

Project Report On

**“THE STUDY OF HR POLICIES FOLLOWED AND
IMPLEMENTED AT DEEPAK NITRITE LTD.”**

Submitted to

**G.S. College of Commerce & Economics
Nagpur**

In partial fulfilment for the award of the degree of

Bachelor of Business Administration

Submitted by

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Under the Guidance of

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G.S. College Of Commerce & Economics, Nagpur

Academic Year 2021 – 22



G.S. College Of Commerce & Economics , Nagpur

Academic Year 2021 – 22



CERTIFICATE

This is to certify that "**Sakshi Saraswat**" has submitted the project report titled "**THE STUDY OF HR POLICIES FOLLOWED AND IMPLEMENTED AT DEEPAK NITRITE LTD.**", towards partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that she has ingeniously completed her project as prescribed by The Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

Dr. Pragati Richa Pandey

(Project Guide)

Dr. Afsar Sheikh

(Co-ordinator)

Place : Nagpur

Date :

G.S. College Of Commerce & Economics, Nagpur

Academic Year 2021 – 22



DECLARATION

I here-by declare that the project with title "A STUDY ON DEEPAK NITRITE LTD" has been completed by me in partial fulfilment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Sakshi Saraswat

Place : Nagpur

Date :

G.S. College Of Commerce & Economics , Nagpur
Academic Year 2021 – 22



ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to **Dr. N. Y. Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.**

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I will fail in my duty if I do not thank the Non-Teaching staff of the college for their Co-operation.

I would like to thank all those who helped me in making this project complete and successful.

Sakshi Saraswat

Place: Nagpur

Date:

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INTRODUCTION

INTRODUCTION OF PROJECT

This project is about the HR Policies in Deepak Nitrite Limited. The HR Policies in an organization helps every individual to raise his/her potential in all facets by helping him to be satisfied and secured about his present and future.

PROJECT TITLE

The title of the project is “HR Policies and Its Implementation in Deepak Nitrite Limited”. As the name indicates it is the study of the HR Policies prevalent in the organization.

ORGANISATION

Deepak Nitrite began with a vision to support the country’s drive towards self sufficiency and import substitution in 1970. What began as a fully indigenous sodium nitrite and sodium nitrate plant in Nandesari, Gujarat, has now grown into a globally proactive company with a presence in over 20 countries , including USA, European Union & East European nations, Japan, ASEAN countries, South Korea and South America. This has led to a paradigm shift from low value bulk chemicals and intermediates to high value fine and specialty chemicals based on our core expertise as well as lateral and vertical integration of our existing products, exploring downstream derivatives.

With a strong focus on customer satisfaction, the company has set up Custom Manufacturing services to meet specific needs of end users. Our capabilities extend to the manufacture of high-value, specialty products either based on our own end products or developed especially for our users.

DNL has been ranked amongst the top 500 Body corporates by Dun and Bradstreet for the last three years.

HUMAN RESOURCE POLICIES

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.

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. Favoritism 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 any 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 organization.
- f. 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 commensurating 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.

COMPANY PROFILE

Deepak Nitrite began with a vision to support the country's drive towards self sufficiency and import substitution in 1970. What began as a fully indigenous sodium nitrite and sodium nitrate plant in Nandesari, Gujarat, has now grown into a globally proactive company with a presence in over 20 countries , including USA, European Union & East European nations, Japan, ASEAN countries, South Korea and South America. This has led to a paradigm shift from low value bulk chemicals and intermediates to high value fine and specialty chemicals based on our core expertise as well as lateral and vertical integration of our existing products, exploring downstream derivatives.

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DNL has been ranked amongst the top 500 Body corporates by Dun and Bradstreet for the last three years.

Deepak Nitrite is a leading manufacturer of organic, inorganic, fine and specialty chemicals and a world leader in 2, 4 and 2, 6 Xylidine. Working with our partners, customers, we seek to find better ways to meet market demands, using innovative processes and methods. Our people, our technologies and our years of expertise unite to deliver superior products and services that improve life.

Deepak Nitrite is the preferred business partner of chemical majors worldwide in Pharma, Rubber, Colourants and Imaging chemicals. Headquartered at Pune, we are a multi-division and multi-product company that has manufacturing facilities at Nandesari, in Gujarat and at Pune, Roha and Taloja in Maharashtra and Hyderabad in Andhra Pradesh, all of them complying with ISO 9001:2000 standards.

We are poised to take on the opportunities offered by globalization, increasing shareholder value, improving opportunities for our employees, driving greater innovation and seeking sustainable solutions for the world. We are a signatory to the Responsible Care initiative and are committed to ethical business practices.

VISION & MISSION

The purpose of all human activity is to make life better. DNL 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

- We are a role model enterprise, respected globally for excellence in quality and innovation
- We enhance stakeholder value while adhering to the code of responsible care and ethical values
- We are an employer of choice and preferred business partner worldwide

Corporate Values

DNL believes in honoring its commitment. integrity and transparency are an integral part of our relationship with customers, employees, society.

Respect for Life: the company believes that life in all its forms must be respected. We respect and value our people. Our employees are our value creators whose efforts, creativity and bond we cherish. Our customers, who reward us for our value creation and our stakeholders, who are committed to us in our endeavor to improve life. We also recognize and respect our environment and take every effort to preserve it.

QUALITY AND ENVIORNMENT

At DNL quality is the keyword in every activity and a constant endeavour to achieve standards of the highest levels has been an ongoing commitment from the time of its inception as well as recognition and acknowledgement of this devotion. This achievement has been set as a benchmark to go forward in excellence.

For DNL it is an ongoing process to continuously explore new product applications, competitive technologies and potential markets. DNL has scaled this success with its trademark of commitment and quality.

The commitment towards this is apparent from the fact that DNL has a total manpower of 85 persons supporting the Quality and Technical functions at its various manufacturing facilities.

All its products are manufactured in accordance with the current acceptable world standards. All its manufacturing facilities have been upgraded conforming to the current ISO: 9001:2000 standard, from the earlier ISO: 9002:1994 standard, and are now certified by KPMG for ISO: 9001:2000 standard..

The major environmental issues addressed are:

- Ongoing manufacturing processes are studied in detail with a view to minimize generation of liquid/gaseous waste streams as a part of continuous improvement.
- A specially constituted Pollution control Cell at our R&D centre is actively engaged in developing technologies for environment protection at our manufacturing plants. Our Pollution Cell in fact also helps out smaller industrial units that do not have capabilities and infrastructure for such jobs. The efforts of our team are not aimed at just pollution minimization but also to conserve energy, improve process yields and product quality.

The above practices help in achieving strict compliance with statutory standards laid down by the regional Pollution Control Authorities for plant effluent and emission quality.

FACILITIES

Deepak Nitrite Limited has five manufacturing facilities at different locations in the Western part of India that have a logistic advantage being within six hours from a major port.

The company manufactures Inorganic, Organic and Fine & Speciality chemicals. There are two units in the state of Gujarat and three units in the state of Maharashtra. The Inorganic Chemicals are produced at one of the facilities in Gujarat while the Organic and Fine & Speciality chemicals are produced at the other facilities. One of the facilities is devoted to the processes Hydrogenation and Reductive Alkylation.

Each of the facilities has DCS controlled operations. The company's main strengths are Nitration, Chlorination and Hydrogenation.

The company also has the technical capabilities to carry out the following reactions at its plants.

1. Alkali Fusion - High Temperature Fusion Reactions
2. Alkylation – Hydrogenation
3. Amination – Nitration
4. Chlorination - Oxidative Bromination
5. Diazotisation - Reductive alkylation
6. Esterification – Sulphonation
7. Acylation - High Pressure/ Temperature Oxidations

The manufacturing facilities produce a range of chemicals that cater to a spectrum of industries like Pharmaceuticals, Colorants, Agrochemicals, Cosmetics, Water Treatment & Corrosion Prevention, Rubber and Refineries.

The facilities are equipped to handle bulk hazardous raw materials like Benzene, Toluene, Xylene, Ammonia, Concentrated Nitric Acid, Concentrated Sulphuric Acid, Chlorine and Sulphur Trioxide.

Each manufacturing facility has a proper ETP to ensure that the COD and BOD levels of the discharge are maintained as per the prescribed standards set by the Pollution Control Boards.

RESEARCH AND DEVELOPMENT

At Deepak Nitrite, R&D is the key to survival and growth, given that a fast paced global environment results in ever changing customer needs and new products and processes drain away competitiveness.

From mere quality issues, Deepak Nitrite has now moved into the field of customized chemicals, newer technologies, expanding applications that satisfy customers.

To that end we have a central R&D facility, the Deepak Research & Development Centre (DRDC) at Pune that has been approved by the Government of India., Dept. of Science & Technology. DRDC has a sophisticated analytical laboratory and facilities for testing new technologies and new products.

A team of over 30 persons, including PhDs and Chemical Engineers are supported by a technical services group of Chemists / Chemical Engineers at the manufacturing divisions. The Centre works closely with reputed universities and research institutes of India like the University Institute of Chemical Technology – Mumbai, National Chemical Laboratory - Pune and the Indian Institute of Chemical Technology – Hyderabad.

Approved by the Government of India., Dept. of Science & Technology, the centre is primarily engaged in research and process development for new products as well as optimization of the manufacturing processes for existing products. The pilot plant of the company ensures solutions for extremely demanding customers.

BOARD OF DIRECTORS

Shri C. K. Mehta, Chairman

He is the founder of the Company and is associated with it since 2nd May 1970, right from the date of inception of the Company. He is a well-known industrialist, having 46 years of versatile experience in the Chemical Trade and Industry and is also founder of Deepak Fertilisers and Petrochemicals Corporation Limited. He is the Chairman of both the Companies.

Shri Deepak C. Mehta, Vice Chairman & Managing Director

He is a Science Graduate closely associated with the Company since 23 years. He is a Managing Director of the Company and successfully looking after day to day affairs of the Company from 1983.

Shri Ajay C. Mehta, Managing Director

He is a Science Graduate with Honours and Master of Science (Chemical Engineering) from the University of Texas, USA. He is actively associated with the Company since 1984 and is a Managing Director of the Company from 1.12.1989.

Shri Shrenik Kasturbhai

He is a well-known Industrialist and a MBA from Harvard University. He is a financial expert and a person upholding the highest virtues. He provided exemplary leadership as the Chairman of the Company for a period of 27 years. He is associated with the Lalbhai group of Companies for past many years.

Shri M. R. B. Punja

Former Chairman and Managing Director of the Industrial Development Bank of India (IDBI), a premier financial institution of the Country, he possesses rich experience in the field of Finance and Management.

Shri A.K. Dasgupta

He is a Science Graduate along with Bachelor of Chemical Engineering having rich experience in the field of Chemicals and is responsible for producing various resins and chemicals for the first time in India. He has been associated with the Company since 1978.

Shri Hasmukh Shah

He is Ex-Chairman and Managing Director of Indian Petrochemicals Corporation Limited. He has also held various important positions like Joint Secretary to the Prime Minister of India, Secretary of Post and Telegraph Board, Chairman of Gujarat Industrial Investment Corporation, Vice Chairman of GE Capital (India), Chairman of Gujarat Industrial Research & Development Agency and Gujarat

Ecology Commission. Shri Shah has made significant contribution in social, cultural and rural development activities like leprosy eradication, water management conservation and management of man-made and other natural heritage. He has also contributed significantly in the academic and research areas. He is holding the office of Chairman in National Institute of Design and Gujarat Institute of Desert Ecology and is an active member on the Board of several Companies. He has joined the Company w.e.f. 21/10/2003.

Shri Nimesh Kampani

He is a chartered Accountant. He has built up 25 years strong domestic franchise for the JM Financial Group in India. Shri Kampani who is arguably the oldest investment banker in the country, has in a career spanning the last three decades, been involved in the development of the capital markets in India and advised many Corporates on restructuring , merger and acquisitions and providing complete financial solutions tailor-made for their capital raising needs. He has served on various committees of Securities and Exchange Board of India (SEBI) and was a member of the Bhagwati Committee on SEBI regulation for Substantial Acquisition of Shares and takeovers. He has also served as a Chairman and member of the Financial Services Committee and National Council of the Confederation of Indian Industry (CII). He has joined the Company w.e.f. 21/10/2003.

Shri Sudhin Choksey

Shri Sudhin Choksey is a Chartered Accountant having vast experience in the field of Finance. He is a Managing Director of GRUH Finance Limited and also a Director and member of Audit Committee of Gujarat State Financial Services Limited. He has joined the Company w.e.f. 30/03/2005.

Shri Bergis Desai

Shri Berjis Desai is a Solicitor and a Managing Partner of M/s. J. Sagar & Associates, a renowned firm of Solicitors & Advocates. He has extensive experience as an arbitrator and counsel in the field of Corporate Laws and also in international commercial & domestic arbitration. He has also worked as a journalist with a leading Indian daily and continues to be a columnist in the Indian newspapers. He is a member of American Arbitration Association, The Bombay Incorporated Law Society and an Arbitrator at The London Court of International Arbitration

Dr. Richard H. Rupp

Dr. Rupp is Ph. D. Chemistry (with distinction) from University of Karlsruhe, Germany and has done his program for Executive Development, IMD at Lausanne, Switzerland. Dr. Rupp has held various top level positions in leading

multinational companies such as Hoechst AG, Germany, Lonza, Switzerland and Allessachemie, Germany. His focus has been in the field of pharmaceuticals and fine chemicals. Dr. Rupp's experience encompasses a mix of scientific, technical as well as managerial roles. He is well acquainted with the US, European and Asian markets, especially the Indian sub-continent by virtue of his earlier tenure as R&D Director, Hoechst India Ltd. (1984 - 1988). Presently, Dr. Rupp is associated with Acoris Research Limited as President.

Shri Sudhir Mankad

Shri Sudhir Mankad has done MA in History from Delhi University and Diploma in Development Studies from Cambridge University. He was in the Indian Administrative Services (IAS) from 1971 to 2007. He has held various important positions in Government of India including various top level positions in Government of Gujarat as Principal Secretary, Finance Department, Principal Secretary, Education Department, MD Gujarat Alkalis and Chemicals Ltd., Joint MD, Gujarat Industrial Investment Corporation, and Director of Higher Education. He had also been the Chairman of Gujarat Industrial Power Company Ltd. and Gujarat Maritime Board (GMB) in past.

Presently, he is a Chairman of Gujarat Institute of Desert Ecology and a Member of High Power Expert Committee on Urban Development, Government of India. He has joined the Company w.e.f. 13th May, 2009.

ACHIEVEMENTS

DNL has many a firsts to its credit and these have been earned through its constant endeavour for identification of products that are required by the end user industries. DNL's R&D centre in Pune aims to provide specialized products that add value and enhance every aspect of life.

Mentioned here are some of the company's achievements: ○ Sir P. C. RAY Award for the Best Chemical Manufacturing Unit in India ○ Awarded the "EXPORT HOUSE" status by the Govt. of India in 1998 and is in force till date.

○ The Federation of Indian Chambers of Commerce and Industry (FICCI) award was presented, by the then Prime Minister of India, Mr. I. K. Gujral, to the then Vice-Chairman of DNL Mr. C. K. Mehta 1997-98. ○ The company won the Certificate of Merit, at the "ENVIROTECH '93", for sustainable development for adopting environment friendly practices 'in house' for the treatment and disposal of the effluent generated at its various manufacturing facilities, from the CHEMTECH Foundation, India. The company is one of the first to display the figures of the pollution emitted at the gate of each of its manufacturing facilities on a daily basis.

MILESTONES

In a short span of 30 years DNL has steadily climbed the steps of excellence and is continuing in its efforts to reach the top and be the best. Mentioned here are some of its milestones:

Beyond 2000- Diversification and Consolidation in related product areas acquired Aryan Pestocides Ltd., DASDA business of Vasant Chemicals Ltd.

1996 - Catalytic Hydrogenation plant commissioned

1993- Merit Certificate from CHEMTECH Foundation

1991- Nitro Aromatics plant commissioned

1984 - DNL acquires Dyestuff and Intermediates Unit

1982- DNL Promotes Deepak Fertilizers & Petrochem. Ltd.

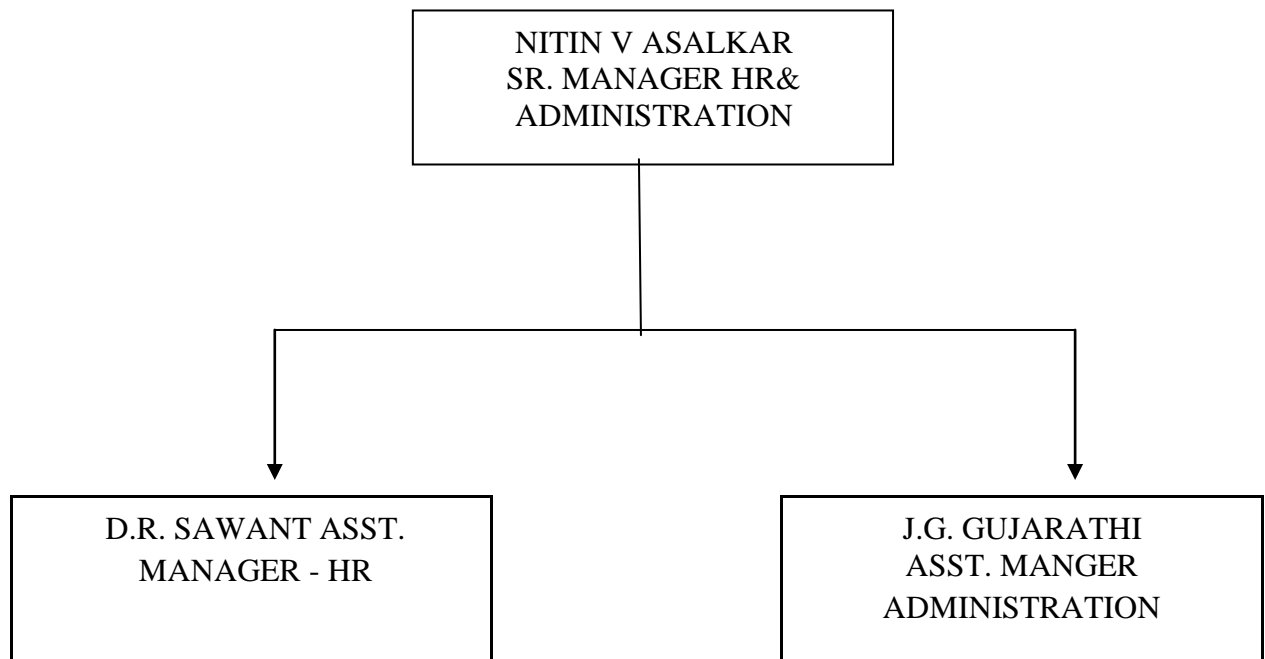
1974 - P.C. Ray award

1972- Sodium Nitrite Plant commissioned

1971 -DNL went Public

1970 - DNL Promoted

STRUCTURE OF HR DEPARTMENT



LITERATURE REVIEW

Conceptualizing HR Systems

HRM can be defined as “the pattern of planned HR deployments and activities intended to enable an organization to achieve its goals” (Wright & McMahan, 1992: 298). Increasingly, the field has emphasized the importance of focusing on whether and how “systems” or “bundles” of HR practices jointly help organizations achieve strategic goals, rather than on single HR practices individually. An HR system can be defined as a combination of HR practices “that are espoused to be internally consistent and reinforcing to achieve some overarching results” (Lepak et al., 2006: 221). Conceptually, these systems of HR practices—as a whole—are proposed to affect performance-related outcomes (Delery, 1998; Wright & Boswell, 2002). Existing evidence provides some first meta-analytic support, as HR systems tend to be more strongly related to performance than individual HR practices (Combs et al., 2006). However, how this joint effect occurs seems less clear. Conceptually, all practices in a system are proposed to promote an overarching goal (e.g., Jiang, Lepak, Han, et al., 2012); however, it is not always clear what the overarching goal is, how HR systems are conceptualized, or how practices contribute to this goal.

Multiple conceptualizations of HR systems exist, including high performance (e.g., Huselid, 1995), commitment (e.g., Arthur, 1994), and involvement (e.g., Guthrie, 2001). Some scholars use general labels such as HR system or HR bundle without indicating a dominant strategic focus, while others study targeted HR systems focused, for example, on customer service or teamwork (Jackson et al., 2014). Different levels can be distinguished within HR systems: HR policies represent an organization’s stated intentions about HR practices that should be implemented, whereas HR practices reflect the actual HR activities (Becker & Gerhart, 1996; Wright & Boswell, 2002). Techniques are methods used within practices, such as assessment centres in selection. One can also structure HR systems by focusing on broader types or sub bundles of practices, such as those based on the ability-motivation-opportunity (AMO) model: ability-enhancing practices (e.g., selection, training), motivation-enhancing practices (e.g., performance management, rewards), and opportunity-enhancing practices (e.g., participation, job design; e.g., Jiang, Lepak, Ju, & Baer, 2012). The logic for this level of abstraction is that countless specific HR practices exist that at a broader policy level, form conceptually similar groupings of practices.

Already over a decade ago authors lamented that a precise and consistent definition of HR systems was lacking and that the variability across HR systems in terms of the included practices was considerable (e.g., Lepak et al., 2006). Here we review whether this has changed over time. We examine how systems are labelled and which practices and sub bundles they contain to determine how HR systems that are labelled differently can be distinguished from each other and to what extent HR systems that are labelled similarly indeed are similar in terms of the practices they include. Ambiguity regarding the conceptual boundaries of a construct hinders knowledge accumulation, as it may be unclear what we are speaking about when we examine or compare (specific) HR systems (cf. Podsakoff, MacKenzie, & Podsakoff, 2016).

RESEARCH STUDY

OBJECTIVES OF THE STUDY

1. To study the HR Policies of the company.
2. To study the amendments made in the HR Policies of Deepak nitrite Ltd. since the time of incorporation.
3. To incorporate the amendments in the base policy and prepare a final policy.
4. To design a HR Policy manual for the company with special emphasis on the “Managerial Service Conditions”.

NEED AND SCOPE OF THE STUDY

1. In any organization human resource is the most important asset. In today's current scenario, Deepak Nitrite Ltd. is a very large manufacturer and marketer of chemical.
2. As most of the company's overall performance depends on its employee's performance which depends largely on the HR POLICIES of the organization.
3. So the project has wide scope to help the company to perform well in today's global competition.
4. The core of the project lies in analyzing and assessing the organization and to design an HR POLICY manual for the organization.

HYPOTHESIS

H0- Human Resource Policies are helpful for the growth of employee performance and gives valuable outcome.

H1- Human Resource Policies are not helpful for the growth of employee performance and gives valuable outcome.

H0-The various HR Policies make employees enthusiastic towards work.

H1-The various HR Policies do not make employees enthusiastic towards work.

RESEARCH METHODOLOGY

1. METHOD OF DATA COLLECTION

The researcher has chosen the questionnaire methods of data collection due to limited time in hand. While designing data-collection procedure, adequate safeguards against bias and unreliability must be ensured. Researcher has examined the collected data for completeness, comprehensibility, consistently and reliability.

Researcher has also gathered secondary data which have already been collected and analysed by someone else. She got various information from journals, historical documents, magazines and reports prepared by the other researchers. For the present piece of research the investigator has used the following methods:

- Questionnaire
- Interview
- Observation

2. SAMPLE SIZE

Here, researcher has taken 30 as the sample size.

3. ABOUT THE 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.

**HR POLICIES IN
DEEPAK NITRITE
LIMITED**

MANAGEMENT REVIEW:

Management review meeting is held every six months at the Group Review. Meet is conducted from time to time to ensure the suitability, adequacy and effectiveness of the HR Policies.

CORRECTIVE ACTION FOR NON-CONFORMANCE:

- ❖ Non-conformance to the policies mentioned is reviewed by the Group HR Cell, respective CEO and HR Head of the company. The review will suggest remedial measures to avoid repetition of the non-conformance through elimination of the root causes for the same.
- ❖ Board of Directors is kept informed of the review and action plans decided to avoid the non-conformance in the ensuing monthly meeting.

DOCUMENT AND DATA CONTROL:

- ❖ Documents and data are generated by the Corp. HR in the form of hard copies or electronic medium.
- ❖ Documents are reviewed and approved for adequacy by Corp. HR prior to issue.

The various procedures that form the HR Policy of the Organization are:

1. Recruitment and selection of manpower
2. Induction and Placement
3. Job Rotation
4. Performance appraisal
5. Counselling
6. Career Planning
7. Succession planning
8. Employee training and Development
9. Human Resource Information Management System
10. Retirement Planning
11. Job Enrichment
12. Exit Interviews

A brief preview of the above mentioned policies and the various objectives that these policies aim to achieve are given in the subsequent chapters.

Due to high level of secrecy maintained in the organization, the policies given below are according to my understanding and interpretation of the subject.

1. RECRUITMENT POLICY

- ❖ In Deepak Group, recruitment and selection of personnel is explicitly based on the criteria of their knowledge, skills and attitudes, so as to secure super achievers and nurture them to excel in their performance.
- ❖ All fresh candidates are absorbed only after satisfactory completion of appropriate training.
- ❖ All direct recruitment is through the HR department.
- ❖ Detailed selection procedures as decided from time to time are adhered to without any compromise.
- ❖ Above procedures shall undergo continuous refinement through evaluation and feedback.

2. INDUCTION AND PLACEMENT POLICY

- ❖ At Deepak Group, new recruits imparted such induction, orientation, training and placement so as to individuals to the task and inculcate a high sense of organizational loyalty.
- ❖ The HRD Department and the concerned heads of parent departments prepare a well-structured Induction Program to acquaint the new recruits with the people, organizational structure, and interface between different departments, functions and culture of the organization.
- ❖ The Induction Program is formulated to suit the position of the candidate and necessary to be provided to him.

3. JOB ROTATION POLICY

- ❖ At Deepak Group, facilities are provided for all-round growth of individuals through lateral mobility. This shall enhance their employability as well as equip them to shoulder higher responsibilities.
- ❖ Systematic Job Rotation from time to time shall have a revitalizing effect on the individual as well as the organization.
- ❖ All promotions to the level of HODs will be considered only when an individual has undergone rotation through at least 2 sections.

4. PERFORMANCE APPRAISAL POLICY

- ❖ Performance Appraisal grooms every individual to realize his potential in all facets by helping to identify and achieve his personal goals within the framework of organizational objectives.
- ❖ Appraisals shall be ethical and impartial so as to recognize worthy contributions appropriately and in time in order to maintain a high level of employee motivation and morale.
- ❖ The Performance Appraisal Systems aims at integration of individual and organizational goals.

5. COUNSELLING

Counselling sessions, which are conducted by HR Department OR Professional Counsellor OR Performance Appraiser, are available to all the employees in order to fulfil the following objectives:

- ❖ To enhance employees' competence and job satisfaction.
- ❖ To prepare employees for future responsibilities.
- ❖ To establish a better working relationship between the superior and subordinate.
- ❖ To enable employees to cope with personal problems.

6. CAREER PLANNING POLICY

- ❖ Career planning system in Deepak Group is aimed at developing people of the right calibre to meet present and future needs of the organization. It shall be an essential ingredient for Succession Planning.
- ❖ The mandatory factors to be considered prior to career planning shall be:
 - a. The organization's long and short term plans.
 - b. Manpower skills required towards implementing these plans.
 - c. Attrition rate of people with high potential, above average and average calibre.
 - d. Recruitment through internal and external sources at all levels and its ratio as appropriate to the organization.
 - e. The number of people recruited and trained every year.

7. SUCCESSION PLANNING POLICY

HODs and above identify successors, primary and secondary, to his position at the time of annual appraisal. This is reviewed every year along with the annual appraisal.

8. TRAINING AND DEVELOPMENT POLICY

- ❖ At Deepak Group, training and development activities strive to ensure continuous growth of organization by nurturing the strengths of the employees and providing the environment and opportunity for every individual to realize his/her potential.
- ❖ The policy aims at broadening the outlook of the individuals and bridging the gap between actual performance and the performance necessary to deliver results.
- ❖ Facilities are provided to all individuals towards self-development and all round growth through training.
- ❖ HR Department identifies average performers and provide special training.

9. HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM

- ❖ Human Resource Information Management Systems (HRIMS) aims at:
 - a. Providing accurate information about employees to management for decision making.
 - b. Eliminating duplication of efforts.
 - c. Offering quick and easy access to human resource information at random as well as in regular report form.
- ❖ The system has two layers of security. Access to the system is through keying in the valid combination of username and password. Permission to access certain programs is restricted to identify key personnel.
- ❖ An integrated employee database is maintained and continuously updated with information from personnel at regular intervals regarding biographical data, work experience, qualifications, appraisal, training and career paths.

10. RETIREMENT PLANNING

- ❖ At Deepak Group, retirement of all individuals is aided through planned programs by HR Department so as to lessen the associated misgivings and anxiety.

11. JOB ENRICHMENT

- ❖ Deepak Group follows a people centered approach to job enrichment with a view to enhance the performance of the employee, leading to higher job satisfaction.

12. EXIT INTERVIEWS

- ❖ The organization has a regular turnover of employees due to various reasons such as retirement, voluntary retirement, and resignation etc. from time to time. Feedback is obtained from the employee on occasions of separation from the organization. Such feedback on matters that effect well being of the people is useful in improving the organization in respect of HR Policies and practices.

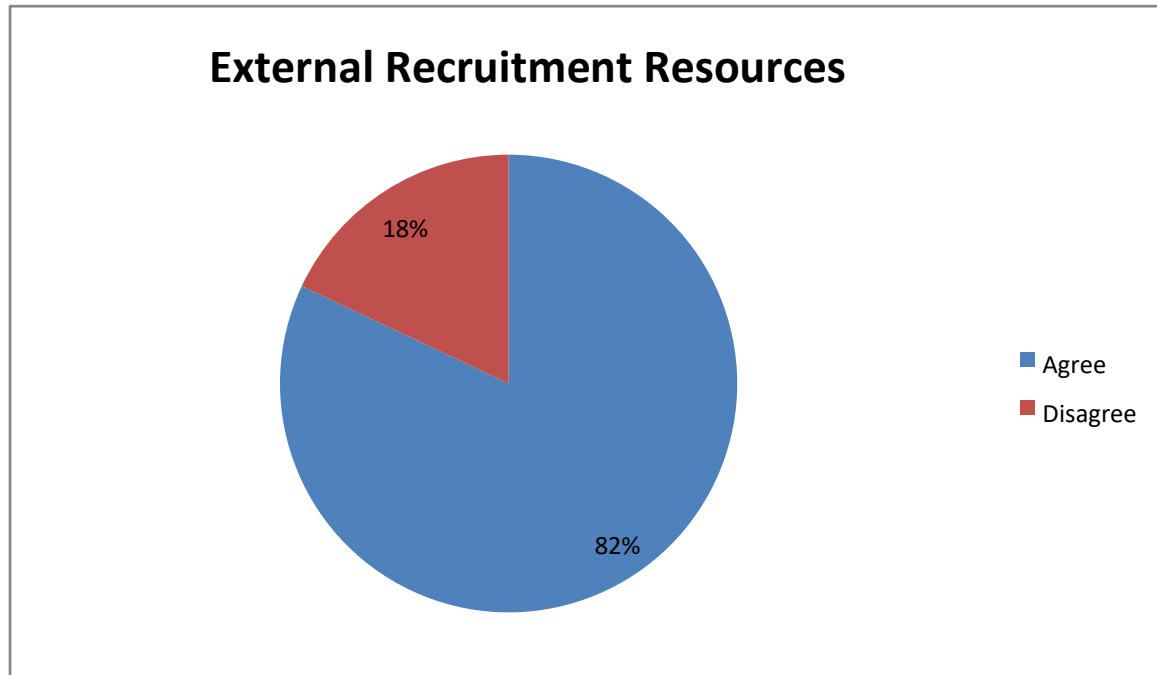
The HR Policy Manual (or Managerial Service condition Manual) was designed in order to facilitate the mangers in gathering the information regarding the various service conditions that are offered by the organization. This manual includes the service conditions which are most frequently asked for. The various services conditions included are:

1. Provident Fund
2. Gratuity
3. Privilege Leave
4. Superannuation Scheme
5. Medical Reimbursement & Hospitalization
6. Dental Policy
7. Group Accident Insurance Scheme
8. Housing Loan Scheme
9. Vehicle Loan Scheme
10. Phone Policy
11. Leave Travel Assistance (LTA)
12. Local Conveyance Rules
13. Transfer Policy
14. HRR Policy for Area Office Managers
15. Canteen Service
16. Cash Payments & Advance Settlements
17. Performance Excellence Scheme
18. Performance excellence Form
19. Parivar Suraksha Yojna
20. Policy for Get Together of Employees
21. Notice Period for Managerial Employees
22. Conveyance Reimbursement for Interview Candidates
23. Car Policy
24. Post Retrial Benefits
25. Inland Travel Rules
26. Foreign Travel Rules
27. Application for Housing Loan
28. Application for Car Loan
29. Application for 2-wheeler Loan
30. Application for 2-wheeler (wards) Loan

DATA ANALYSIS AND INTERPRETATION

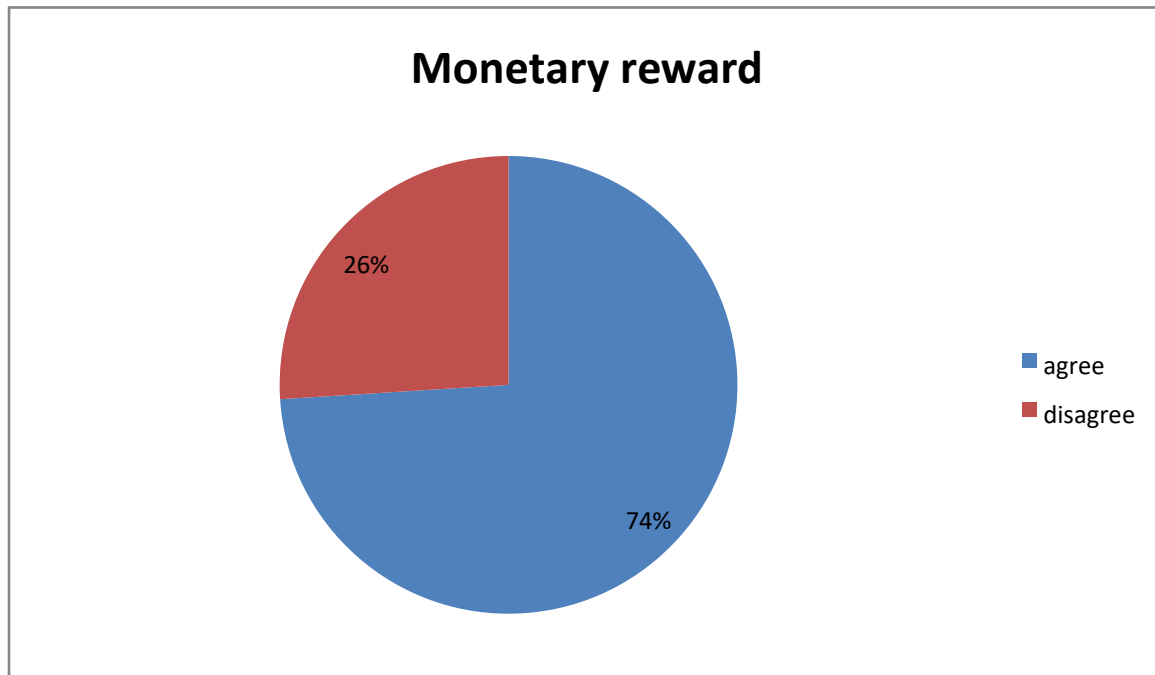
A. RECRUITMENT AND SELECTION

1. Are you satisfied with the external recruitment sources performed in your organization.



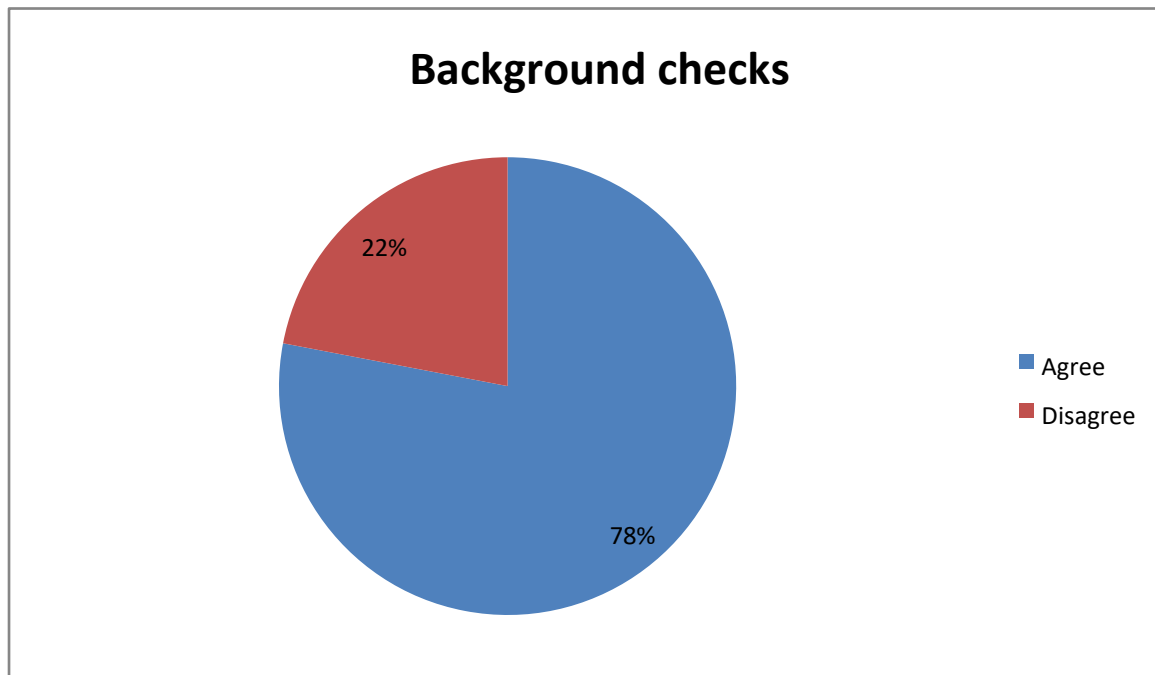
INTERPRETATION: Regarding external recruitment sources 82% employees are satisfied or agree whereas 18% are not satisfied which is performed in the organization. Therefore, the employees are satisfied by recruitment process.

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



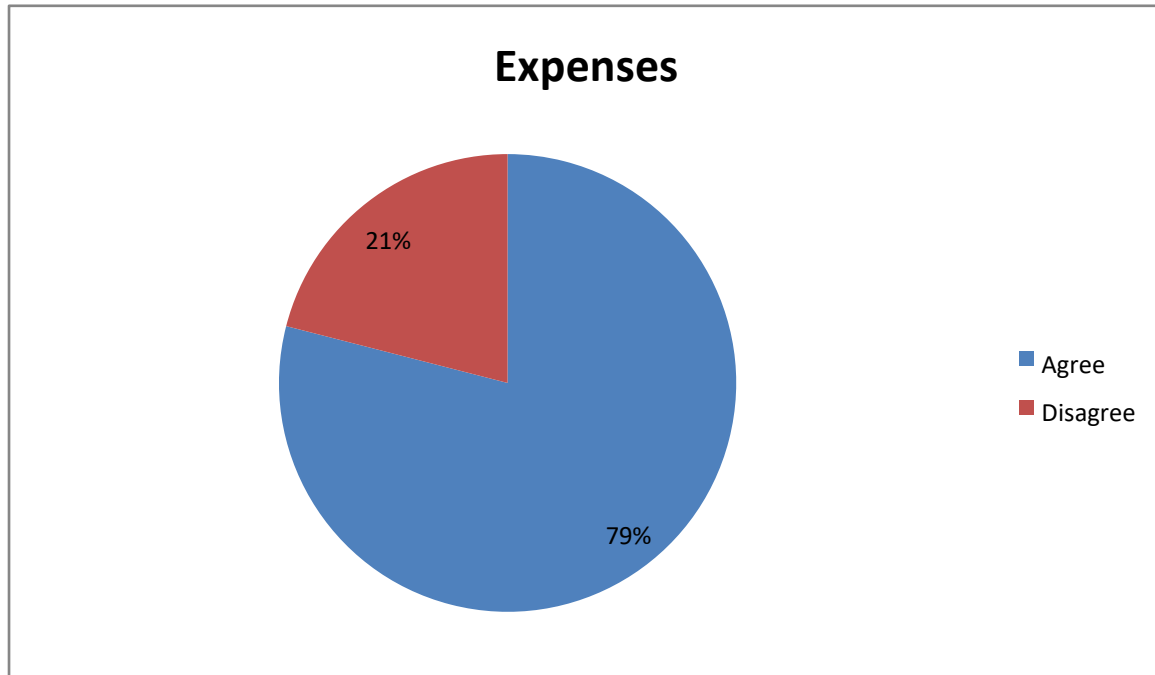
INTERPRETATION: Regarding monetary reward given on bringing on board 74% of employees are satisfied and 26% are not satisfied.

3. Are you satisfied with the background checks conduct for employees.



INTERPRETATION: Regarding background checks which is conduct for employees 78% employees are satisfied whereas 22% employees are not satisfied.

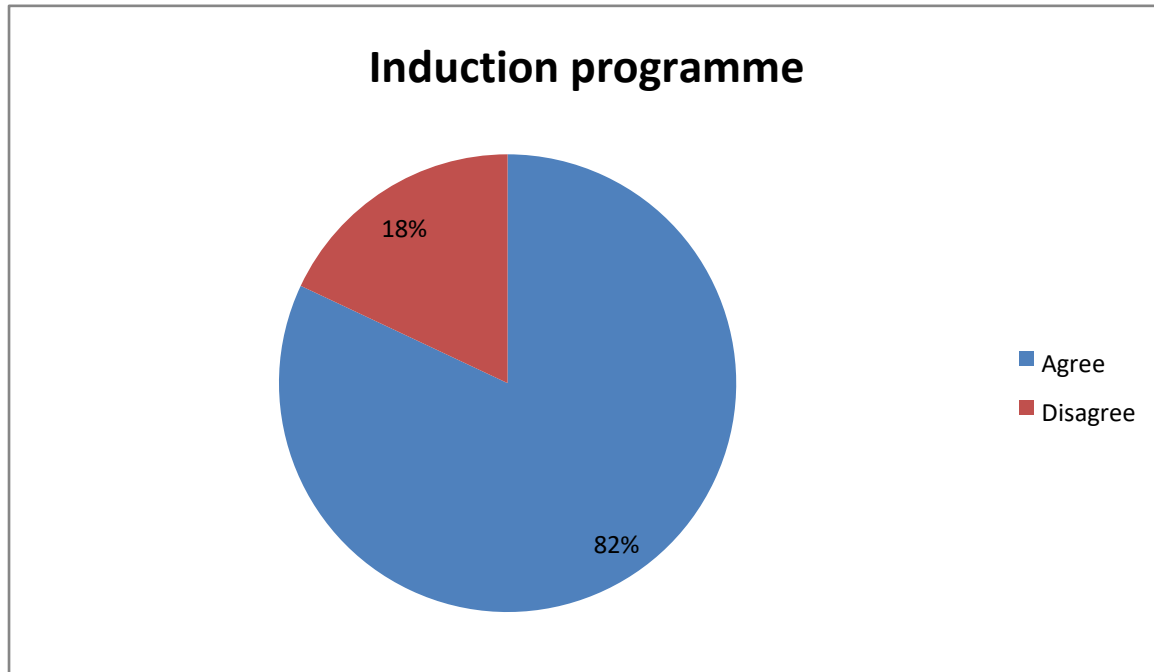
4. Are you satisfied with the monetary limits given to you for the expenses?



INTERPRETATION: Regarding monetary limits provided to employees for their expenses 79% of the employees are satisfied and 21% of the employees are not satisfied.

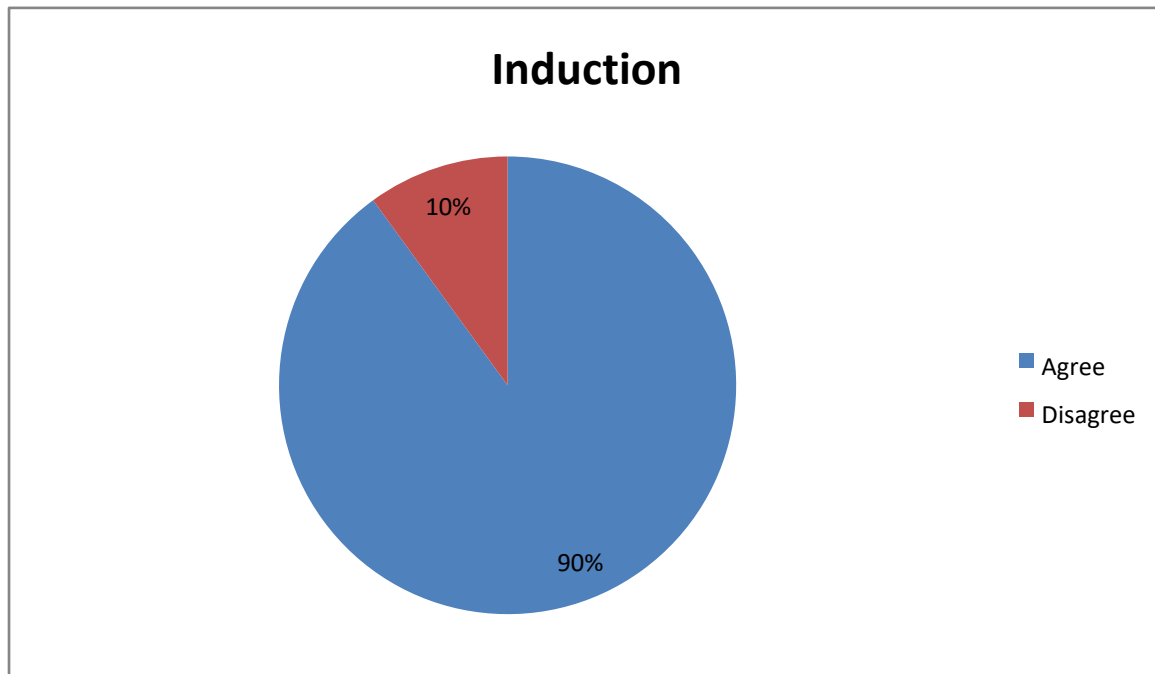
B. INDUCTION

1. The induction programme of your organization is informal type.



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

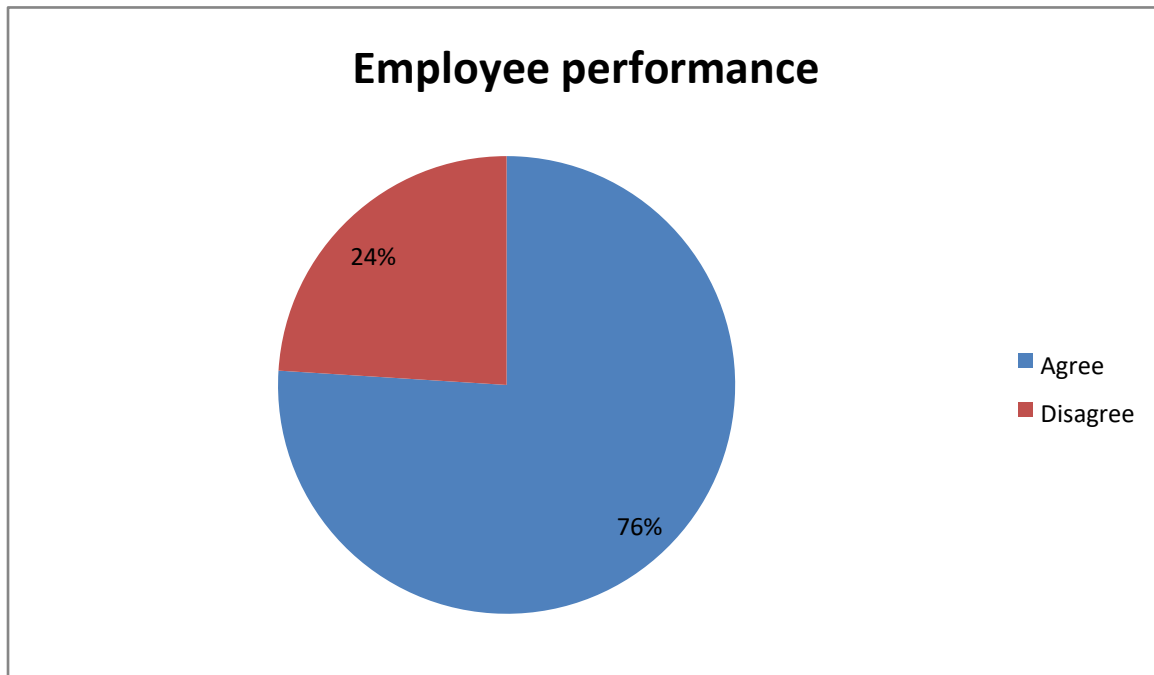
2. The induction of your organization covers organizational structure and policies.



INTERPRETATION: Regarding induction of organization, 90% of the employees are satisfied and 10% of the employees are not satisfied. It means that most of the employees are benefited.

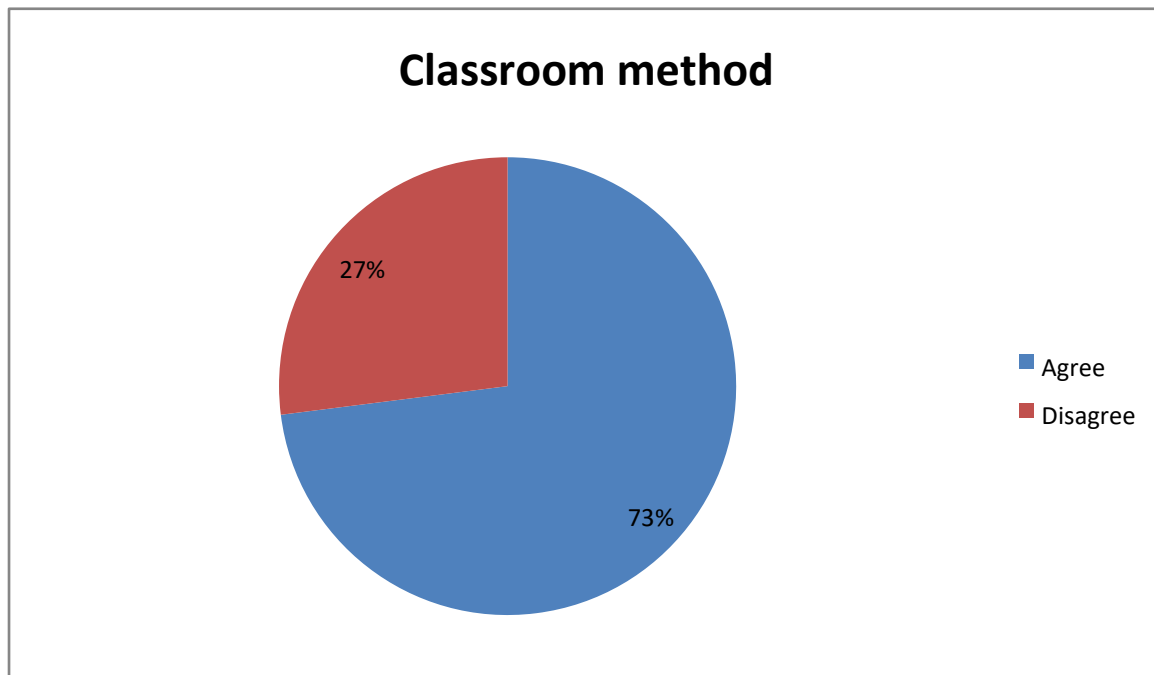
C. TRAINING AND DEVELOPMENT

a. For Employee performance is the training need analyzed in your organization



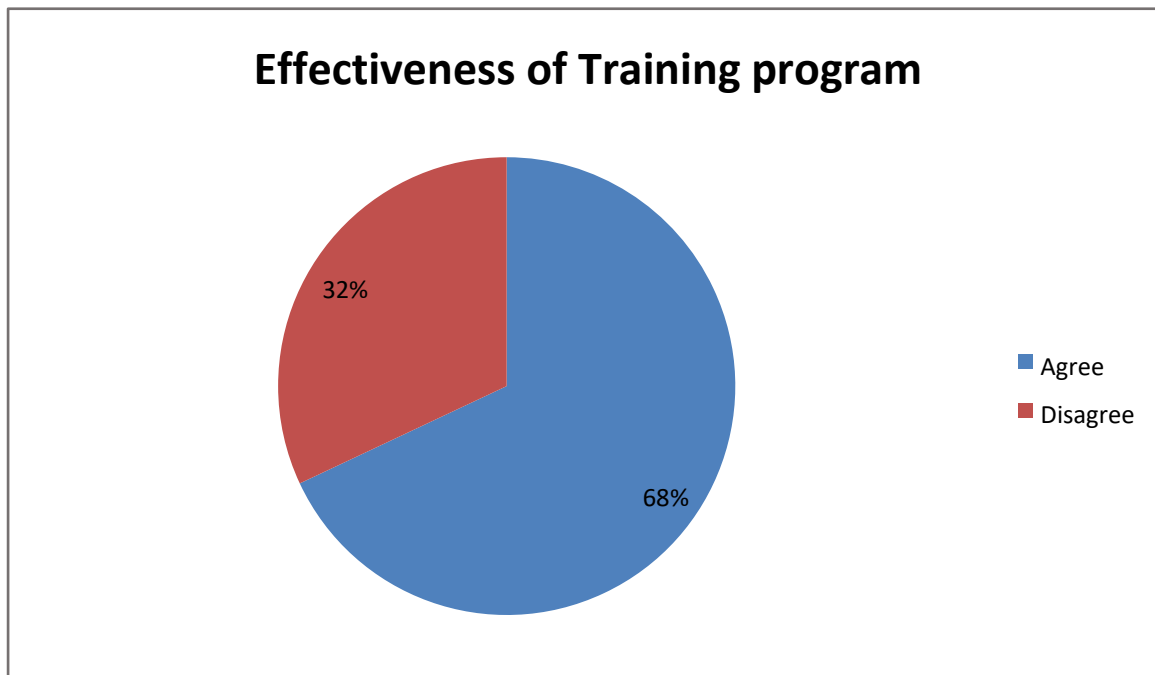
INTERPRETATION: Regarding employee performance, 76% of employees are satisfied whereas 24% of employees are not satisfied. It means that most of the employees get affected from this evaluation.

- b. Are you satisfied with the Classroom method adopted by your organization to train the employees?



INTERPRETATION: Regarding Classroom method, 73% of the employees are satisfied whereas 27% of the employees are not satisfied. It means most of the employees get affected but some of the employees want training and development programmes to train employees.

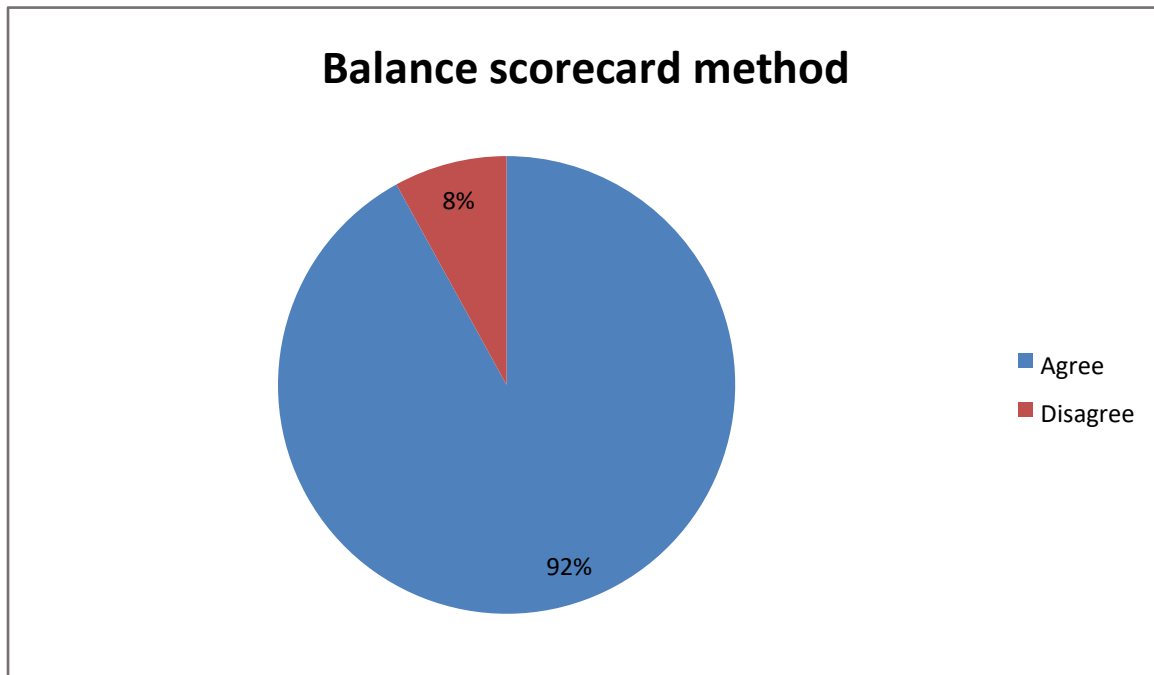
c. Effectiveness of training program in your Organization is evaluated by observing the post training performance of employees.



INTERPRETATION: Regarding effectiveness of training program, 68% of the employees are satisfied whereas 32% of the employees are not satisfied. It means that some of the employees want that evaluation of effectiveness of training program should be done with some other method.

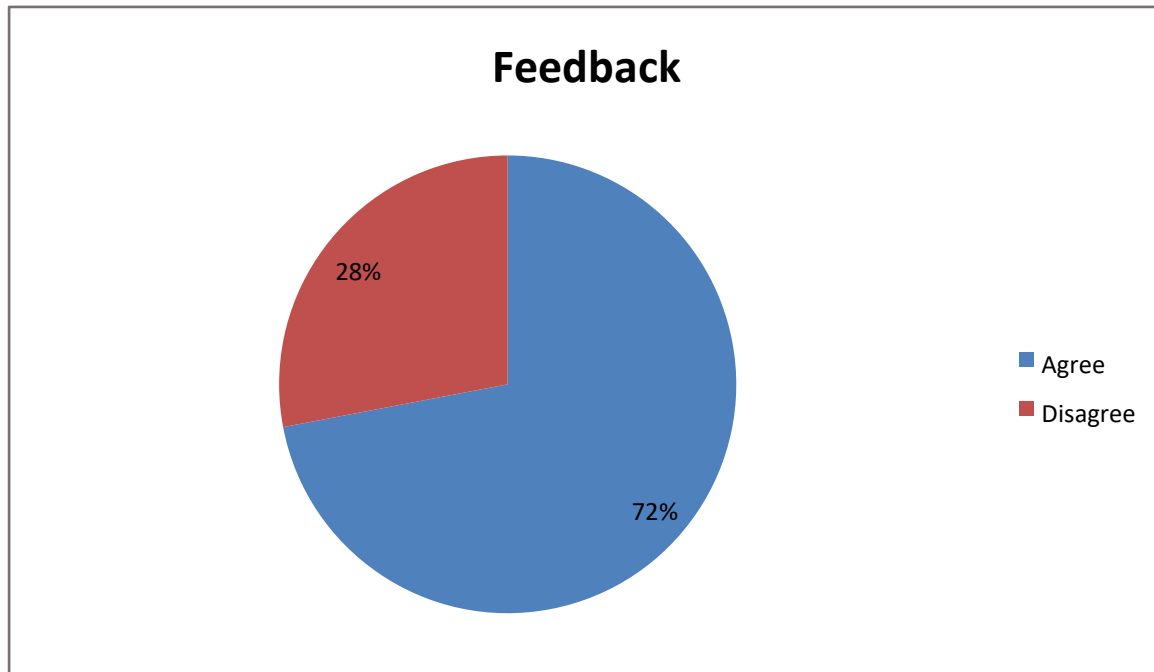
D. PERFORMANCE APPRAISAL

1. Are you satisfied with the Balanced Scorecard method?



INTERPRETATION: Regarding Balance scorecard method, 92% of the employees are satisfied whereas only 8% of the employees are not satisfied. It means that most of the employees are benefited from this evaluation method.

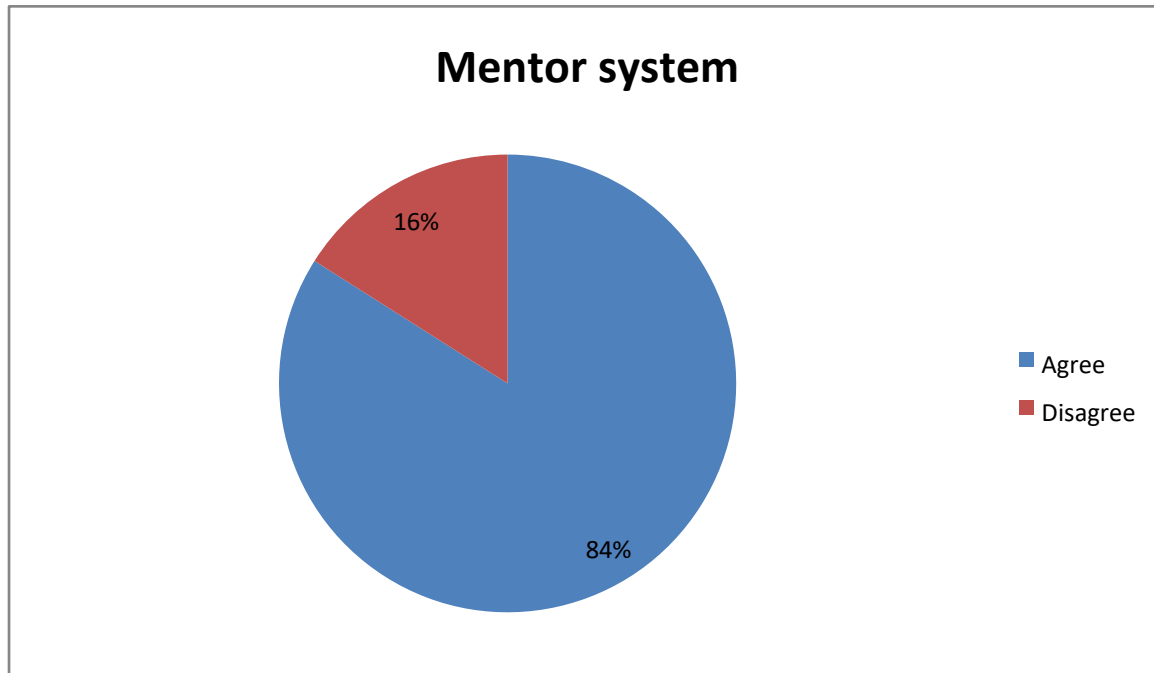
2. Are you satisfied with the feedback given to you by organization?



INTERPRETATION: Regarding feedback 72% of the employees are satisfied whereas 28% of the employees are not satisfied. It means that some of the employees get benefited but some are not.

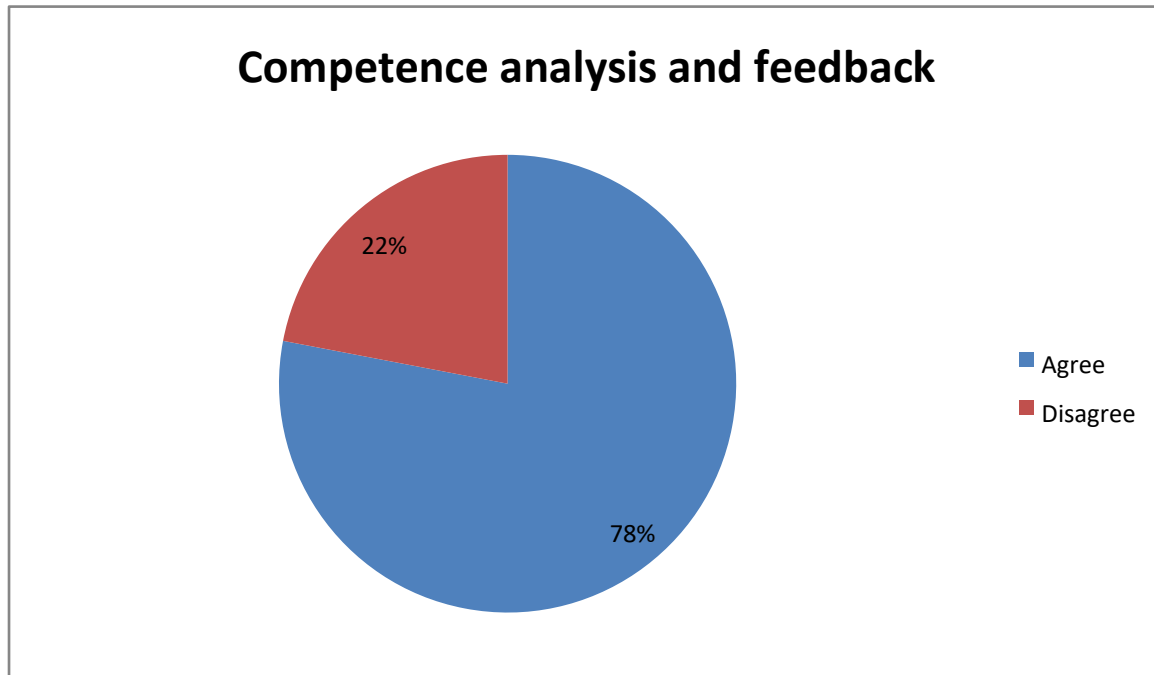
E. CAREER PROGRESSION

1. Are you satisfied with the mentor system followed for career progression?



INTERPRETATION: Regarding mentor system followed for career progression, 84% of the employees get benefited and only 16% of the employees are exempted.

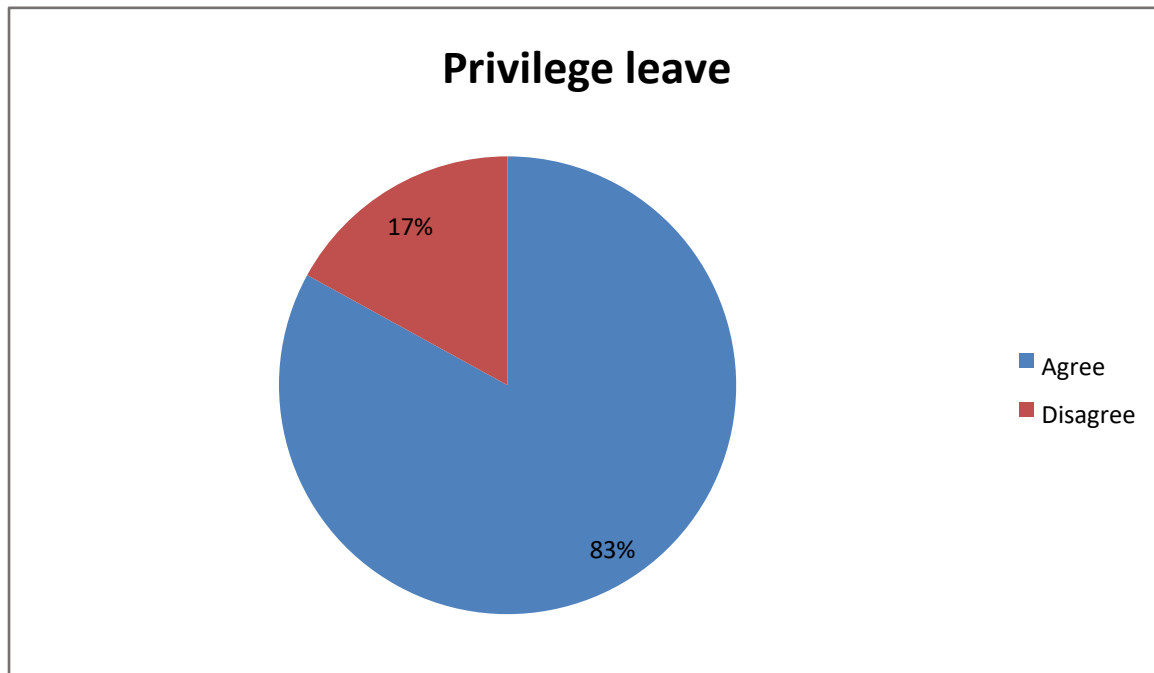
2. Are you satisfied with the competence analysis and feedback from manager?



INTERPRETATION: Regarding competence analysis and feedback from manager 78% of the employees are satisfied whereas 22% are not satisfied. It means that some of the employees want feedback from other source.

F. LEAVE POLICY

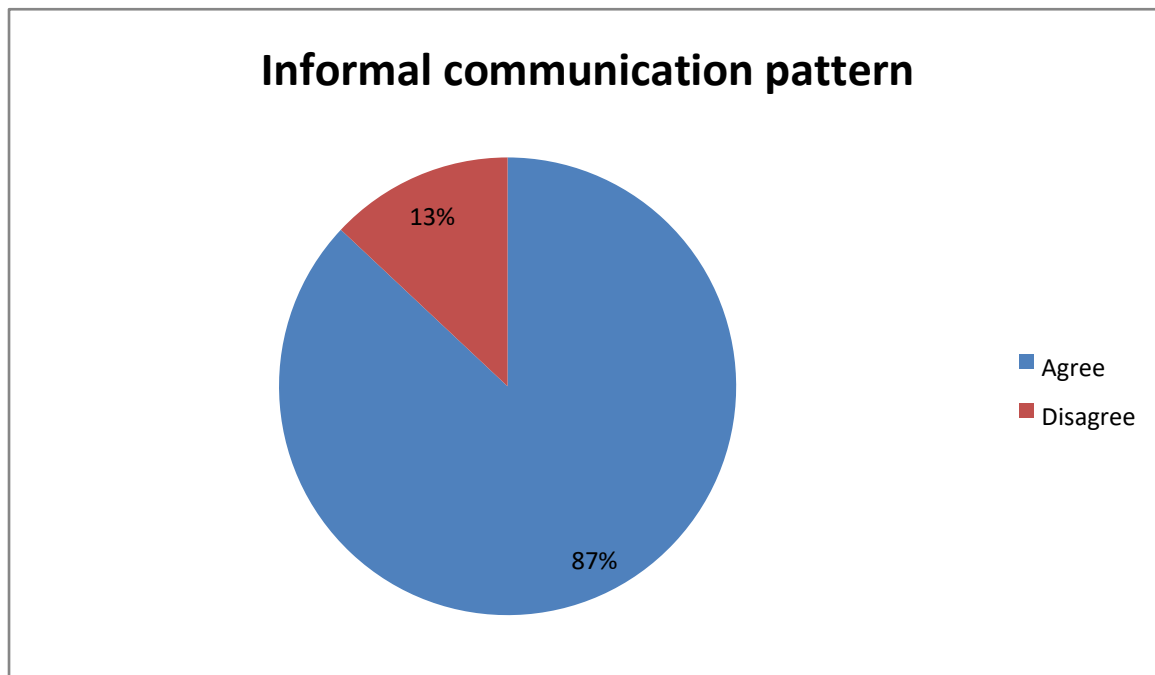
1. Are you satisfied with the privilege leave provided to you?



INTERPRETATION: Regarding privilege leave provided to employees, 83% of the employees are satisfied whereas 17% of the employees are not satisfied.

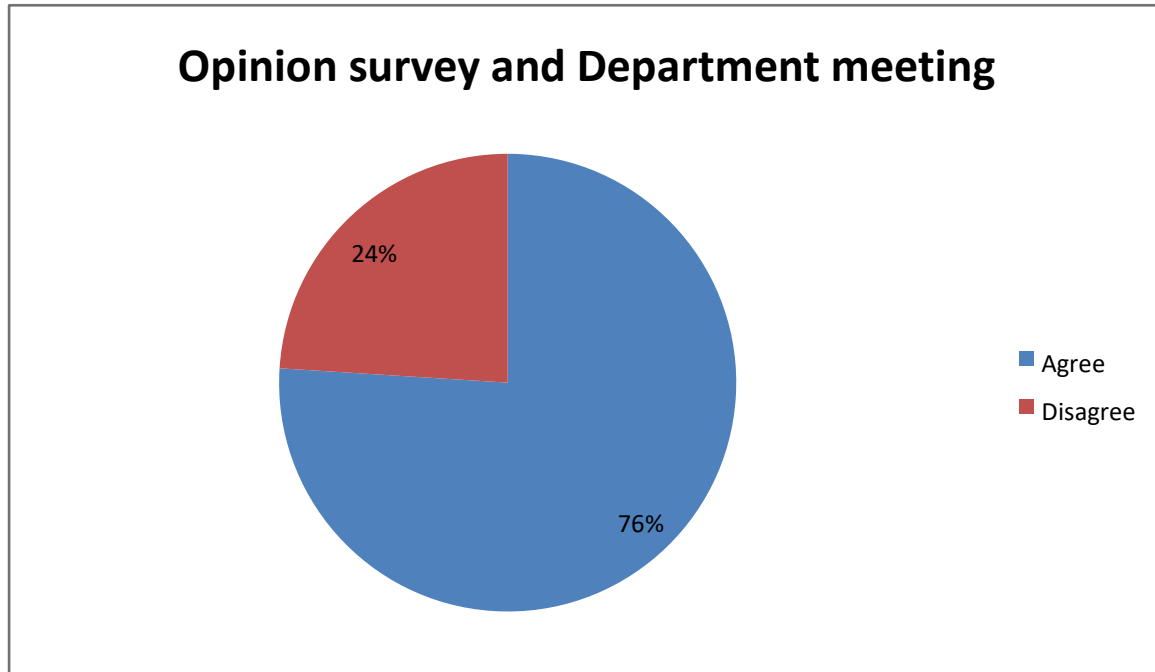
G. COMMUNICATION AND DECISION MAKING PROCESS

1. Are you satisfied with the informal communication pattern?



INTERPRETATION: Regarding informal communication pattern, 87% of the employees are satisfied and 13% of the employees are not satisfied. It means most of the employees are comfortable with this communication process.

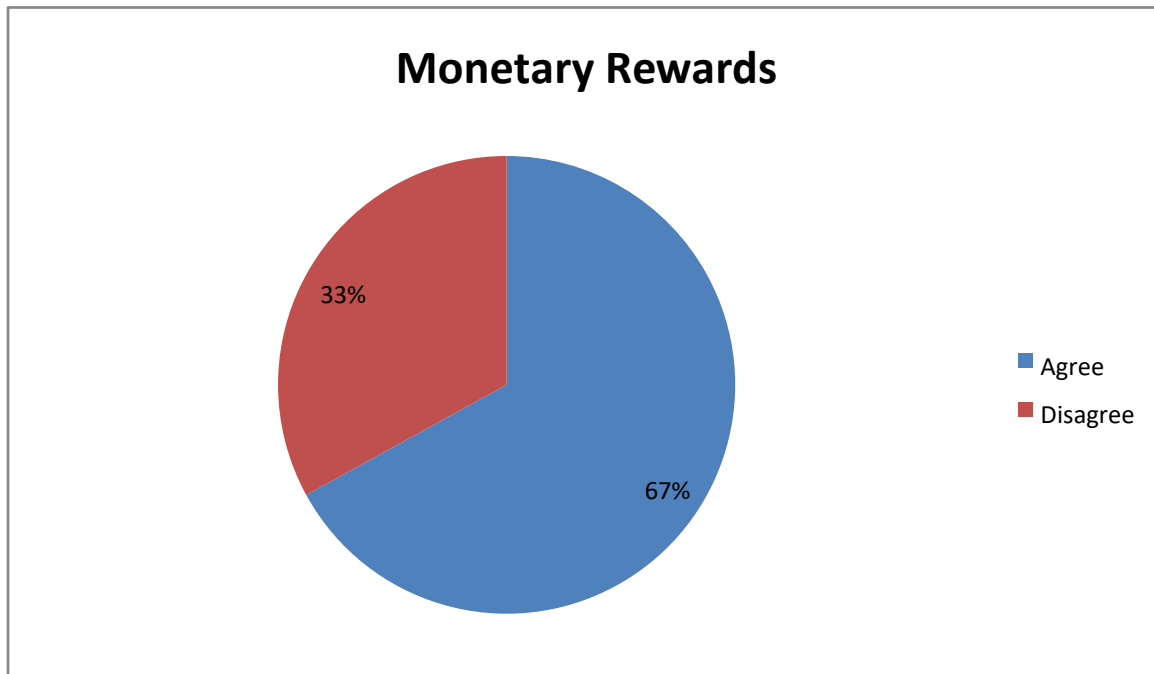
2. Are you satisfied with the opinion survey and Department meeting?



INTERPRETATION: Regarding opinion survey and department meeting, 76% of the employees are satisfied and 24% of the employees are not satisfied.

H. REWARDS AND RECOGNITION

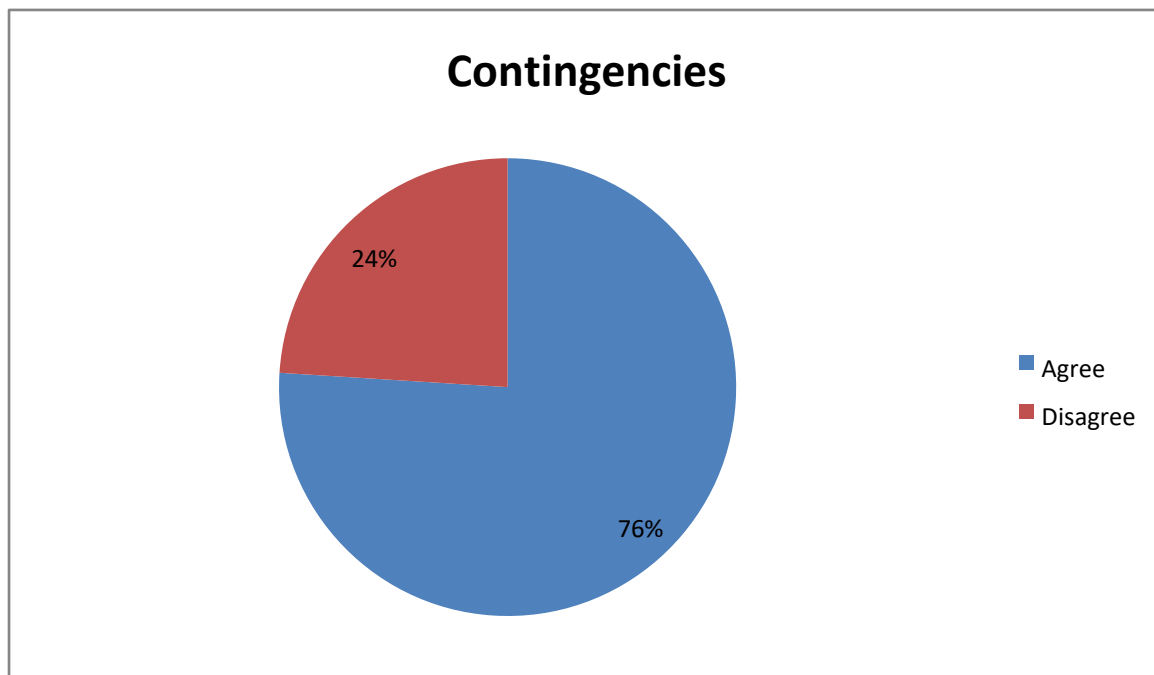
1. Are you satisfied with the monetary rewards?



INTERPRETATION: Regarding monetary rewards, 67% of the employees are satisfied whereas 33% of the employees are not satisfied. It means that some of the employees want to implement non-monetary rewards in the organization.

I. PERSONAL ACCIDENT INSURANCE POLICY

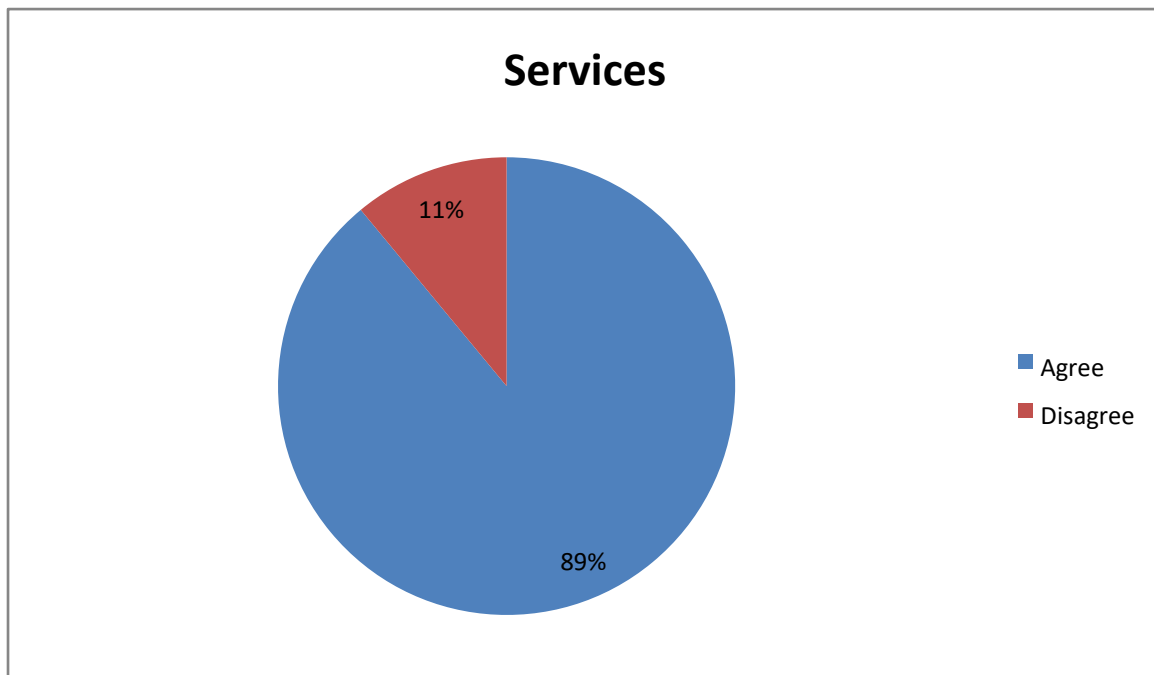
1. Are you satisfied with contingencies cover under Personal Accident Insurance policy?



INTERPRETATION: Regarding contingencies provided under this policy, 76% of the employees are satisfied and 24% of the employees are not satisfied.

J. MEDICLAIM POLICY

1. Are you satisfied with the services covered under Mediclaim policy?



INTERPRETATION: Regarding services provided under Mediclaim policy, 89% of the employees are satisfied and 11% of the employees are not satisfied.

CONCLUSION

Conclusion:

1. 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.
2. The Policy grooms every individual to realize his potential in all facets while contributing to attain higher organizational and personal goals.
3. The Policy builds teams and foster team-work as the primary instrument in all activities.
4. The Policy implements equitable, scientific and objective system of rewards, incentives and control.
5. The Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale.
6. The employees agree on the part of their performance that they know what is expected from them.
7. The employees understand how their work goals relate to company's goals.
8. Company inspires the employees to do their best work every day.
9. The employees are not satisfied with the communication and decision- making process as it leaks the information related to organization.
10. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments.
11. The employees feel that they are not paid fairly for the contributions they make to company's success.

SUGGESTIONS & RECOMMENDATIONS

SUGGESTIONS & RECOMMENDATIONS

1. The Performance Appraisal of employee is evaluated on the basis of 360 degree feedback or 180 degree feedback.
2. The Organization should focus on mentor system intend to help employees in their career progression.
3. The Organization should conduct Psychometric tests for employees.
4. The Training should be mandatory for all level of employees.
5. The Departments should develop constructive attitude towards each other.
6. The company should give the appropriate recognition for the contributions and accomplishments made by employees. A flexible reward system should be adopted by organization to improve employee motivation.
7. A more transparent and full proof communication system developed in the organization.
8. Replacing the lacuna in the current system.
9. Wages and salary administration process should have a more scientific approach laying stress on equal wages for equal work done.

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ANNEXURES

2. Are you satisfied with the Classroom method adopted by your organization to train the employees?

1. Agree

2. Disagree

3. Effectiveness of training program in your Organization is evaluated by observing the post training performance of employees.

1. Agree

2. Disagree

D. Performance Appraisal

1. Are you satisfied with the Balanced Scorecard method?

1. Agree

2. Disagree

2. Are you satisfied with the feedback given to you by organization?

1. Agree

2. Disagree

E. Career Progression

2. Are you satisfied with the mentor system followed for career progression?

1. Agree

2. Disagree

1.

2. Are you satisfied with the competence analysis and feedback from manager?

1. Agree

2. Disagree

F. Leave Policy

1. Are you satisfied with the privilege leave provided to you?

1. Agree

2. Disagree

G. Communication and Decision making process

1. Are you satisfied with the informal communication pattern?

1. Agree

2. Disagree

2. Are you satisfied with the opinion survey and Department meeting?

1. Agree

2. Disagree

H. Rewards and Recognition

1. Are you satisfied with the monetary rewards?

1. Agree

2. Disagree

