate the companies performance in the galloping business scenario with respect to the competitors. Hence HR Analytics plays the pivotal role in retaining ,identifying and motivating the right spirited employees who can champion the companies business in an ascending node. HR analytics is new emerging lifeline in the field of HR , now a days most of the company don't treat employees like an asset they treat them as expenses to the company. Especially this kind of attitude is more prominent among the BPO industries hence the attrition rate always gears up at a much faster rate This HR Analytics paves the way for the BPO companies to change their view regarding employees and treat them as investments.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

HR Analytics is defined as “Structured Identification and calibration of factors driving employees towards business outcomes. Human Resource is one of the vital resource which mobilizes all other 3M’s Money, Material and Machines .Human resource weaves the all the processes within the organization. Organization pure success depends on the maintenance of formidable human resources. But unfortunately most of the organization fail to recognize human resources as a precious resource which could baton the success of any industry or a company. To be more specific in a BPO industry the approach towards the Human resources is more casual and aloof, hence more employee turnover is the outcome. When an employee makes an exit from an organization he exits with the experience and job knowledge from the company. When he gets an entry into the new concern he tries to capitalize what he has learnt from his previous concern and gives his best shot or performance which inturn might fuel the company’s performance and there’s a chance to outsmart the competitors and be a market leader. A company which treats and greets the employees in the best possible manner has more chance of succeeding in the market. Moreover it’s not like yesteryears it has become a huge challenge for the HR’s to retain knowledge workers in BPO industry and not like skilled workers who are ignored and left unnoticed. HR department must be much more vigilant and smart in applying HR analytics approach in the organization since its can be done manually just by looking at the employees existing reports or using a software which can give an accurate and précised outputs where HR Analytics unearths different patterns to the HR specialist and also the company which might save a huge cost and bring back hefty profits. The HR department with the help of HR Analytics can gain an insight into the companies human resources. That too in a fast paced BPO industry the entry and exit of the human resources is quite often, the HR Analytics serves as a useful tool for the HR department on whom to recruit i.e. the right person for the right job , analyze their absenteeism, attrition rate, personal and professional profile of the employees in such

way the employees suits the given profile ,performs at his best level, adds value to the job and company and delivers his responsibilities with utmost satisfaction where there is a win-win situation for both the employees and employer .In the current job market monetary benefit is not the only factor that binds the employee with the organization but apart from that there are certain other factors which might increase employees scalability with the organization.

VISION & MISSION

The purpose of all human activity is to make life better. HEXAWARE believes in improving life through innovative science. Through innovations, we constantly endeavor to bring better products and processes that bring greater value to society Core Purpose "Improve Life Through Innovative Science" Vision o We are a role model enterprise, respected globally for excellence in quality and innovation o We enhance stakeholder value while adhering to the code of responsible care and ethical values o We are an employer of choice and preferred business partner worldwide.

1.2 HISTORY

India's IT Services industry was born in Mumbai in 1967 with the establishment Tata consultancy service who in 1977 partnered with Burroughs which began India's export of IT services.The first software export zone, SEEPZ– the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and

recommendations of international bodies like the organization (WTO), International Telecommunication (ITU), and World bank In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.



[TIDEL Park](#) in [Chennai](#) was the largest IT park in Asia when it was opened in 1999.

Regulated VAST links became visible in 1994. Desai (2006) describes the steps taken to relax regulations on linking in 1991:

In 1991 the Department of Electronics broke this impasse, creating a corporation called Software technology park of INDIA (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly. Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients' office.

1.3 INDUSTRY PROFILE

The **Information Technology & Information Technology Enabled Services (IT-ITES)** sector is a field which is undergoing rapid evolution and is changing the shape of Indian business standards. This sector includes software development, consultancies, software management, online services and business process outsourcing (BPO).

According to an article in the Times of India, **India's liberalization was possible due to its IT industry**. In the 1990s, the industry started off with an export of nearly \$100 million with around 5,000 employees. Now it is an industry that thrives globally and India's IT exports are now around \$70 billion with 2.8 million employees working in this sector. The article states that the IT sector is one of the top two industries in the country today.

India's IT industry is expected to grow at a rate of 12 - 14% during 2016 - 2017 as per a report by India's software industry body National Association of Software and Services Companies (NASSCOM.) This clearly shows that information technology is a sector which will likely be one of the emerging markets in the days to come as India's economy requires more hardware, software and other IT services. In a NASSCOM-McKinsey report, India's position in the global offshore IT industry is based on five factors - abundant talent, creation of urban infrastructure, operational excellence, conducive business environment and finally, continued growth in the domestic IT sector.

IT INDUSTRY IN INDIA 2017

- IT BPM industry revenues (excluding hardware) for the Financial Year 2016-17 is estimated to be at US\$ 154 billion.
- IT sector contributed to India's GDP by 7.7% in the year 2016.
- In the Financial Year 2016, TCS stood as the market leader with about 10.4% contribution to India's IT and ITES sector revenue.

- The IT market is quite competitive with the top 5 IT firms contributing over 25% to the total IT revenue.
- For the Financial Year 2017, the domestic revenue is estimated to be at US\$ 38 billion while the export revenue is estimated to be at US\$ 117 billion.



The IT industry is heavily influenced by factors like the global market and sustenance of its rate of growth. The recession in the United States also impacted the IT community in India negatively. This segment is promising and has vast potential, but there are concerns regarding the demand-supply gap, which is widening. Some challenges which the industry is facing are inadequate infrastructure, tax issues and limited preferential access for local firms. China and Taiwan are examples of low cost destinations, and India needs to change its current tax structure so that it can outdo competition from other countries.

One of the biggest benefits that the computer and IT industry provides in India is the employment it can generate. Other benefits are export and Foreign Direct Investments (FDI). New markets have opened up in the Middle East, Africa, Eastern Europe, and South and South East Asia. India is now a major destination for IT outsourcing. There is no dearth of **IT job opportunities in India**. In fact, India is expected to overtake the US to have the **most number of software developers in 2018** (52 lakh developers in India against America's 42 lakhs).

1.4 COMPANY PROFILE

Hexaware is a fast-growing automation-led next-generation service provider delivering excellence in IT, BPO and Consulting services. We are driven by a combination of robust strategies, passionate teams and a global culture rooted in innovation and automation. Hexaware's Digital offerings have helped clients achieve operational excellence and customer delight. Our focus lies on taking a leadership position in helping clients attain customer intimacy as their competitive advantage. We are now on a journey of metamorphosing the experiences of the customer's customers by leveraging our industry-leading delivery and execution model, built around the strategy— 'Automate Everything™, Cloudify Everything™, Transform Customer Experiences™'. Powering Hexaware's complex technology solutions and services, is the Bottom-Up Disruption, a disruptive crowdsourcing initiative that brings about innovation and improvement, to everyday complexities and, ultimately, growing the clients' business. The digitally empowered workforce of Hexaware represents various nationalities, comprising 19,833 employees, lives the company's philosophy of 'customer success, first and always'. The company reported 2020 global revenue of USD \$845.04 Mn.

CHAPTER 2

REVIEW OF LITERATURE

Dag Oivind Madsen & Kare Slatten 2017 are of the view that HR analytics has gained focus in the recent years in the domain of analyzing the human resource data in a constructive way to make better decisions. Although the concept is new to the field but its parameters and calibration methodology has its concrete base from the years HR practices which has been fine tuned based on the existing business situation according to companies needs

P.Madhavi Lakshmi & Siva Pratap 2016 expressed that HRA that in today's competitive environment human resource awareness drives the organization success. HRA enables better decision making and sensible utilization of human resources. Now company with the help of HRA software analyze the employee attitude, behavior, productivity and thereby improving the employee morale and satisfaction. HRA is a useful tool to identify the patterns in the data with respect to employees to take suitable corrective and preventive measures which benefits the company on the whole.

Narasima Venkatesh 2017 views HRA plays a prominent role in the decision making process of the managers in well established organizations. In the present times of knowledge economy an organizations employees are the pivotal asset compared to other assets and it's the most difficult asset to maintain from the side of the company .Human capital management is the most challenging job for any organization because its hard to understand the human mentality what motivates them and what de-motivates them because same kind of approach is not possible for all as each human resource is unique and complex. Hence HRA analyze the HR data through various surveys through which they come to a conclusion.

SN Mishra 2016 is of the view that HRA is the field of measuring the employees efficiency towards work, their human resource interaction types and increasing the time span of an employee within the organization. HRA is a multifaceted approach which involves all the aspects of HR like Recruitment, T&D, Succession Planning ,retention, engagement and compensation benefits. It has pinnacle level human resource predictive analyses and throws light on “What If” scenarios if a new business policy has been developed and its impact on the employees.HRA a serves as perfect blend of software and decision making with human hard ware.

Gitika Talukdar 2016 expresses HRA as the part of Business Intelligence which effectively manages the human capital with the help of data management and data warehousing technologies which integrates all the function of management which paves the way for employees stability and sustainability inside the organization which gives the edge for the company along with its competitors. This optimizes the HR responsibilities and strategic synchronization with the market and company objectives.

Kayal 2017 The purpose of the article is to determine perspectives of increase of effectiveness of businessadministration of recent enterprises by means of improvement of the method of HR management.So as to verify the offered hypothesis, the work uses the methods of co relational analysis andmethods of correlations and multivariate analysis . With these methods, the authors identify thecontribution of HR management into success of business administration. The authors determinethe foremost important indicators of success of business administration, describe the contributionof HR management into achievement of its effectiveness, and offer the authors'recommendations for expand of effectiveness of HR management of the studied enterprise. As aresults of the research, it had been found that effective HR management is that the most vitalcondition for successful business administration.

CHAPTER 3

RESEARCH METHODOLOGY

METHODOLOGY:

Research methodology is a structured way to solve a problem. It is intellectual and practical activity of learning how research is to be carried out. Importantly, the plan and procedures by which researchers tell about their work and start describing , explaining detail and predicting phenomena are called research methodology. It is also outlined as the study of techniques by which knowledge is obtained. Its purpose is to give the work plan of research.

3.1SCOPE OF STUDY

- The human resource practice is very important to practice HR policy implementation in an organisation .It is necessary for every organisation to study HR policy and know the HR policies of the company.
- It is a study on the attitude on the employees to their jobs and the reasons for the employees to change the organisation periodically. However, for the main aim of meaningful and convenient accomplishment of this study
- It is assumed that the information and data collected through this study suffice in order to create a generalization.
- Detailed explanations have been created gathered from the respondents regarding HR Policy Implementation and its impact.
- It has been given in respect that how effective HR policy implementation yields employee development, employee relations, employee voice, employment, equal opportunity, grievances, health and safety, managing diversity, promotion, employee performance, employee welfare , and high performance in an organization.
- Comprehensively defined policies and criteria of performance management system open new phases for employee improvements and for the organisation.

3.2 OBJECTIVES OF THE STUDY

- 1.To have an insight about HR Analytics.
- 2.To analyze the level of HR Analytics awareness among BPO HR professionals.
- 3.To find out the best factors that thrust HR Analytics implementation.
- 4.To find out the lacunas in the existing HR practices in the industry.
- 5. To find out the challenges in HR Analytics implementation in Chennai BPOs.

3.3 NEED FOR STUDY

The main assumption is that most of the organization needs policies to ensure consistency in action and equity in its relation with employees and employer. Policies perform the purpose of achieving organizational goals in an correct and effective manner. HR policies compose the basis for sound HRM practices. HR policies serve as a standard procedure for the manager. Human Resources Policies and Procedures are important as they provide structure, control, consistency, fairness and reasonableness in SMEs. They also make ensure compliance with employment legislation and should be informed to employees of their responsibilities and the Company's expectations. The presence of HR policy is so important. If your organization does not direct absence, then there is likely to be a high cost in operational and financial terms. It is essential that managers introduce an efficient absence management system to drive down absenteeism, and prevent it as much as possible. HR policy is about reducing employee absenteeism usually happens due to illness or injury through policies and procedures. In order to have successful results , these policies and procedures will need to be communicated to both employees and managers, with management/HR taking a pro-active role in applying them. Also finding the employee's and employer's responsibilities, is why HR Policies and Procedures are Important.

3.4 RESEARCH DESIGN :

A research design is a matter plan specifying the methods and procedures for collecting and analyzing the needed data. It is the frame work for the research plan of action. Research design based on the descriptive research technique employing the survey method and analysis is made on this primary data collected for this projects study.

3.5 DESCRIPTIVE RESEARCH DESIGN

Descriptive research design was selected to achieve the stated objectives. Research studies are those, which are concerned with describing the characteristics of a particular individual, or group on determining the relationship between the variables as to be measured descriptive research design was selected.

The objective of the descriptive design is to answer the “who”, “what”, and “how” of the subject under investigation. Descriptive research is well structured. Primary data is chosen for data analysis and there is no secondary data taken research analysis.

3.6 SOURCES OF DATA

There are two types of data collected.

- **PRIMARY DATA**

The primary data are those, which are collected fresh for the first time and thus happen to be original in character. In our research, data was collected through the questionnaire method.

- **SECONDARY DATA**

Secondary data are those are already been collected by someone else. The secondary data are collected by analyzing various materials like company profiles, magazines, journals, past records, reports and websites.

3.7STRUCTURE OF QUESTIONNAIRE:

A questionnaire was divided into two sections First par was designed to know the general information about employees .Second part was contains the opinion on the Employee Retention.

SAMPLE SIZE:

200 samples are selected for the study.

PERIOD OF STUDY

The period of the study is DECEMBER 2021 to JANUARY 2022.

LOCATION & TRAGETED PEOPLE OF STUDY

Location for the Study is Thoraipakkamchennai

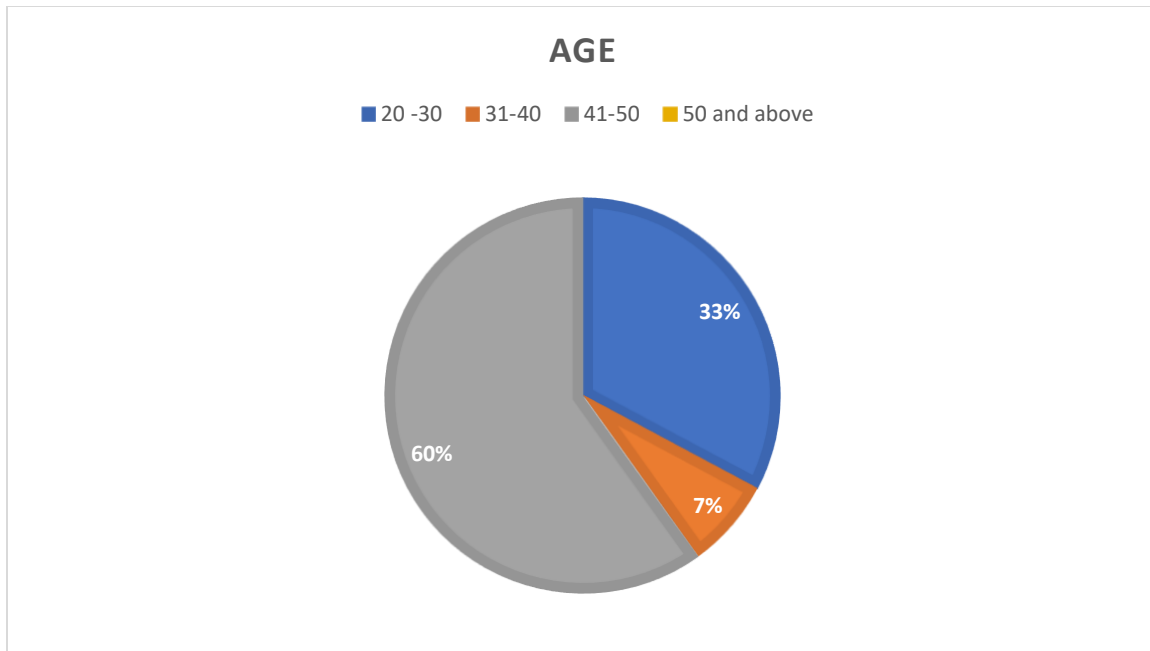
Targeted People is Employees

CHAPTER 4

DATA ANALYSIS

Table 1 :- Age of respondents

Chart 1 :- Age of respondents



Interpretation

From the above table it is interpreted that 60% of respondents are in the age category of 20-30years, 60%respondents are in 31-40 years, 33% respondents are in the age category of 41-50 years, 7%of the respondents are above 51-60years, 3% of respondents are in the age category of 60 and above.

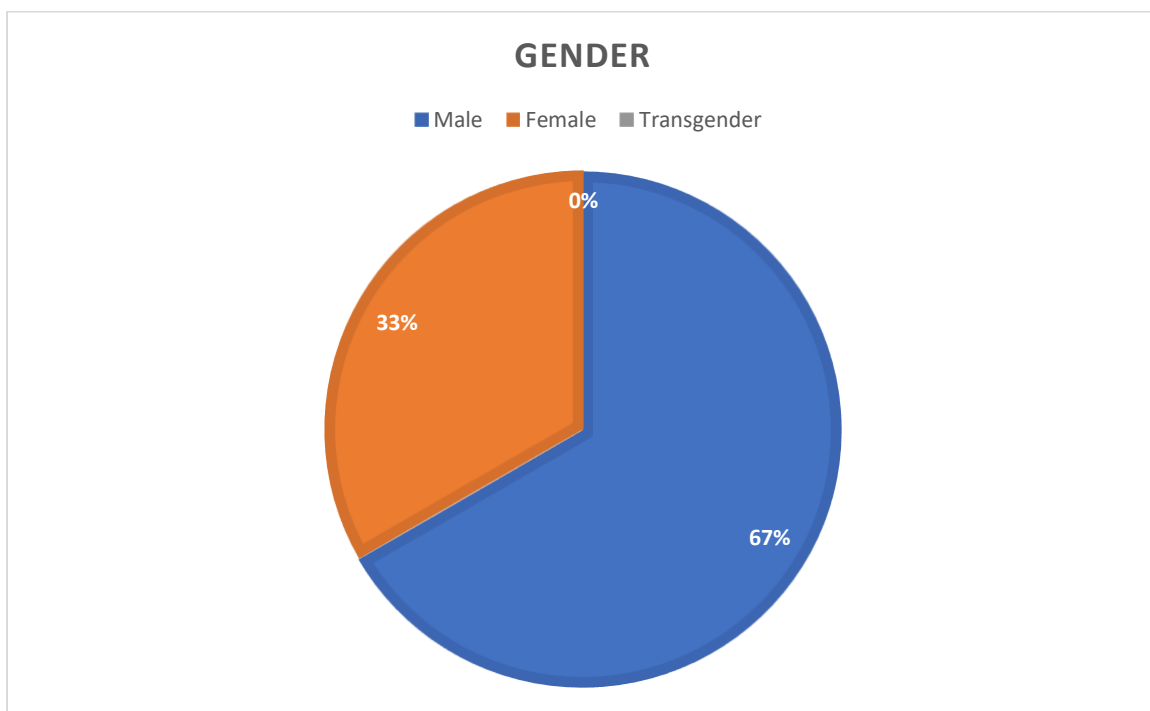
Inference

Majority (60%) of the respondents are from the age category of 20-30 years.

Table 2: - Gender of respondents

Particulars	Percentage of Responses
Male	65.4
Female	32.7
Transgender	Nil

Chart 2: - Gender of respondents



Interpretation: -

From the above table it is interpreted that 67% of the respondents are Male, 33% of the respondents are female

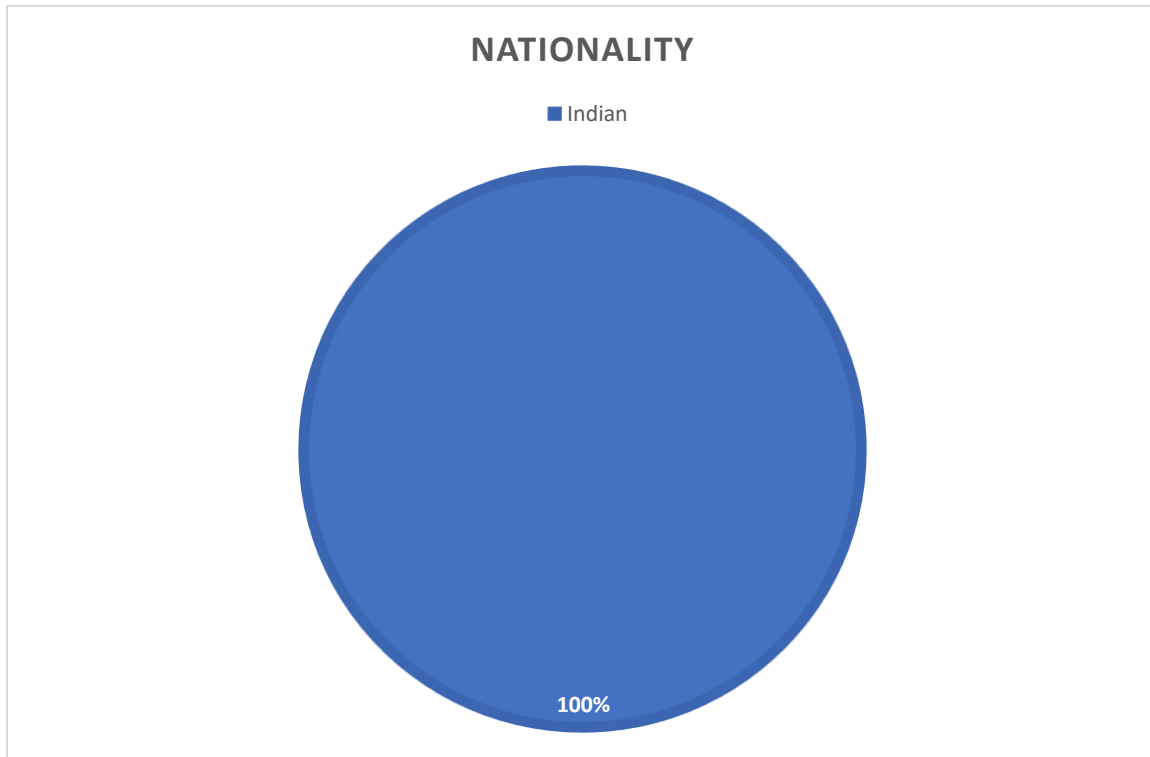
Inference: -

Majority 67% of the respondents are from the male gender.

Table 3: - Nationality of the respondents

Particulars	Percentage of Responses
Indian	100

Chart 3: - Nationality



Interpretation: -

From the above table it is interpreted that 100% of the respondents are Indians.

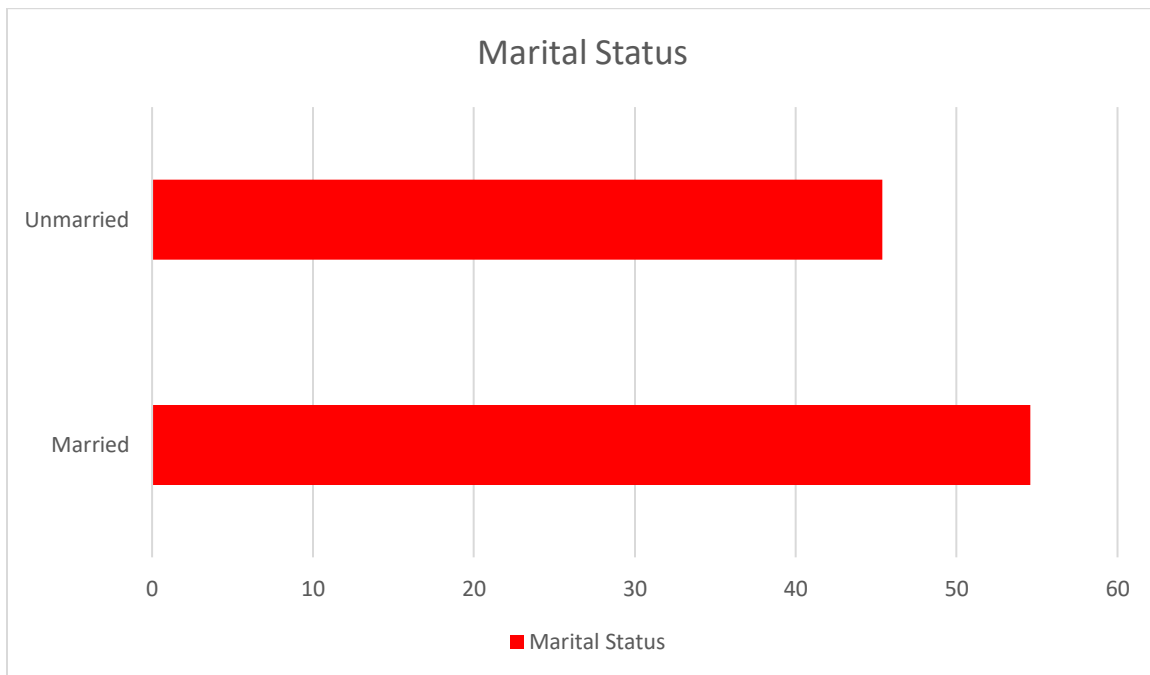
Inference: -

Majority 100% of the respondents are Indians

Table 4: - Marital Status

Particulars	Percentage of Responses
Married	45.4
Unmarried	54.6

Chart 4: - Marital status



Interpretation: -

From the above table it is interpreted that 45.4% of respondents are married, 54.6% of respondents are unmarried.

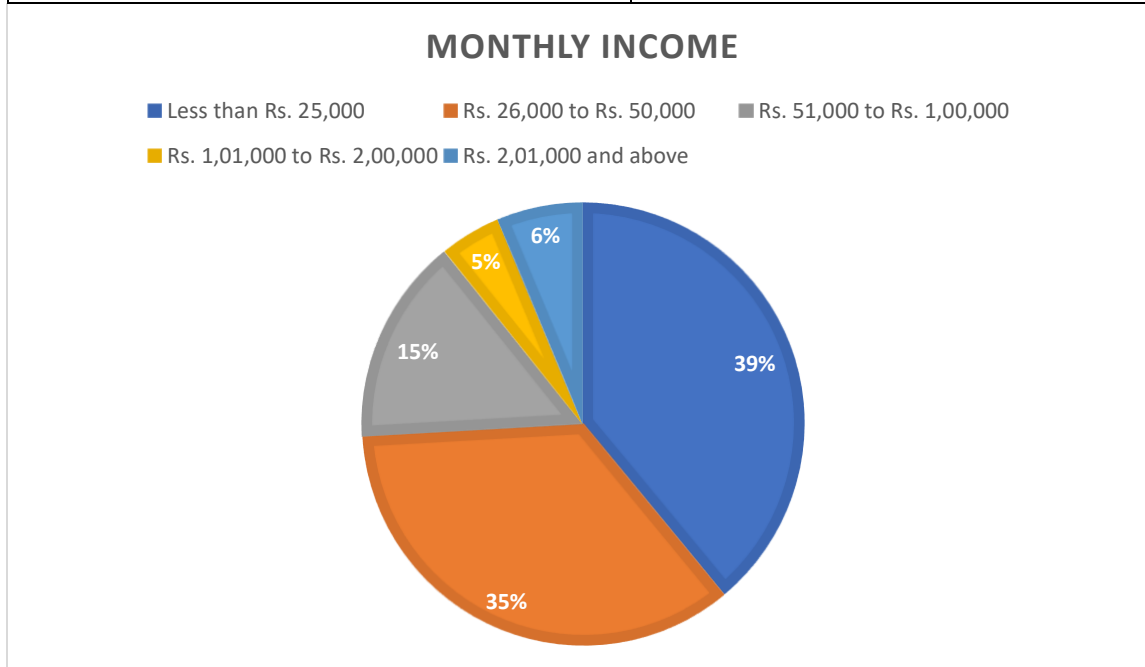
Inference: -

Majority 54.6% of respondents are unmarried

Table 5: - Monthly income

Chart 5: - Monthly income

Particulars	Percentage of Responses
Less than Rs. 25,000	39
Rs. 26,000 to Rs. 50,000	35.1
Rs. 51,000 to Rs. 1,00,000	15.1
Rs. 1,01,000 to Rs. 2,00,000	4.5
Rs. 2,01,000 and above	6.3



Interpretation: -

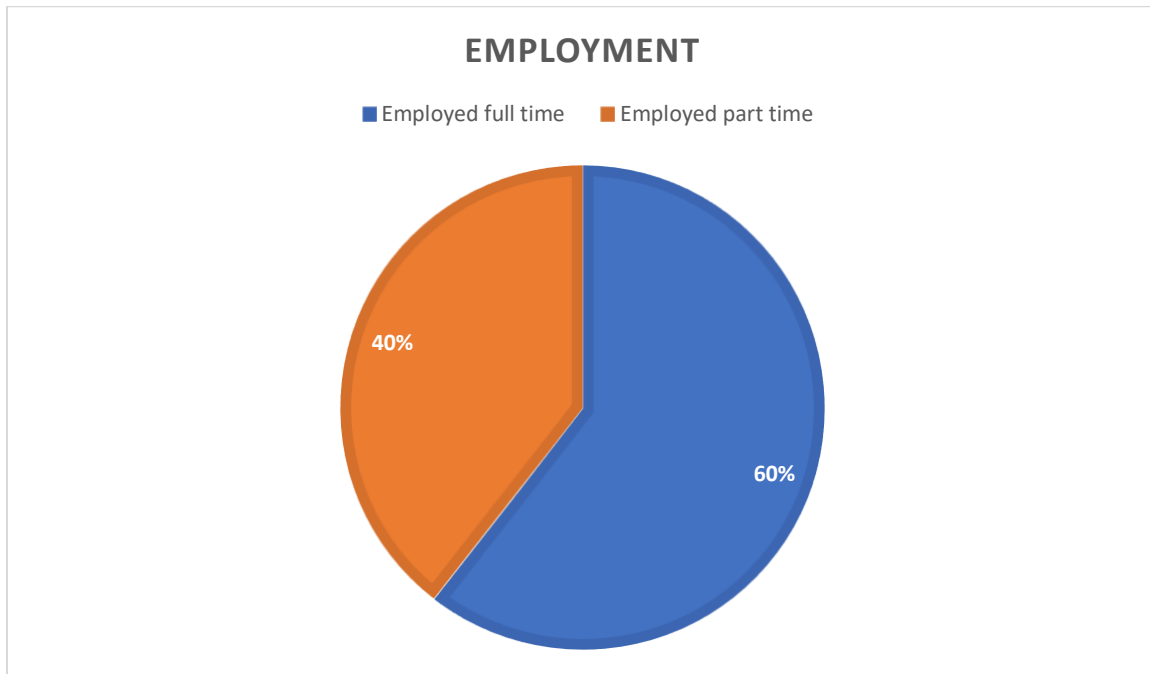
From the above table it is interpreted that 39% are from the income group of less than Rs. 25,000, 35.1% are from the income group of Rs. 26,000 to Rs. 50,000, 15.1% are from the income group of Rs. 51,000 to Rs. 1,00,000, 4.5% are from the income group of Rs. 1,01,000 to Rs. 2,00,000, 6.3% are from the income group of Rs. 2,01,000 and above.

Inference: -Majority 39% of respondents are from the income group of less than Rs. 25,000

Table 6: - Employment

Particulars	Percentage of responses
Employed full-time	60.5
Employed part-time	39.5

Chart 6: - Employment



Interpretation: -

From the above table it is interpreted that 60% of the respondents are employed full time, 40% of the respondents are employed part time.

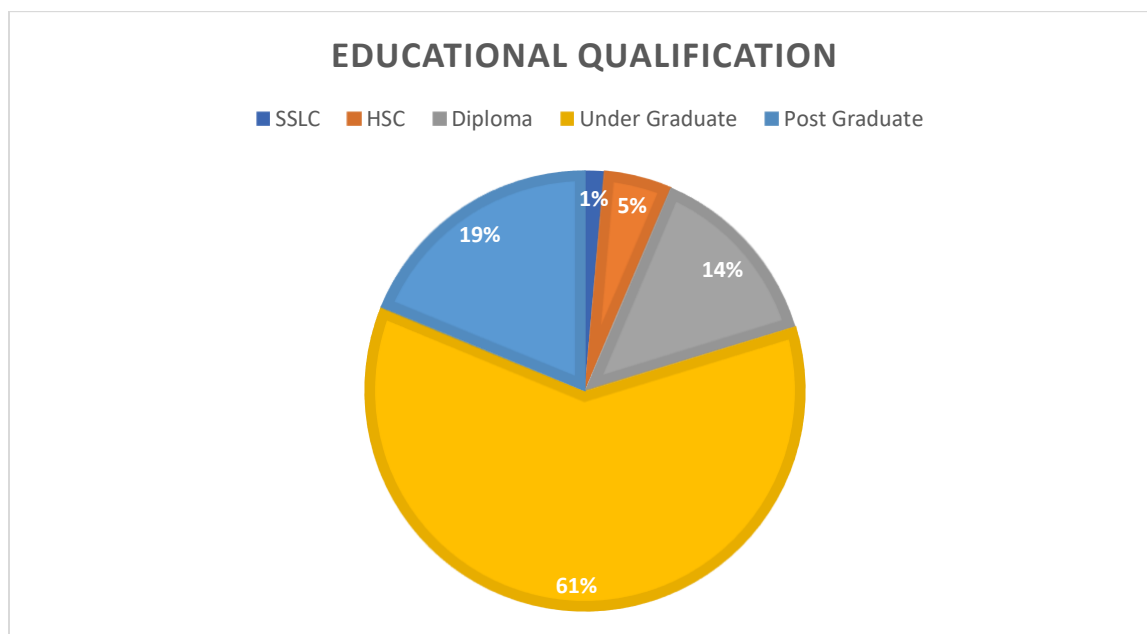
Inference: -

Majority 60% of the respondents are employed part time

Table 7: - Educational qualification

Particulars	Percentage of responses
SSLC	1.4
HSC	5
Diploma	13.9
Under Graduate	60.9
Post Graduate	18.8

Chart 7: - Educational qualification



Interpretation: -

From the above table it is interpreted that 61% are Under graduates, 18.8% are Post graduates, 13.9% are Diploma, 5% are from HSC, 1.4% are from SSLC.

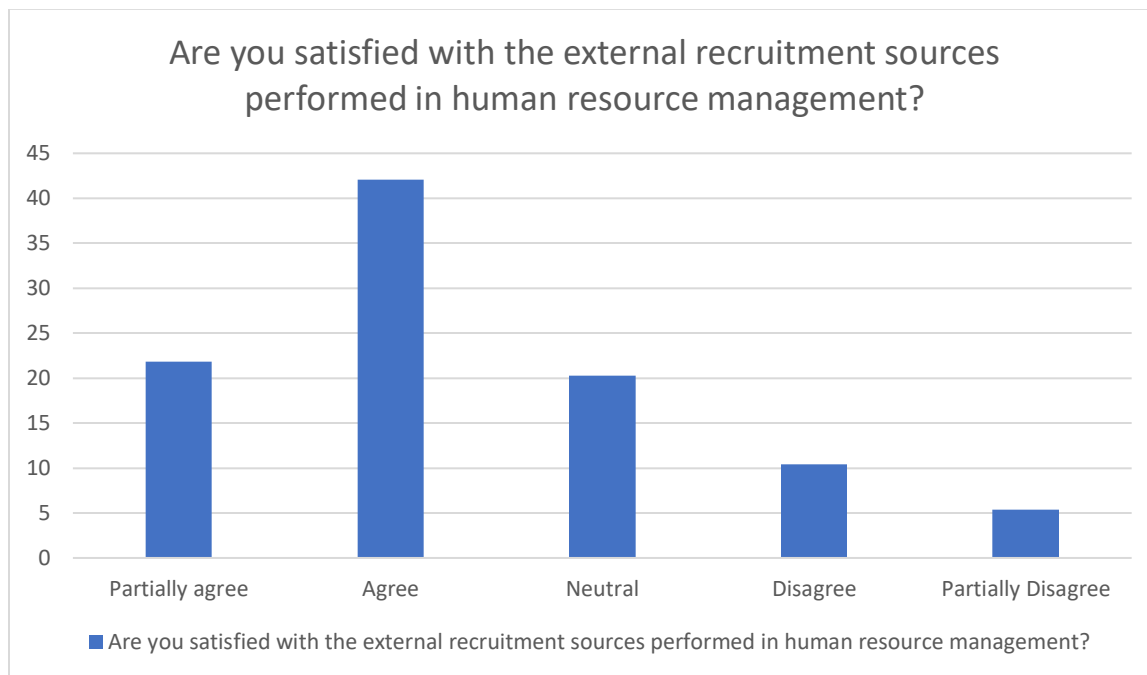
Inference: -

Majority 61% of respondents are under graduates.

Table 8: - Are you satisfied with the external recruitment sources performed in human resource management?

Particulars	Percentage of responses
Partially agree	21.8
Agree	42.1
Neutral	20.3
Disagree	10.4
Partially Disagree	5.4

Chart 8: - Are you satisfied with the external recruitment sources performed in human resource management?



Interpretation: -

From the above table it is interpreted that 21.8% of respondents partially agreed to this fact, 42.1% of the respondents Agreed to this fact, 20.3% of respondents prefers neutral option to this fact, 10.4% of respondents disagrees to this fact, 5.4% of respondents partially disagrees to this fact

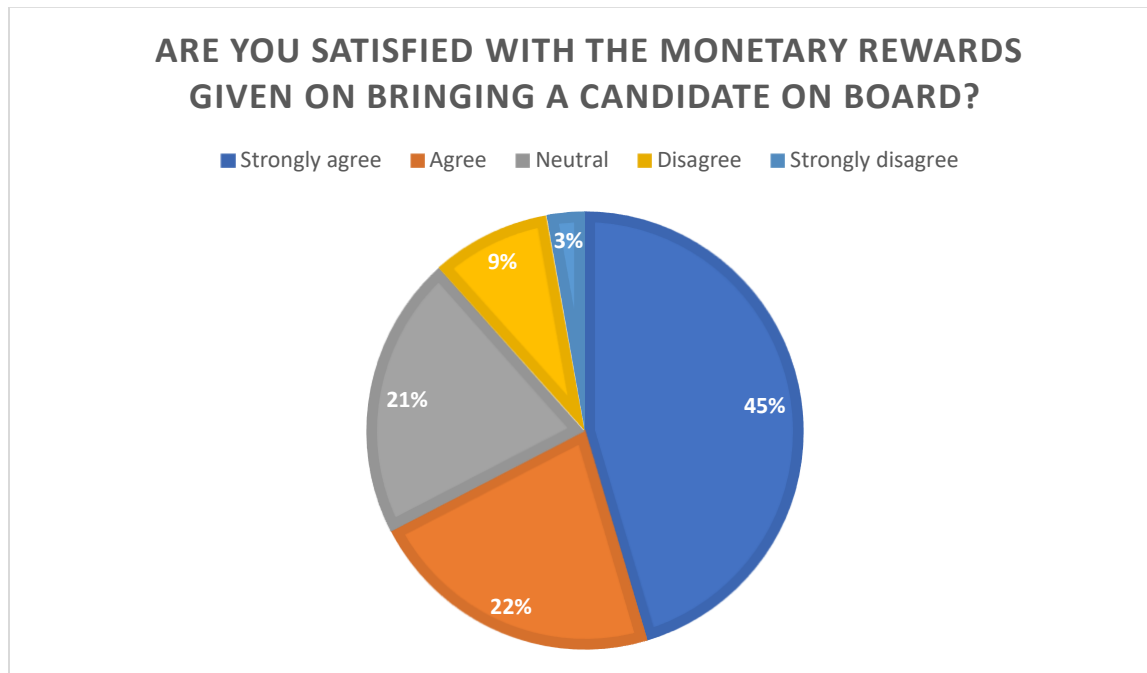
Inference:

Majority 42.1% of respondents agrees to this fact

Table 9: - Are you satisfied with the monetary rewards given on bringing a candidate on board?

Particular	Percentage of responses
Strongly agree	45
Agree	22
Neutral	21
Disagree	9
Strongly disagree	3

Chart 9: - Are you satisfied with the monetary rewards given on bringing a candidate on board?



Interpretation: -

From the above table it is interpreted that 45% of respondents partially agreed to this fact, 22% of the respondents Agreed to this fact, 21% of respondents prefers neutral option to this fact, 9% of respondents disagrees to this fact, 3% of respondents partially disagrees to this fact

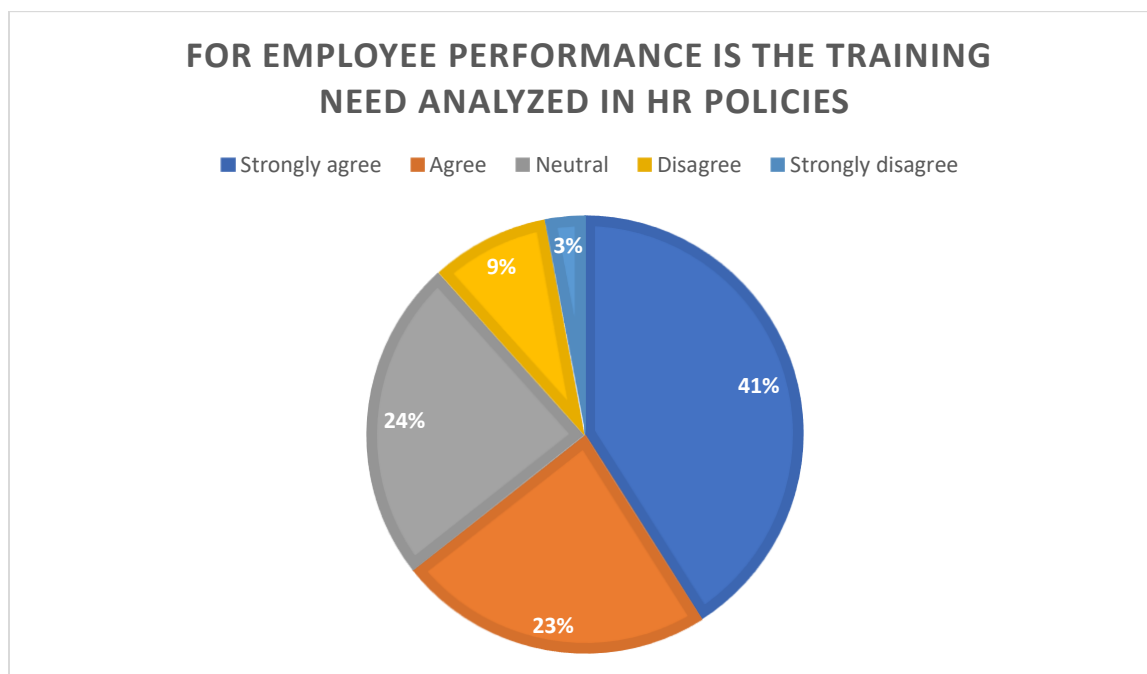
Inference:

Majority 45% of respondents agrees to this fact.

Table 10: - For employee performance is the training need analyzed in HR policies

Particular	Percentage of responses
Strongly agree	41
Agree	23
Neutral	24
Disagree	9
Strongly disagree	3

Chart 10: - For employee performance is the training need analyzed in HR policies



Interpretation: -

From the above table it is interpreted that 41% of respondents Strongly agreed to this fact, 23% of the respondents Agreed to this fact, 24% of respondents prefers neutral option to this fact, 9% of respondents disagrees to this fact, 3% of respondents Strongly disagrees to this fact

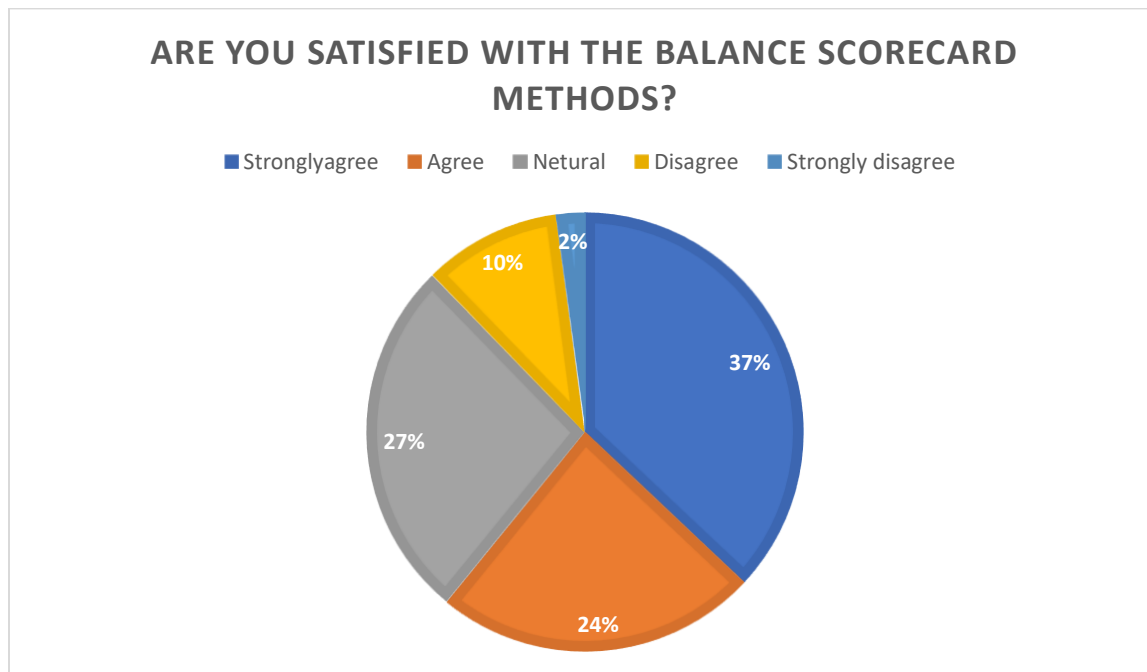
Inference:

Majority 41% of respondents agrees to this fact.

Table 11: - Are you satisfied with the balance scorecard methods?.

Particular	Percentage of responses
Strongly agree	37
Agree	23
Neutral	27
Disagree	10
Strongly disagree	2

Chart 11: - Are you satisfied with the balance scorecard methods



Interpretation: -

From the above table it is interpreted that 37% of respondents partially agreed to this fact, 24% of the respondents Agreed to this fact, 27% of respondents prefers neutral option to this fact, 10% of respondents disagrees to this fact, 2% of respondents partially disagrees to this fact

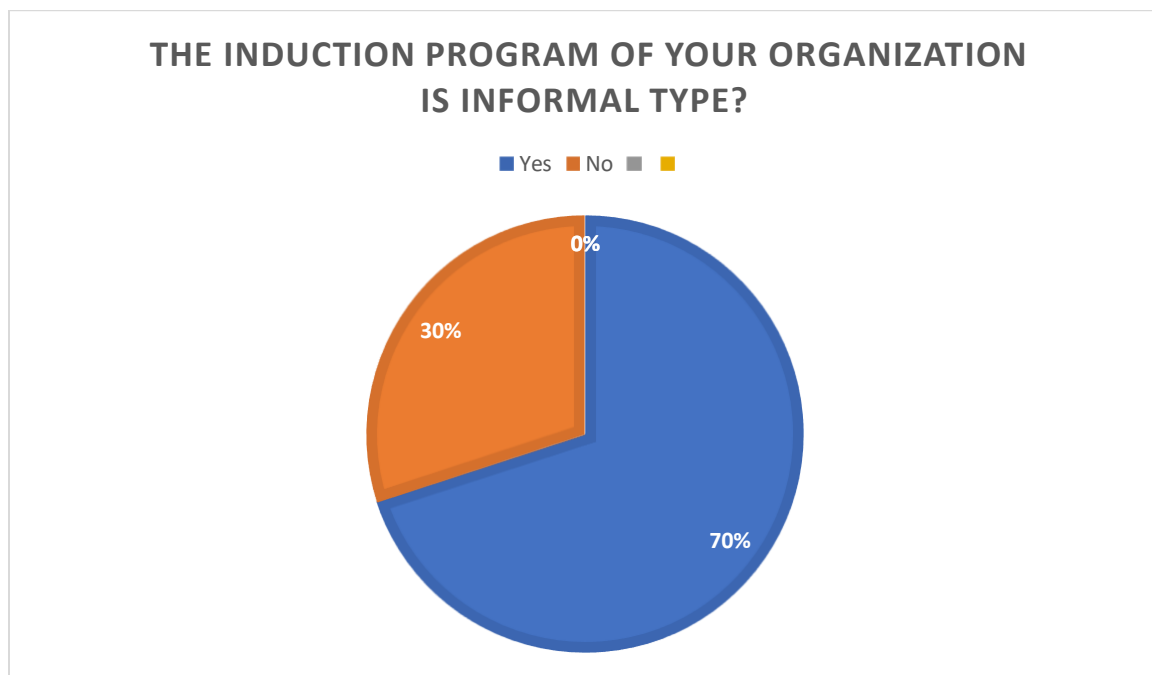
Inference:

Majority 37% of respondents Strongly agrees to this fact.

Table 12: - The induction program of your organization is informal type?

Particular	Percentage of responses
Yes	70
No	30

Chart 12: - The induction program of your organization is informal type?



Interpretation: -

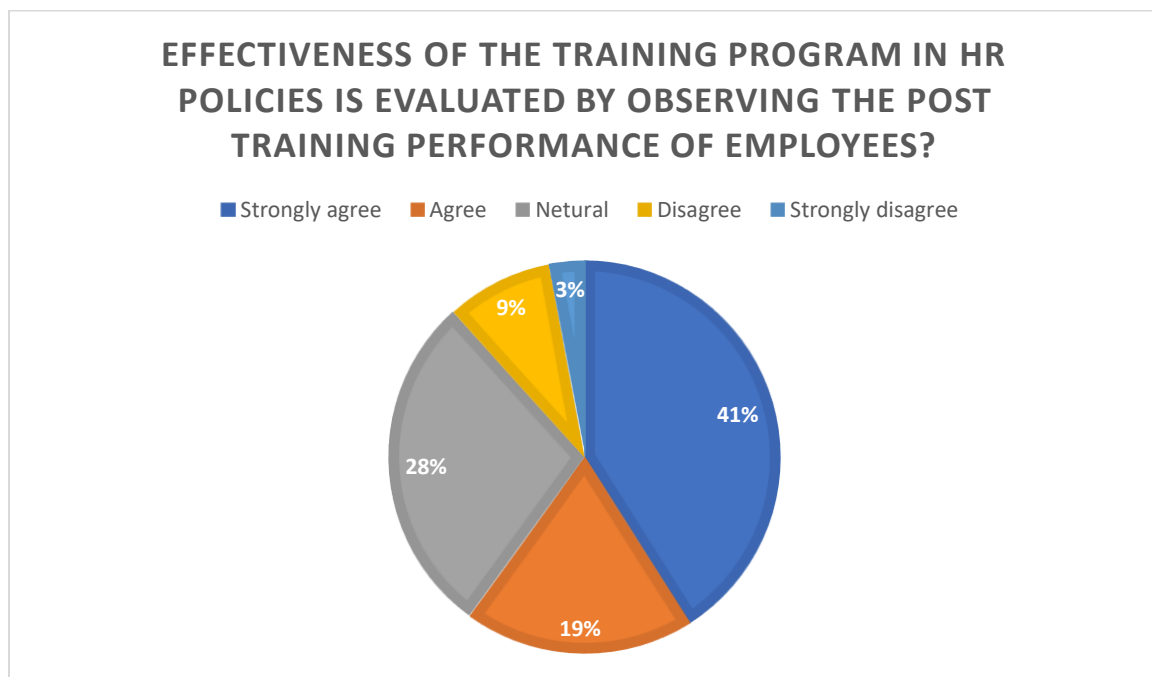
From the above table it is interpreted that 70% of respondents prefer yes, 30% of the respondents prefer No.

Inference:

Majority 70% respondents to this fact.

13. Effectiveness of the training program in HR policies is evaluated by observing the post training performance of employees?

Particular	Percentage of responses
Strongly agree	41
Agree	19
Neutral	28
Disagree	9
Strongly disagree	3



Interpretation: -

From the above table it is interpreted that 41% of respondents Strongly agreed to this fact, 19% of the respondents Agreed to this fact, 28% of respondents prefers neutral option to this fact, 9% of respondents disagrees to this fact, 3% of respondents Strongly disagrees to this fact

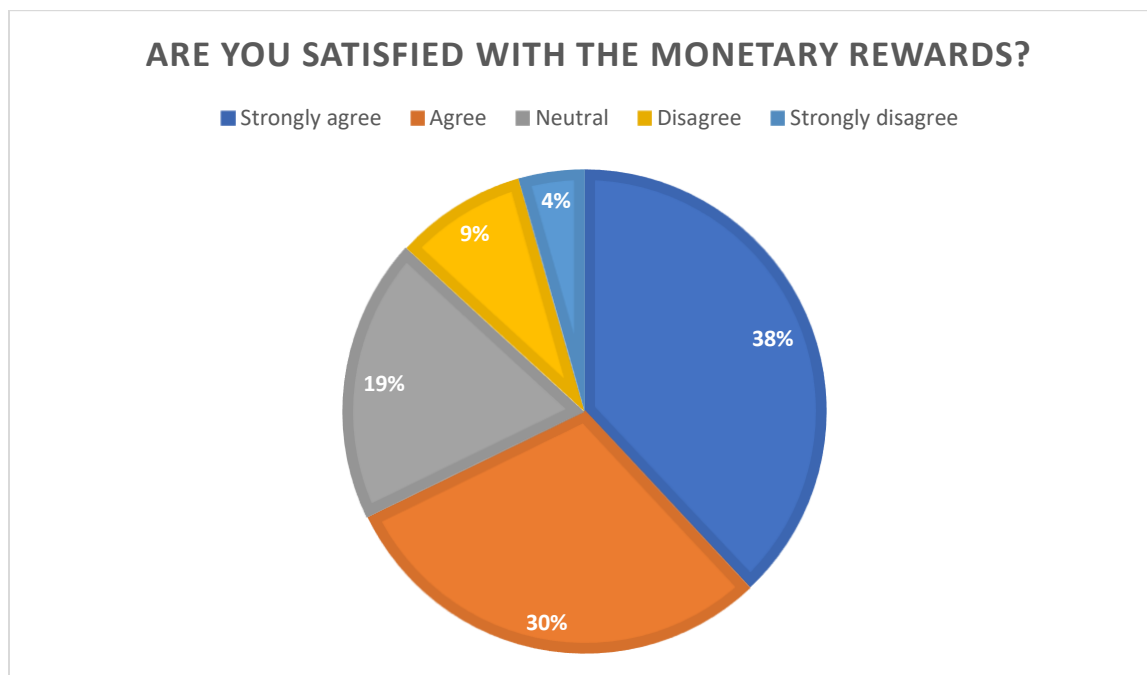
Inference:

Majority 41% of respondents strongly agrees to this fact.

Table 14: - Are you satisfied with the monetary rewards?

Particular	Percentage of responses
Strongly agree	38
Agree	30
Neutral	19
Disagree	9
Strongly disagree	4

Chart 14: - Are you satisfied with the monetary rewards?



Interpretation: -

From the above table it is interpreted that 38% of respondents Strongly agreed to this fact, 30% of the respondents Agreed to this fact, 19% of respondents prefers neutral option to this fact, 9% of respondents disagrees to this fact, 4% of respondents Strongly disagrees to this fact

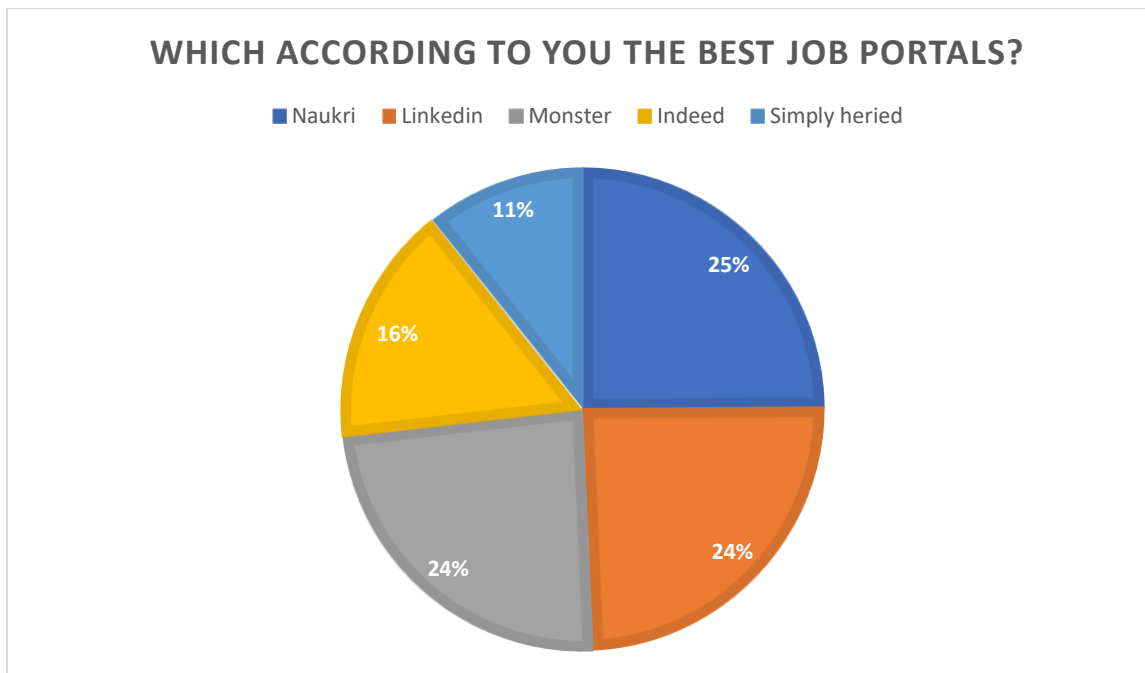
Inference:

Majority 38% of respondents strongly agrees to this fact.

Table 15: - Which according to you the best job portals?

Particular	Percentage of respondents
Naukri	24.9
Linkedin	24.4
Monster	23.9
Indeed	16.1
Simply heried	10.7

Chart 15: - Which according to you the best job portals?



Interpretation: -

From the above table it is interpreted that 25% of respondents Naukri to this fact, 24% of the respondents LinkedIn to this fact, 24% of respondents prefers monster option to this fact, 16% of respondents Indeed to this fact, 11% of respondents simply heried to this fact.

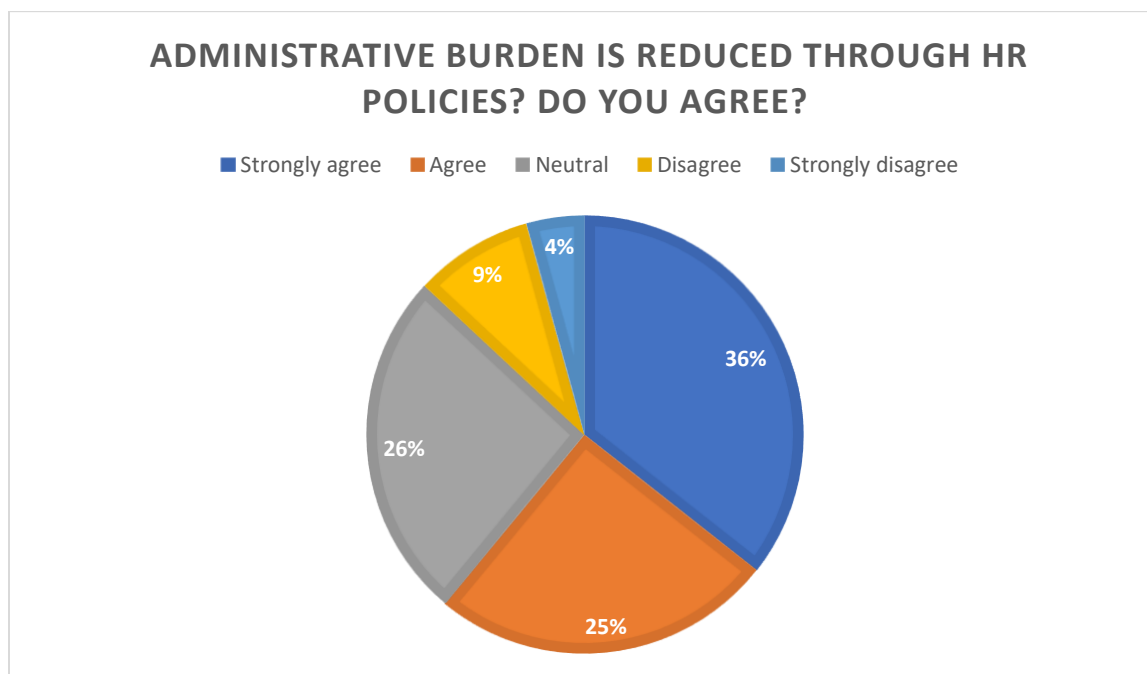
Inference:

Majority 25% of respondents Naukri to this fact.

Table 16: - Administrative burden is reduced through HR policies? Do you agree?

Particular	Percentage of Respondents
Strongly agree	36
Agree	25
Neutral	26
Disagree	9
Strongly Disagree	4

Chart 16: - Administrative burden is reduced through HR policies? Do you agree?



Interpretation: -

From the above table it is interpreted that 36% of respondents Strongly agreed to this fact, 25% of the respondents Agreed to this fact, 26% of respondents prefers neutral option to this fact, 9% of respondents disagrees to this fact, 4% of respondents Strongly disagrees to this fact.

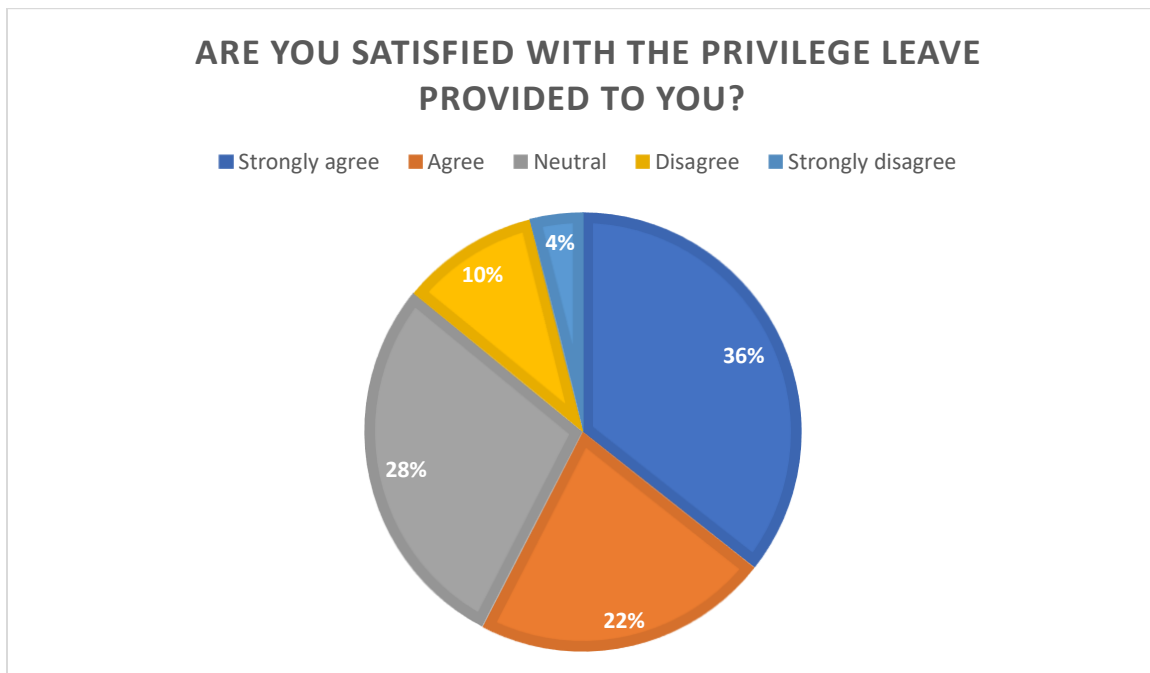
Inference:

Majority 36% of respondents strongly agrees to this fact.

Table 17: - Are you satisfied with the privilege leave provided to you?

Particular	Percentage of respondents
Strongly agree	36
Agree	22
Neutral	28
Disagree	10
Strongly disagree	4

Chart17: - Are you satisfied with the privilege leave provided to you?



Interpretation: -

From the above table it is interpreted that 36% of respondents Strongly agreed to this fact, 22% of the respondents Agreed to this fact, 28% of respondents prefers neutral option to this fact, 10% of respondents disagrees to this fact, 4% of respondents Strongly disagrees to this fact.

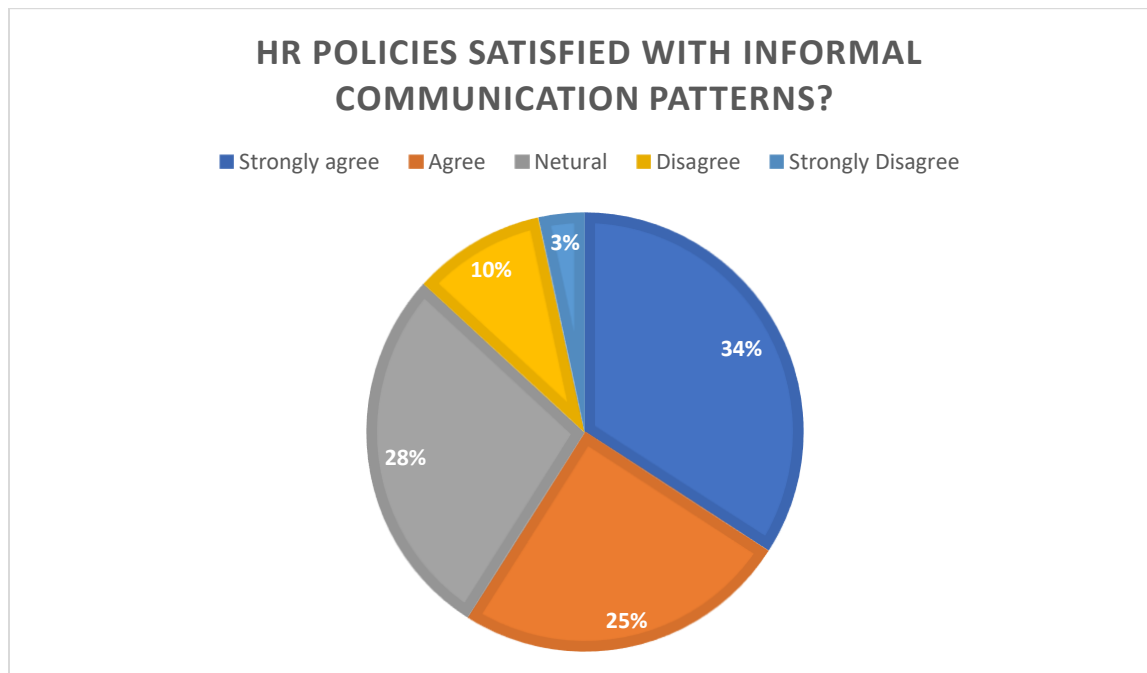
Inference:

Majority 36% of respondents strongly agrees to this fact.

Table 18: - HR policies satisfied with informal communication patterns?

Particular	Percentage of respondents
Strongly agree	34
Agree	25
Neutral	28
Disagree	10
Strongly disagree	3

Chart 18: - HR policies satisfied with informal communication patterns?



Interpretation: -

From the above table it is interpreted that 34% of respondents Strongly agreed to this fact, 25% of the respondents Agreed to this fact, 28% of respondents prefers neutral option to this fact, 10% of respondents disagrees to this fact, 3% of respondents Strongly disagrees to this fact.

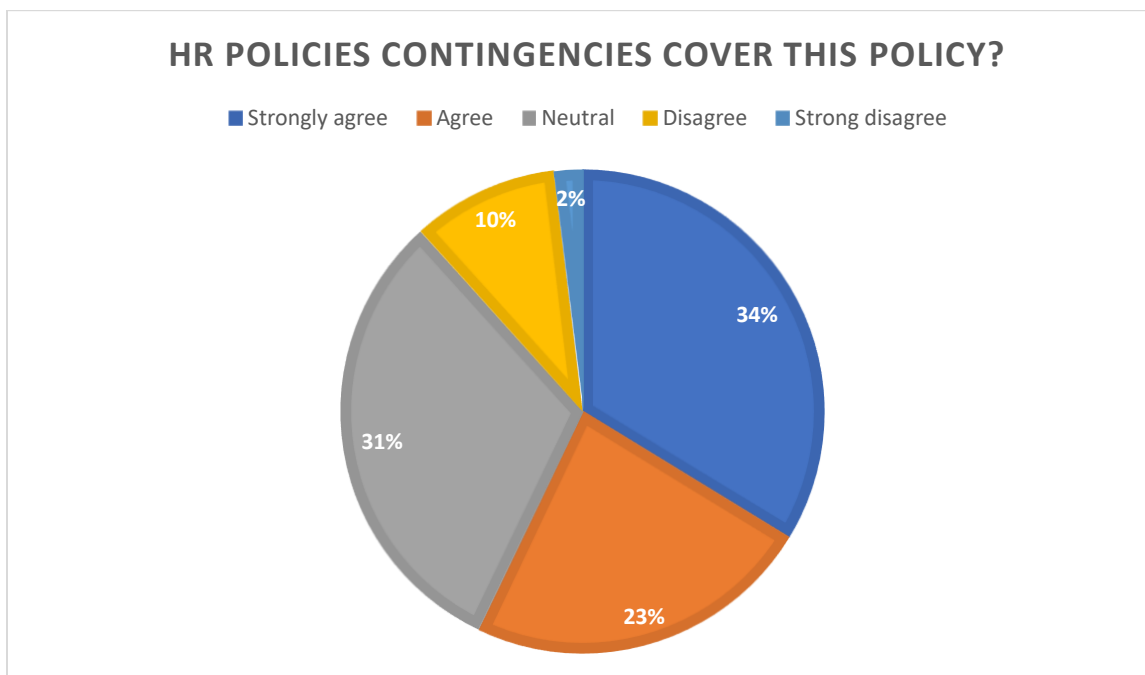
Inference:

Majority 34% of respondents strongly agrees to this fact.

Table 19: - HR policies contingencies cover this policy?

Particular	Percentage of Respondents
Strongly agree	34
Agree	23
Neutral	31
Disagree	10
Strongly disagree	2

Chart 19: - HR policies contingencies cover this policy?



Interpretation: -

From the above table it is interpreted that 34% of respondents Strongly agreed to this fact, 23% of the respondents Agreed to this fact, 31% of respondents prefers neutral option to this fact, 10% of respondents disagrees to this fact, 2% of respondents Strongly disagrees to this fact.

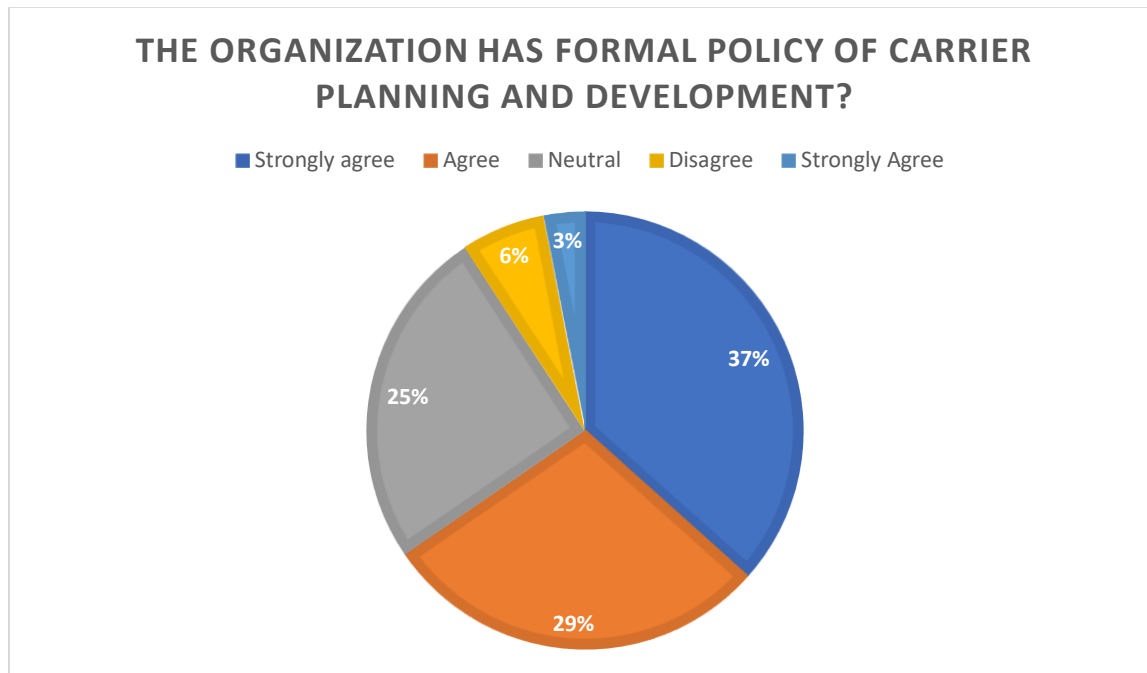
Inference:

Majority 34% of respondents strongly agrees to this fact.

Table 20: - The organization has formal policy of carrier planning and development?

Particular	Percentage of respondents
Strongly agree	36.6
Agree	28.8
Neutral	25.4
Disagree	6.2
Strongly agree	3

Chart 20: - The organization has formal policy of carrier planning and development?



Interpretation: -

From the above table it is interpreted that 37% of respondents Strongly agreed to this fact, 29% of the respondents Agreed to this fact, 25% of respondents prefers neutral option to this fact, 6% of respondents disagrees to this fact, 3% of respondents Strongly disagrees to this fact.

Inference:

Majority 37% of respondents strongly agrees to this fact.

4.2.1 CHI SQUARE

Hypothesis:

- **Null hypothesis (H0):** There is no significant association between age of the respondents with would you like to plan your career in this organization.
- **Alternative hypothesis (H1):** There is no significant association between age of the respondents with would you like to plan your career in this organization.

Are you satisfied with the monetary reward given on bringing a candidate on board?

Are you satisfied with the monetary reward given on bringing a candidate on board?	no of response	percentage of response
Strongly agree	93	45.3
agree	45	21.9
neutral	43	20.9
strongly disagree	6	3.2
disagree	18	8.7
F-Test Two-Sample for Variances		
	<i>no of response</i>	<i>percentage of response</i>
Mean	41	20
Variance	1119.5	263.61
Observations	5	5
df	4	4
F	4.246803991	
P(F<=f) one-tail	0.09512950426	
F Critical one-tail	6.388232909	

T-TEST

Hypothesis:

- **Null hypothesis (H0):** There is no significant association between age of the respondents with would you like to plan your career in this organization.
- **Alternative hypothesis (H1):** There is no significant association between age of the respondents with would you like to plan your career in this organization

Which according to you the best job portal?

Which according to you the best job portals?	no of response	percentage of response
naukri	51	24.8
linkedin	50	24.3
monster	49	23.9
indeed	33	16
simply heired	29	11
t-Test: Two-Sample Assuming Unequal Variances		
	<i>no of response</i>	<i>percentage of response</i>
Mean	42.4	20
Variance	110.8	38.435
Observations	5	5
Hypothesized Mean Difference	0.5	
df	6	
t Stat	4.008609691	
P(T<=t) one-tail	0.003524770822	
t Critical one-tail	1.943180274	
P(T<=t) two-tail	0.007049541645	
t Critical two-tail	2.446911846	

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS & CONCLUSION

FINDINGS:-

Majority of 70% of HR professionals are awareness is low about HRA and only few 30 % of the respondents are aware of the HRA.

- A dominant sum of 31% of the HR's feel that it impacts the decision making on the performance evaluation of employees and 28%HR domain up gradations. A sparse amount of 22% and 19% of them feel its impacts related to organization policies knowledge and recruitment of the apt personnel.

- Predominantly the respondents of 27% and 22% Highly agree and agree that HRA is the tangible base for the organizations accomplishment followed by 18% and 17% of the respondents level are highly disagree and neutral. Whereas 16% of don't feel it as a real base for organization success.

- Considerably 32% and 22% of the respondents feel that the best practices in their organization are recruitment ,selection and career planning are their best practices in the company. While 12% and 10 % of the respondents experience that performance management and organization structure are the superlative ones. Very minute percentage of the respondents are of the opinion that learning ,development ,rewards, recognitions ,compensation and benefits are the best practices.

- Generally the respondents of 20 & 19% feel that elite induction programs and visual HR metrics are the attractive features in HRA. 16% and 14% of them have responded that workforce strategies, employee performance and compliance are the enthralling features of HRA .13%,10% and 8% of the respondents view personalized apps for employees, predictive analysis and interactive features are more fascinating for them.

- 26% and 23% Creativity acquaintance & Compensation Benefits ,L&D and T& D are the factors hindering company's progress according to the respondents. 19% of the respondents feel that the workplace novelty is the cause of the company's hindrance towards success.16% of the respondents are of the view that policy adherence ,phase of management changes, recruitment and retention of knowledge workers are the threats which hinder the company's success. • 40% and 35% of the respondents are of the view that they're moderate and incompatible towards handling new technology. 19% of them feel they're highly incompatible,4%&2% of the respondents said that they're highly compatible and compatible

- 50% & 22% of the respondents opted that HRA creates hazards like HR downsizing and data manipulation. 12% and 9% feel that data dependency and technical incompetence are the areas vulnerable. 7% of the respondents expressed that information security issues may arise.
- The age of HR professionals and their level of awareness varies with respect to HRA.
- Hence the recruitment and selection has a profound influence on performance management

SUGGESTIONS

The HR department of the organisation can increase its existing size to handle the HR operations and functions of the corporate more smoothly and effectively. In order to motivate the workers, the company can revise its compensation structure and relate it to the present job market. This may boost employee motivation and enhance the productivity and performance of the workers within the company. The company also can implement different employee benefits program and facilities so as to motivate the workers. The recruitment and selection procedure of the company are often revised and a proper structure for choosing the proper and qualified candidates are often implemented so as to avoid any discrimination within the process. The HR and Admin Personnel are often trained by outside trainers so as to affect employee grievance effectively. The unnecessary bureaucracy within the recruitment and selection procedure of the corporate are often eliminated so as to form the method simpler. The time to recruit and choose a replacement employee are often lessened if management commits to the program. Training and Development issue: More intensive educational program should be introduced to extend the worker performance to the optimum level. The HR policy could include limited provisions regarding a reutilized and modern training. HR counseling cell: during this system, the employer-employee relationship can increase. Here, to authorized HR personal, all employees will come and can tell their problems. HR personal will then take necessary steps.

LIMITATION OF STUDY

- The study was carried out only certain number of employees.
- The employees were not ready to answer for few questions.
- At times certain employees were not accurate in their responses.

CONCLUSION

In an industry like BPO there's huge requirement for HRA software because most of the HR's cannot accurately assess the candidate and recruit the right ones for the job as well as the company. So that a right kind of employees becomes the pillar of an organization. As most of the people and HRs know about the pressures and targets involved in BPO industries which causes the heavy attrition which cost the company huge. Because the company has to go through the same process again and again which involves huge expenditure. Instead of it the company might recruit the right personnel who can stay with the company for a long period and can mutually satisfies each others goals. Because HRA has unique features which can predict the right amount of resources required and judge them rightly in such away that there is no favoritism or human intervention during performance appraisal. Since HRA performance management is so accurate so that the right kind of personnel is rewarded and he gets automatically motivated to give his best for the company. When an apt person is recruited for the job the company he champions the process and business of the company in such away it benefits mutually. As the technology gallops the company needs to keep up with the pace of the technology to stay along with others in race of business

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ANNEXURE-1 QUESTIONNAIRE

<https://forms.gle/N9g4XPgRtc37bjzv6>