



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

Human Resource Policies” with Special Reference to Global Calcium Private Limited, At Hosur.

Mrs. S. Janaki¹, Ramya. D²

¹Assistant Professor, Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India Email: Sjanaki284@gmail.com

²II Year MBA, Department of Management Studies, Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India
Email: dramy817@gmail.com

ABSTRACT

Human Resource policies are guidelines that outline the rules, expectations, and procedures for managing employees within an organization. These policies are essential for creating a positive work environment, ensuring compliance with laws and regulations, and driving business success. Effective HR policies promote fairness, transparency, and respect in the workplace. Global Calcium Private Limited, located in Hosur, Tamil Nadu, is a pharmaceutical manufacturer with a rich history dating back to (1979). The company has established itself as a leading producer of quality organic calcium salts and mineral gluconates, catering to the pharmaceutical, nutraceutical, food, and cosmetic industries.

Global Calcium Private Limited, Unit -III, is situated in the sipcot Industrial Complex, Hosur, Tamil Nadu, India. The unit is equipped with state-of-the-art infrastructure, including advanced manufacturing facilities, quality control laboratories, and warehousing facilities. The company's product portfolio includes a wide range of calcium compounds, organic minerals, and pharmaceutical intermediates.

Key words: updating policies, training programs, HR policies updating, clear communicating, efficiency workload.

INTRODUCTION

“Human Resource policies are guidelines that outline how a company treats its employees and property. They are created by HR managers and company management.” Executive summary gives a short narration about the entire study of chapter wise including problem statement, provides an overview, and highlights the key findings, and emphasizes the recommendations. The introduction briefly describes the background of the study statement of the problem, needs and importance of the study, scope of the study, limitations of the study, and the objective to measure the level of employee HR policies. Methodology used by the researcher involves in the survey method.

Human Resource Management is planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and production of human resource to the end that individual, organizational and social objectives are accomplished.

RESEARCH BACKGROUND

Global Calcium Private Limited, located in Hosur, Tamil Nadu, is a pharmaceutical manufacturer with a rich history dating back to 1979. The company has established itself as a leading producer of quality organic calcium salts and mineral gluconates, catering to the pharmaceutical, nutraceutical, food, and cosmetic industries. Global Calcium Private Limited, Unit 3, is a renowned manufacturer of calcium compounds and organic minerals, catering to the pharmaceutical, nutraceutical, food, and cosmetic industries. With a rich history spanning over four decades, the company has established itself as a trusted partner in the chemicals and materials industry. Incorporated on October 10, 1979, on developing new products, improving existing processes, and enhancing overall efficiency.

GLOBAL CALCIUM COMPANY PRODUCTS AND AVAILABLE

Global Calcium offers a range of products, including: Calcium compounds and organic minerals, Active pharmaceutical ingredients (APIs), Pharmaceutical intermediates, Customized formulation development. extensive experience in manufacturing pharmaceutical products, including active pharmaceutical ingredients (APIs) and intermediates.

IDENTIFIED PROBLEM

In many organizations, different departments operate under distinct leave policies due to variations in leadership styles, work requirements, or past precedents. One major issue in many organizations is inconsistent leave policies across departments. This happens when different teams or units follow varied rules for granting leave, leading to confusion and unfair treatment among employees. This creates confusion among employees regarding their entitlement and leads to perceived unfairness or favouritism.

OBJECTIVES OF THE STUDY

- To recommend improvements for leave policy and management To benchmark against industry practices
- To review compliances with legal and regulatory standards
- To analysis the impact of leave policies on employee productivity and morale
- To identify operational challenges in managing leaves
- To assess employee awareness and satisfaction with leave policies
- To understand the leave application and approval process
- To examine the structure and types of leave offered

REVIEW OF LITERATURE

- 1.ACCORDING TO GUEST, D.E. (2023): The importance of HR policies in creating a positive work environment that aligns with organizational goals.
2. Noe, R. A, Hollenbeck, J. R, Gerhart, B., & Wright, P. M. (2017): the basics of HR policies, including recruitment, performance management, compensation, and benefits, and emphasizes the role of HR in achieving organizational goals.
3. Dessler G (2015): In human resource management, Dessler discusses the legal foundations of HR policies, highlights compliances.
- 4.Marchington M & Wilkinson A (2012): Human Resource Management at work emphasized policy formulation and operational alignment.
5. Armstrong, M. (2006): A comprehensive guide to HR policies, outlining strategies for recruitment, training, compensation, and employee relations that can help improve organizational performance.
6. Marchington, M. & Wilkinson, A. (2005): provides a thorough analysis of HR policies in practice, discussing how they are applied in different organizational settings and the factors influencing policy implementation.
- 7.Boxall P& Purcell J (2003): In strategy and Human Resource Management, argued HR policies must balance strategic goals and employee well-being.
- 18.Purcell J wall (2002): In strategy and Human Resource Management, argued HR policies must balance strategic goals and employee well-being.
9. Storey walls J. (2001): critical analysis of HRM focuses on the evolution of HR policies and practices, as well as the challenges faced by HR professionals in balancing the needs of the workforce and the organization.
10. Becker, B. E (1998): role of HR policies in creating high-performance work systems, discussing how certain HR practices can improve organizational effectiveness and competitive advantage.
11. Wright, P. M., & Snell, S. A. (1998) : Wright and Snell presented a conceptual framework for understanding HR policies within the context of organizational strategy, exploring the link between strategic management and HRM practices
12. Kotter, J. P. (1996) : Kotter's work focuses on leadership and organizational change, including how HR policies can be structured to support successful organizational transformations.
13. Delery, J. E, & Doty, D. H. (1996) different approaches to HR policy design, emphasizing the importance of aligning HRM practices with specific organizational contexts.
- 14.Mabey, C. & Salaman, G. (1995): Mabey and Salaman discussed the strategic role of HR policies, emphasizing their impact on business strategy and the need for HRM to be closely aligned with organizational objectives.
15. Ulrich D. (1994): Human resource champions. Emphasized HR as a strategic partner shaping business strategy through policy frame works.
16. Pfeffer, J. (1994): how HR policies and practices, particularly around employee commitment and motivation, contribute to sustained competitive advantage.
17. Delery, J. E, & Doty, D. H. (1994): different approaches to HR policy design, emphasizing the importance of aligning HRM practices with specific organizational contexts.
18. Becker B& Gerhart B. (1994) Found that HR policies significantly impact organizational performance in academy of management journal
19. Ulrich D. (1993): Human resource champions. Emphasized HR as a strategic partner shaping business strategy through policy frame works.
20. Becker B& Gerhart B. (1992): Found that HR policies significantly impact organizational performance in academy of management journal.
- 21.Wright P.M& McMahan G.C (1992): Proposed strategic HRM models aligning policy with firm objectives

- 22.Boxall P& Purcell J (1990): In strategy and Human Resource Management, argued HR policies must balance strategic goals and employee well-being.
- 23.Breug, J. A & Strake M (1989) 17: Reviewed recruitment practices in journal of management, advocating structured policies.
- 24.Chapman D.S& Webster J. (1985): Evaluated e- recruitment policies in international policies in international journal of selection and assessment.
- 25.Polyhart R.E(1985): Emphasized validity and fairness in selection policies in personnel psychology. 26.Aguinis H. (1983): Performance management explained policy design for effective appraisals and development.
- 27.Milkovich G.T& Newman J.M (1983): Compensation provided policy framework aligned with reward strategies.
28. Gerhart B & Rynes S.L (1983): Explained the HR policies with aligning people management with organizational goals.
- 29.Dessler G (1982): In human resource management, Dessler discusses the legal foundations of HR policies, highlights compliances.
30. Guest D.E(1977): Published in the international journal of human resource management, guest argues that well- structured HR policies lead to higher commitment and satisfaction among employees. 31.Storey J (1977): Published that HR policy development and its role in shaping workforce Behavior and organizational culture. 18
- 32.Armstrong M (1976): Armstrong outlines the structure and effectiveness of HR policies, emphasizing the need for alignment with organizational strategy and legal compliance. 33.Gratton L & Truss C (1973): Discussed strategic integration of HR policies in Human Resource Management journal.
- 34.Marchington M & Wilkinson A (1972): Human Resource Management at work emphasized policy formulation and operational alignment. 35.Kaufman B.E(1964): Theoretical perspectives on work and the employment relationship. Traced evolution of Labour policy practices.
36. Schuler, R. S, & Jackson, S. E. (1962): the importance of aligning HR policies with business strategies, arguing that HR practices must support strategic goals to enhance organizational performance 37.Aguinis (2013): These policies outline the procedures for evaluating employee performance, providing feedback, and addressing performance issues. 38. Harter, 2002): Employee Engagement: HR policies can significantly impact employee engagement, motivation, and job satisfaction (Harter, 2002). 39. Paauwe (2004): Organizational Performance: Effective HR policies can drive business performance, improve productivity, and enhance competitiveness (Paauwe, 2004).
- Aggarwal, et.al. (2020). Gen Z entering the workforce: Restructuring HR policies and practices for fostering the task performance and organizational commitment. Journal of Public Affairs, HLM. 1–18.
- Ahmed, R., & Philbin, S. P. (2021). Systematic literature review of project manager's leadership competencies. 28(1), 1–30.
- Aydogan, E. and Arslan, Ö. (2021), "HRM practices and organizational commitment link: Maritime scope", International Journal of Organizational Analysis, Vol. 29 No. 1, pp. 260-276.
- Bagader, A., & Adelhadi, A. (2021). The need to implement green human resource management policies and practice in construction industries. Academy of Strategic Management Journal, 20(SpecialIssue2), 1–7.
- Barrena-Martínez, et.al (2019). Towards a configuration of socially responsible human resource management policies and practices: findings from an academic consensus. International Journal of Human Resource Management, 30(17), 2544–2580.
- Barrena-Martínez, et.al, (2017). Socially responsible human resource policies and practices: Academic and professional validation. European Research on Management and Business Economics, 23(1), 55–61.
- Biswas, Ket.al, (2017). A mediated model of the effects of human resource management policies and practices on the intention to promote women: An investigation of the theory of planned behaviour. International Journal of Human Resource Management, 28(9), 1309–1331.
- Boehm, S. A., et.al, (2021). Age-Related Human Resource Management Policies and Practices: Antecedents, Outcomes, and Conceptualizations. Work, Aging and Retirement, 7(4), 257–272.
- Crimmins, G. (2017). Feedback from the coal-face: how the lived experience of women casual academics can inform human resources and academic development policy and practice. International Journal for Academic Development, 22(1), 7–18.
- Daft, R. L. (2015). Organization theory and design. Boston: Cengage Learning
- DeNisi, & Murphy. (2017), "Performance appraisal and performance management: 100 years of progress?", Journal of Applied Psychology, Vol. 102 No. 3, p. 421.
- Gaffar, V. (2020). Systematic Literature Review: an Introduction. FPEB Online Discussion.
- Hadji, S., et.al (2022). Diagnosing of human resource performance management based on lack of ambidextrous learning themes: a case study of public Iranian banking system. International Journal of Ethics and Systems, ahead-of-p(ahead-of-print).
- Kelana, et.al.(2021). The Effect of HR Sustainability Practice To HR Policy at SMEs Manufacturing in Malaysia.
- Academy of Entrepreneurship Journal, vol. 27(SpecialIssue 2), 1–5.
- Khan, Rasli, & Qureshi. (2017). Greening human resource management: A review policies and practices. Advanced Science Letters, Vol. 23(9), HLM.
- Mohammadi, & Sharifzadeh, F. (2017), "Designing a performance management model with a human resources development approach in the public sector", Quarterly Journal of Human Resources Training and Development, Vol. 15 No. 4, pp. 133-153

Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>

Onnis, L. ann. (2019). Human resource management policy choices, management practices and health workforce sustainability: remote Australian perspectives. *Asia Pacific Journal of Human Resources*, Vol. 57(1), HLM. 3–23.

Paraschi, & Georgopoulos, A. (2020). Austerity HRM practices, work deterioration and possible recovery policies: A cross-European survey in the airport workplace. *Economic and Industrial Democracy*, Vol. 41(4), hlm. Serafini & Szamosi. (2021). Variations and differences in the application of HR policies and practices by US hotel multinational firm's subsidiaries across coordinated and transitional periphery economies: a case approach. *International Journal of Human Resource Management*, Vol. 32(17).

Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Tsymbaliuk, (2021).

Green human resource management policies and practices in Ukraine. *IOP Conference Series: Earth and Environmental Science*.

RESEARCH GAP

One significant gap is the long-term impact of flexible leave policies on employee retention and productivity. While short-term benefits are often discussed, there is limited research on how these policies affect workforce stability over extended periods. Another gap is the comparative analysis of leave policies across industries-most studies focus on specific sectors, leaving a lack of understanding of best practices that could be universally applied. Additionally, the role of technology in leave management is an emerging area with minimal exploration, particularly regarding AI-driven leave approval systems and their impact on employee satisfaction. legal and cultural influences on leave policies vary widely across regions, yet there is insufficient research on how organizations adapt their policies to comply with diverse regulations while maintaining fairness. Addressing these gaps could lead to more effective HR strategies that balance employee well-being with organizational efficiency.

RESEARCH METHODOLOGY

This research explores the development, implementation, and effectiveness of Human Resource (HR) policies in contemporary organizational settings. The methodology adopted for this study is grounded in the need to comprehensively understand both the theoretical underpinnings and practical applications of HR practices: ranging from recruitment and selection to performance management, training, compensation: a methodical and structural research design was essential.

The selection of the methodology was guided by the research objectives, which seek to examine the: Alignment of HR policies with organizational goals, Assess the employee perception and experience with existing policies,

Evaluating the outcomes of these policies on organizational performance and employee engagement.

Types of research undertaken during the study are classified in two ways. They are

Primary source

Secondary source

DATA ANALYSIS AND INTERPRETATION

Table 1. Age of the respondents:

AGE OF GROUP	NO OF RESPONDENTS	PERCENTAGE
Below 25	15	15%
25 – 35	45	45%
36 – 45	30	30%
Above 45	10	10%

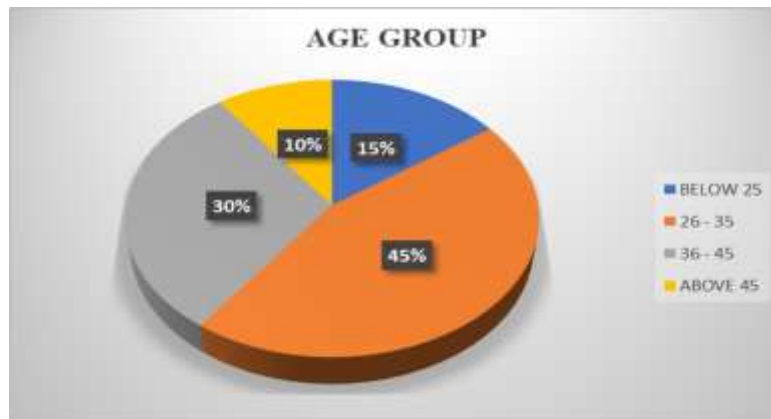


Chart 1: Age group

INTERPRETATION:

Majority of employees (45%), are the age group of 26- 35 years, involving of young persons.

Table 2: Leave offered in organization:

HIGHLY SATISFIED	NUMBER OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	10	10%
SATISFIED	20	20%
NEUTRAL	25	25%
NOT SATISFIED	45	45%



Chart 2: Leave offered in organization

INTERPRETATION:

Employee provided their feedback on leave policy which offer by company Highly satisfied in (10%), and Moderate response in (20%), Neutral response in (25%), and Not-satisfied response (45%) as given.

Table 3: Exit process in organization:

OPINION	NUMBER OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	60	60%
SATISFIED	10	10%
NEUTRAL	30	30%
NOT SATISFIED	0	0%



Chart 3. Exit process in organization

INTERPRETATION:

The employee satisfied in exit process in organization of highly satisfied (60%), and moderate response (10%), neutral response in (30%) as given

SUMMARY OF FINDINGS

Clear communication of HR policies to employees, adherence to relevant laws and regulations.

Providing training and development programs for employees and managers.

Areas of improvement:

Policy updates: need to regular reviews and updates of HR policies and opportunities to enhance employee engagement and feedback.

By finding the HR policies the leave policy as been improve and update for employee satisfy

Recommendations:

Scheduling the regular reviews and updates of policies, implementing the feedback mechanisms and enhance employee engage initiatives.

Our analysis of HR policies reveals several key findings. Effective HR policies are crucial for promoting a positive work environment, ensuring compliance with laws and regulations, and driving business success.

Well-crafted policies can enhance employee engagement, retention, and productivity, while also fostering a culture of transparency, fairness, and respect. However, HR policies must be regularly reviewed and updated to reflect changing laws, technologies, and workforce demographics

SUGGESTION

Make policies accessible: Share HR policies with all employees and make them easily accessible.

Keep policies up-to-date: Regularly review and update HR policies to reflect changes in laws and company practices.

Communicate clearly: Use simple language and clear formatting to ensure employees understand HR policies.

Provide training: Offer training sessions or workshops to help employees understand HR policies and procedures.

Encourage feedback: Create a process for employees to provide feedback and suggestions on HR policies.

CONCLUSION

In conclusion, effective HR policies are the backbone of a well-functioning organization. They provide a framework for managing employees ensuring compliance with laws and regulations, and promoting a positive work environment. By establishing clear policies and procedures, organizations can reduce risks, improve employee engagement, and increase productivity. Well-crafted HR policies also help to foster a culture of transparency, fairness, and respect. They provide a

DIRECTIONS FOR FUTURE RESEARCH

Impact of AI on HR policies

Diversity, Equity, and Inclusion in HR policies

Employee well-being and mental health policies

Remote work and flexible work arrangement policies

Measuring the effectiveness of HR policies

Cross-cultural HR policies in multinational organizations

HR policies for employee development and growth

Role of HR policies in shaping organizational culture.

Future research can explore the role of technology in shaping HR policies. This could include investigating the use of artificial intelligence in HR decision-making, the impact of HR technology on employee experiences, and the ethics of using technology in HR practices

REFERENCE:

1. Armstrong, M (2020). Armstrong handbook of human resource management practices, Kogan page.
 2. Aguinis, H. (2013). Performance management. Pearson Education.
 3. Garavan, T. N. (2007). A strategic perspective on human resource development. *Advances in Developing Human Resources*.
 4. Harter, J. K. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*.
 5. Noe, R. A. (2019). Human resource management: Gaining a competitive advantage. McGraw-Hill Education.
 6. Paaue, J. (2004). HRM and performance: Achieving long-term viability. Oxford University Press.
 7. Taylor, S. (2008). People resourcing. Chartered Institute of Personnel and Development.
 8. Guest, D.E (1997). Human Resource Management and performance and review and research agenda.
 9. Huselid, M.A (1995). The impact of Human Resource Management practices on productivity.
 10. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*.
 11. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*.
 12. Shaw, J. D., Delery, J. E., Jenkins, G. D., & Gupta, N. (2005). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*.
- (Rubel, et al. 2018). This definition centers around the significant focuses which are characteristics of the HR, it implies the degree of aptitudes and information on laborers and amounts implies a careful number of laborers which the association needs to accomplish its objectives.
- (Azeez, 2017): HRM is an administrative methodology that contends to make appropriate arrangements of work force to give. Hierarchical procedure.
- (Pavlov, et al. 2017): Human Resource Management is an administrative science, which centers around the human angle, similar to aptitudes and rises the specialist's exhibition in an association. So HRM attempts to make participation, linkage and positive meddles among HRM and other administrative masters like item the executives, showcasing the board and., so fourth it additionally focuses on HR advancement and builds their insight.
- "Human Resource Management: A Strategic Approach" by Noe, Hollenbeck, Gerhart, and Wright (2019)
- Paaue (2004): "HRM and Performance: Achieving Long-Term Viability".
- Boxall, Purcell, and Wright (2007): "The Oxford
- Jiang, Lepak, Hu, and Baer (2012): Handbook of Human Resource Management".
- The Impact of HR Practices on Firm Performance: A Meta-Analysis".
- Guthrie (2001) : "The Role of HRM in Creating a High-Performance Work System".
- Saks (2006): "HRM and Employee Engagement: A Review and Research Agenda" by Saks (2006).
- Boxall, P. (1998). Achieving competitive advantage through human resource strategy: Towards a theory of industry dynamics. *Human Resource Management Review*.
- Boxall, P. (2003). HR strategy and competitive advantage in the service sector. *Human Resource Management Journal*.
- Boxall, P., & Macky, K. (2009). Research and theory.