



A CASE STUDY OF HUMAN RESOURCE MANAGEMENT POLICIES AT AIRTEL

Dr. Prabha Tiwari

Abstract

With the advent of technology and the passage of time, academicians, Researchers, and the organizations have recognized the importance of human resource. In today's world, this very resource of production has occupied the pivotal significance across the globe. The development and growth of any organization and/or a nation is linked with the development of its people. The present paper tries to study the Human Resource Management Policies of Airtel. The paper will highlight the recruitment and performance appraisal policy of Airtel.

Keywords: Human Resource Management, Airtel, Performance Appraisal.

Introduction

According to Prof. T.V.Rao, HRD is a continuous process to:

1. Acquire or sharpen capabilities required to perform various functions associated with present and future needs of the job.
2. Develop their general capabilities as an individual and enable them to exploit their inner potential.
3. Develop a congenial organizational climate in which dyadic relationship and team collaborations among sub-units are strong and contribute to the professional wellbeing of employees (Pareek & Rao, T.V.:1981).

This definition is observed to be the hugest and the most far reaching meaning of HRD. It gives a widen skyline to understanding the wording of Human Resource Development.

The following image clarifies the HR Cycle.

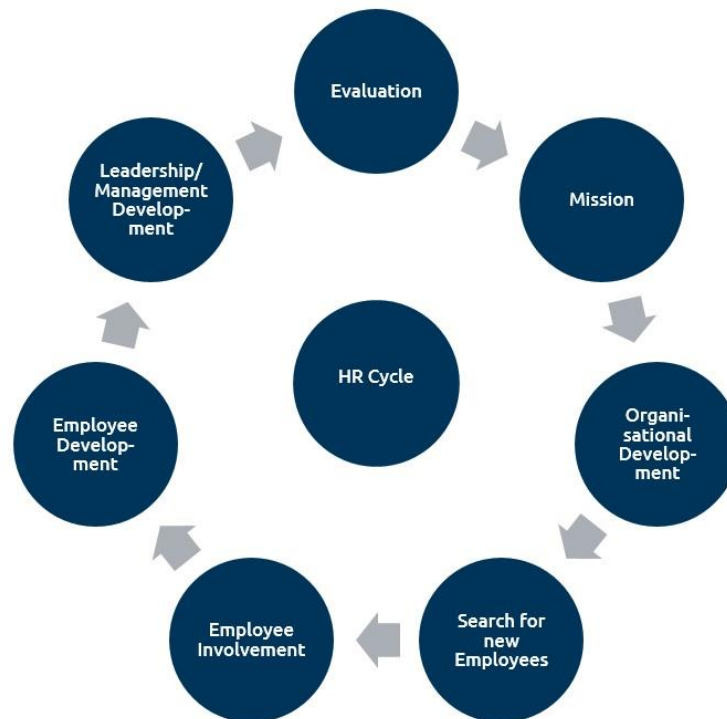


Fig.1. HR Cycle

(Sources: <http://www.conos.at/en/services/human-resource-management-training>)

In present telecom scenario, the Airtel has to understand the HR Cycle and work in the direction of satisfying the workforce with human resource management practices which is contributed by above definitions.



Objectives

There are three objectives of the research:

1. To recognize recruitment policies under Human Resource Management of Airtel.
2. To categorize performance appraisal policy under Human Resource Management of Airtel.

C. Research Methodology

The present research is an exploratory research. The researcher has collected the information from various sources about the Human Resource management Practices. The information collected is based on secondary data. The collected information is presented in lucid manner for the understanding of the readers.

D. Recruitment Policy at Airtel

Enrollment happens on the web. Competitors are requested to present their resume, trailed by a legitimate selection process, composed test (if required) and individual meeting by the HR division. The probation time frame is a half year after which affirmation on work is made. The worker may need to exchange as and when the organization requires him/her to. HR accomplishment in Airtel is upheld by a very much characterized reward and acknowledgment framework, which is bolstered by a solid preparing program. Airtel has Human Resource Selection Committee (HRSC), which comprises of the CEO, the COO and every single practical head. The committee meets once seven days to examine different activities and the activity get ready for what's to come. Benefit, piece of the overall industry, mark saliency, consumer loyalty and worker fulfillment are the five execution parameters to which every representative's individual targets are connected prompting execution related rewards (hr.siliconindia.com).

E. Performance Appraisal System in Airtel

Performance Appraisals are directed completely on the web. The arrangement depends on 3 to 4 Key Result Areas (KRAs). Each KRA has weight age which is evaluated. KRAs depend on the desires for the organization according to the ability of the administrators. Self appraisals are finished by the appraisee online took after by the audit by the revealing officer, who in turn rates the performance on a size of 5 point rating which incorporates focuses on Exceeding Expectation, meeting desire, Outstanding, Average and poor. Performance Interviews are given due weightage. Poor entertainers are likewise given a possibility for performance change. Grievances if any are taken care of by the HR division in case the claim is sponsored by information. The PA happens once in multi year. Overviews are additionally directed on occasion by an outsider, consequences of which are kept exceedingly classified. Duplicate of the evaluation arrange is displayed in the annexure III. The entire ratings in the PA of appraisers and appraisees of the sample units taken in this study is based finally on the use of the bell curve or forced ranking in performance appraisals. A bell curve model is a systematic bell-shaped graph that is pronounced in the middle and tapered off at the edges. It assumes that all the employees in a company can be ranked as follows: Top 20 percent – High performers• The middle 70 percent – Average performers• The bottom 10 percent – Non performers.• Because a bell curves grading forces employees of a company into groups, it is called the forced ranking system of appraisal. Some HR professionals believe that a bell curve is the best way to identify the top performers and under-performers, and identify training needs of the employees, whereas others believe it compels the appraiser to use a forced rating instead of a fair one. Rigidity and Loss of Morale are some of the disadvantages of using a bell curve.

F. Conclusion

Recruitment takes place online. Candidates are asked to submit their resume, followed by a proper selection process, written test (if required) and personal interview by the HR department. The probation period is 6 months after which confirmation on job is made. Profitability, market share, brand saliency, customer satisfaction and employee satisfaction are the five performance parameters to which each employee's individual targets are linked leading to performance related bonuses.

Some HR professionals believe that a bell curve is the best way to identify the top performers and under-performers, and identify training needs of the employees, whereas others believe it compels the appraiser to use a forced rating instead of a fair one. Rigidity and Loss of Morale are some of the disadvantages of using a bell curve.

Thus the paper clearly identifies the Human Resource Management policies of Airtel. So far understood, Airtel follows professional Human Resource Management Practices.

References

1. encyclopediaen.wikipedia.org/wiki.
2. <http://dipp.nic.in>.
3. <http://loksabha.nic.in>.
4. <http://pppinindia.com>.
5. <http://ro.uow.edu.au/artspapers/26>.



6. <http://www.bharatnirman.gov.in>.
7. <http://www.businesswireindia.com> .
8. <http://www.communicationstoday.co.in>.
9. <http://www.cpifinancial.net> .
10. <http://www.elsmar.com> .
11. <http://www.indiaprwire.com>.
12. <http://www.livemint.com>.
13. <http://www.newswiretoday.com>.
14. <http://www.outlookindia.com> .
15. <http://www.powerhomebiz.com>.
16. <http://www.slideshare.net>.
17. <http://www.techshout.com>.
18. <http://www.techtree.com>.
19. www.airtel.in.
20. www.hr.siliconindia.com.
21. <http://www.conos.at/en/services/human-resource-management-training>.