

A Study on Streamlining the Procedures of Engaging Contract Labour in Ashok Leyland with Special Reference To Chennai

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Abstract: The purpose of the project is to study the HR practices for contract employees in Ashok Leyland. To hire the employees for Ashok Leyland with the involvement of few consultancies named- Krysalis, Layam, Param, Adecco and HLF. This study is done only with respect to HR practices of marketing department in Ashok Leyland. There are various subdivisions that come under marketing department all those are taken into consideration for this project. Here in this project the study is made about the existing processes and procedures followed by HLF and Krysalis for contract employees of Ashok Leyland and then to streamline it as single procedure that is being followed for contract labour in Ashok Leyland. To understand the study there should be clear idea about the Contract labour act, Wages act, ESIC, PF, Gratuity, the existing processes and procedures that are followed and that are related to contract labours and the knowledge about the consultancies that are being studied in this project.

Keywords: Involment, Contract, Labour, Engaging, Procedure.

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I. Introduction

The Contract Labour (Regulation and Abolition) Act, 1970 is a legislation to regulate the employment of contract labour in certain establishments and to provide for its abolition in certain circumstances and for matters connected therewith. The object of the Act is to regulate and to improve the conditions of service of contract labour and not merely to abolish contract labour itself. It is an Act for the welfare of the laborers whose conditions of service are not at all satisfactory. The Statements and Objects and Reasons for this enactment says that The question of its abolition has been under the consideration of the government for a long time. In the second five year plan, the Planning Commission made certain recommendations, namely, undertaking of the studies to ascertain the extent of the problem of contract labour, progressive abolition of system, and improvement of service conditions of contract labour where the abolition was not possible. The Act aims at the abolition of contract labour in respect of such categories as may be notified by the appropriate government in the light of certain criteria that have been laid down, and at regulating the service conditions of contract labour where abolition is not possible. Under the Act, the provision and maintenance of certain basic welfare amenities for contract labour, like drinking water and first aid facilities, and in certain cases rest rooms and canteens have been made obligatory. Provisions have also been made to guard against defaults in the matter of wage payment.

Temporary labour is employable in industry for work of a purely temporary nature or as a temporary substitute of a permanent worker who is absent. Contract labour is usable only in activities, which do not form the normal part of an industry's main functions. Both these provisions of law are based on the need to prevent adventurous employers who tend to resort to these types of employment to deny permanency and other fringe benefits of permanency to temporary and contract labour. Normally, resort to such labour is done in the areas of housekeeping and sanitation, pollution control, security services, canteen etc. and the contractor gets these assignments done on an on-going basis, but supervised by the management. Similar is the case when time bound, penalty oriented jobs are being done by an employer or when there is unstructured absenteeism deliberately resorted to by permanent workers. In all these cases, it is seen that the quantum of work done by contract labour is invariably more than that done by similarly employed permanent workmen. If use of contract labour is banned and strictly enforced, almost 80% of the industries, especially public sector industry's job can be affected adversely. This is not because managements are nasty or unfair, but the Act does not reckon with industrial compulsions. Our laws relating to labour are based on social justice, not industrial justice and equity. Because of this, they cannot be enforced and are rarely enforced. The fact of the matter is that, in the context of today's high industrial wage costs, contract labour to some extent is unavoidable and is a reality to be reckoned with. All that an industry should attempt to do is to conform to the laws as much as possible, in order to avoid embarrassing and expensive penal action by the enforcing authority.

II. Statement Of Problem

The employees of Ashok Leyland are recruited by different consultancies adopting different procedures in recruitment process, selection process, training methods, compensation system, performance appraisal, increment system, attendance system, leave management and exit procedure. This difference in HR practices of the consultancies results in the difference of opinion among the same cadre of employees recruited by different consultancies. This difference of opinion among the employees is not good for the organization.

III. Review Of Literature

In the Indian case, to begin with, the most influential study by *Fallon and Lucas* (1991) Examines the economic effects of two Central government level amendments (1976 and 1984 amendments) to the chapter VB of IDA, 1947 on the employment outcome. This study concluded that the weighted average drop was around 17.5 percent point for the long-run demand for regular employees, at given output levels. Their result is not robust to any specification; however it continues to be a pioneering study to initiate a discussion on the effects of labor regulation on the employment outcome in India. The study uses a static codification of the Act and assumes an equal effect across industries. This assumption has turned out to be unrealistic; single direction coding is not applicable to assess the effect of the Act at individual state levels. This limitation of the study was corrected by the study of *Besley and Burgess* (2004). The latter study formalizes the coding of the IDA, 1947 at individual state levels, and then examines its impact on total output, investment, employment and sectarian growth of the registered manufacturing sector for the period 1958-1992. The labor regulation index constructed by *Besley and Burgess* (2004) (henceforth the BB index) has further been used by *Aghion et al.* (2008) to assess the effect of the entry regulation (The License Raj); by *Hasan et al.* (2007) to analyze the effect of trade reforms on labor demand elasticity; by *Adhvaryu and Chari, and Sharma* (2013) to examine the sensitivity of industrial employment to local demand shocks; and finally by *Sanyal and Menon* (2005) to analyze the impact of labor regulation on firms' decision on the plant location and investment. A study done by *Ahsan and Pages* (2009) departs from the earlier analyses of labor Regulation indices, which captures specific provisions on hiring and firing restrictions. In their paper, they assess the effects of two cost components that could lead to labor market rigidities: first, the hiring and firing costs incurred by the employer while responding to global competition; second, the cost of resolving labor disputes that otherwise could have an effect on the firm size. The study suggests that states with inflexible labor laws and costly dispute resolution mechanisms experienced lower levels of output and employment growth, than states with flexible labor laws and less costly dispute resolution mechanisms.

Fagernäs (2010) provides a new direction to the present debate. Her paper analyses the effect of labor dispute legislation, and dispute settlement process (as a proxy index for the enforcement mechanism), on the formal-informal employment divide in India. The study concludes that the relationship between judicial efficiency (as captured by constructing an indicator of Court efficiency), and formal employment is weak. Hence, the study does not support the negative effect of pro-worker judicial change, and legal regime on formal employment in India. Her study contributes to the debate on labour market regulation in two ways: first, it isolates the effects of pro-worker judicial award, and court efficiency; and second, the study captures amendments pertaining to enforcement Acts of the Court (Labour Court and Tribunal) that enable them to enforce the court awards. *Soundararajan* (2013) examines the impact of minimum wage legislation and enforcement intensities in the Central government sphere (a similar measure we have used in this study) on wages and employment among low wage construction workers in India.

Binoj Joseph, Josephin Jodey (2009), studies in the article points out that, the structure of welfare states rests on a social security fabric. Government, employers, trade unions have done a lot to promote the betterment of workers conditions. According to *Sadodas Kumar Vijya* (2011) conducted the study on the working and living conditions of stone quarry workers. This study examined the hiring practices, compensations the role of government and trade unions in this sector. In this regard not much help was provided by the government and legal framework of the country. It was a social survey research which used the random sampling method. The findings revealed that there was no clear employment relationship with either employer or contractor and workers always remain uncovered by any labor legislation which regulates the term and conditions of employment or social security scheme. Hence the requirement implementation of a comprehensive law becomes imperative to provide a better standard of living and to regulate their working conditions.

No End in Sight to *Contract Labor Debate*, by *Maitreyee Handique* (Mon. 3, August 2009) At Indian labor conference, employers pointed out that in order to remain competitive firms must be allowed greater flexibility to outsource workers. Employers also said that in changing environment of business a separation of core and non-core activities is not possible and pointed out that China's contract law does not make such distinction. In Bharat Aluminum Co. Ltd. (a public sector unit), contract labour has increased from 1500 to 15000 and regular employment decreased from 7000 to 5400. However, the wages of contract labour were Rs.

3000/- to Rs. 5000/- p.m. and regular workers Rs. 12000/- to Rs. 19000/- p.m. Contract workers are also often deprived of benefits such as medical facilities.

Giese, KarstenThiel, Alena (Jul2015) tells the qualitative study analyzes Chinese-Ghanaian employment in trade as an example of South-South cross-cultural **labor** relations. Based on ethnographic fieldwork, employment practices and **labor** conflicts are discussed with regard to psychological **contract** and equity. The analysis is guided by a process model of psychological **contract** that has been adjusted and extended in consideration of the dimensions of foreignness and cross-cultural communication. After briefly introducing the situation in Ghana we elaborate that under conditions of foreignness, employment relations are conflict prone because of contradictory equity expectations of employers and employees. We discuss how Ghanaian employees perceiving their psychological **contract** as violated attempt to restore equity by means of voice, silence, retreat or destruction and often fail due to lack of mutual cultural understanding between employers and employees. We conclude that exit in contrast to expectations is a viable option for employers rather than employees, but most employment relations, though defective, are perpetuated.

Reimann, mareike (2017) says This study investigated how the interplay of organizational and individual factors affects employees' perceptions of psychological **contract** breach (PCB). Applying a multilevel approach, the study explored differences between and within organizations to assess the relative contributions of single factors as well as the interplay of organizational and individual factors in the emergence of PCB. Multilevel regression models were based on a sample of 94 organizations and 4,949 employees from a linked employer-employee study (LEEP-B3) representative of large organizations in Germany. The results showed little empirical evidence that organizational factors alone, such as organizational structure and human resource practices, contributed to employees' perceptions of PCB, whereas individual factors were extremely important contributors. Although determinants such as overtime, physical strain, and feelings of job insecurity predicted increased PCB, participation in advanced training or supportive relationships with direct supervisors and colleagues predicted decreased PCB. Regarding the interplay of organizational and individual factors the results indicated that factors from both levels add up to even more disadvantageous situations for employees' psychological **contracts** (e.g., high competitive pressure and no advanced training), to even advantageous situations, or they might balance each other out (e.g., written agreements and supervisory responsibilities).

Gheorghie, Monica (2016) says this study aims to analyze the legal texts of the **Labour** Code which refers to the elements / clauses in individual employment **contract** and clarifying those that have been essential. Rules of the **Labour** Code which refer to the contents of the individual employment **contract** are not consistent. Also Order no. 64/2003 sets out the mandatory elements that must be included in the individual employment contract, showing that through negotiation between the parties, the **contract** may include specific clauses under the law. The analysis is done in the light of the provisions of art. 1179 and art. 1185 of the Civil Code, as in common law. At the end of the study, we conclude that certain provisions were essential character to the conclusion of any individual employment **contract**, others result of the negotiation, have essential character only to the contracting parties, while certain clauses are essential for certain types of individual employment **contracts** . Finally, it is assessed and the consequences of lack of essential clauses and establish its content contrary to legal norms.

Aguirregabiria, victor, alonso-borrego, cesar (2014) says this paper evaluates the effects of a **labour** market reform in Spain that removed restrictions on fixed-term or temporary **contracts**. Our empirical results are based on longitudinal firm-level data that cover observations before and after the reform. We posit and estimate a dynamic **labour** demand model with indefinite and fixed-term **labour contracts**, and a general structure of **labour** adjustment costs. Experiments using the estimated model show important positive effects of the reform on total employment (i.e., a 3.5% increase) and job turnover. There is a strong substitution of permanent by temporary workers (i.e., a 10% decline in permanent employment). The effects on **labour** productivity and the value of firms are very small. In contrast, a counterfactual reform that halved all firing costs would produce the same employment increase as the actual reform, but much larger improvements in productivity and in the value of firms.

Flynn, Sean Masaki, Donnelly, Michael (2012) Proposes that the degree to which **labor contracts** are complete may be a major driving force behind the propensity of employees to unionize. We find behavior consistent with this hypothesis in an experimental production game in which subjects are assigned to playing either employers or employees. The rate at which employees opt for a proxy for unionization more than triples when the **labor**-contracting regime under which they are working shifts from incomplete to complete **labor contracts**. Complete **labor contracts** drive out positive reciprocity, anger workers, and increase their desire to unionize.

IV. Objectives Of The Study

- To study the Streamlining Procedures of Contract Labour in Ashok Leyland
- To analyze the existing system available.

- To know the different contract system being followed within the company
- To find out the gaps and procedures among various consultancies.

V. Process Of Streamling The Procedure

The existing procedure followed at HLF (hindhujaleyland finance)

The contract employees of HLF are working in functional departments such as sales and after market in Marketing department. There are certain procedures followed by the HR of HLF from the entry to exit of contract employees. At the entry level the first stage that comes in this procedure is recruitment approval. The recruitment requisition is given from the zone or region where there is a need of manpower. The approval is given by President, Vice President and Zonal manager. Once when the approval is given it is forwarded to the HR of HLF to get the required manpower. They get the candidates through References, Campus, Newspaper and sometimes even through job portals. Few candidates profile are considered and these profiles are screened. The most suitable profiles are taken into account and called for interview.

Interview process takes place at two stages. One is face to face interview and the other is telephonic interview. First the face to face interview is conducted at the Regional office or Zonal office where the candidates are again screened. Then the selected candidates have telephonic interview by the HR from Head Office. The candidates are purely selected on merit based on the marks they secure. There is an interview evaluation system that is being followed and by which the candidates are been evaluated. Then the selected candidates are asked to send the photocopies of their mark-sheet to the HR at the Head Office. If the candidate is fresher his salary is fixed as per the job title or job position, when the candidate is experienced they get an increase of 10% - 15% of the past CTC. Both fresher and experienced is given a maximum period of one month time to join from the date offer letter is issued.

When the contract employees join the organization they become the part of the organization. The attendance, leave, claims, salary and performance appraisal is applicable even for them. To process of salary, leave and claims management are important. There are certain policies that are being followed for leave and claims. The attendance is maintained by the reporting manager and then it is sent by the reporting manager to the HR of HLF. An employee is allowed to take leave for two days in every month and the leave that is not taken during month will be carried forward to the next month. But the leave is not carried forwarded to the next year. (ie) 24 days per year is fixed. Eg: If 24 days of 2017 are not used it cannot be carried over to 2018.

Once the leave is updated the salary is processed and it is credited first of every month to all the employees under HLF. Along with salary the claims are also gained by the employees. The money spent by the employees for organization use can be claimed by the employees with proof. The money spent will be reimbursed by the organization. Every employee under HLF gets yearly increment and the increment is given in the month of July but it is done based on performance appraisal. Performance Appraisal is also done for contract employees and it is maintained by HLF. There is a separate format that is being followed for different cadre of employees for performance appraisal. Based on the rating some amount will be credited to the employees along with the salary as increment.

Rating scale

RATINGS	% ON THE CTC
1	-
2	-
3	5%
4	7.5%
5	9%

When the employee gains 1 or 2 rating they are not eligible for appraisal and there are chances for termination of the employee at times the employee may be given training to improve is performance. Training is given to all fresher's for three months. The contract period of contact employees is eleven months. Once the contract is over the contract employees are terminated or if their performance is good their contract is extended. When the employee wants to resign he/she has to give prior notice of one month. At some cases immediate resignation is also accepted.

The existing procedure followed at krysalis

The contract employees of Krysalis are working in SALES, AFTER MARKET, LCV. Even though the same consultancy provides contract employees there are different procedures that are being followed for different functional departments under marketing department.

Sales

This is one of the functional departments that come under marketing department. The existing procedure that is being followed in this functional department is explained below. The first stage of the existing procedure is recruitment approval. When there is need or vacancy of manpower at a zone or region the recruitment request is raised and it has to be approved by Zonal/Regional manager. When the approval is given the detailed job description is sent to the consultancy for the next stage. The profiles are short listed based on the job description and most suitable profiles are sent from the consultancies to Ashok Leyland. Then the short listed candidates are called for face to face interview which will be conducted at the regional office. At the time of interview an evaluation sheet is maintained to analyse the performance at the time of interview. Based on the performance of the candidate the job is offered for the candidate with 10% fixed hike in his/her past salary for experienced and fixed salary for fresher's based on the job title. Maximum one month time is given for the candidates to join the organization. But before they join the Xerox copies of the documents has to be collected and verified by Krysalis. Once the candidates have joined salary should be processed from the day he/she join the organization. To process the salary, attendance and leave has to be managed. Attendance has to be sent by the reporting manager to the Krysalis office where the payroll is processed.

An employee is allowed to take leave for two days every month and the leave that is not taken this month will be carried forward to the next month. But the leaves are not carried forward to the next year. Once all these leaves are updated the salary is processed and it is credited fifth of every month to all employees under sales of KRYSALIS. Along with salary with the salary claims are also gained by the employees. The money spent by the employees for office use can be claimed by the employees with proof. The money spent will be repaid by the organization. Every employee who are from Krysalis and works under sales gets yearly increments based on the performance.

- If an employee joins by January 2017 he/ she will get their increment by January 2018.
- If an employee joins by December 2016 he/she will get their increment by December 2017.

To calculate the performance of the employees they follow certain criteria such as

- Performance
- Attitude
- General conduct
- Customer satisfaction

And also have different ratings and amount that is to be paid based on rating.

RATINGS	% ON THE CTC	
	TECHNICAL	NON TECHNICAL
2	-	
3	750	500
4	1500	1000
5	2000	1500

No training or induction program is conducted for the employees in this functional department. The contract period of contract employees is eleven months. Once the contract is over the employees are terminated or if their performance is good then their contract is extended. When the employee wants to resign he/she has to give prior notice of one month. At some cases immediate resignation is also accepted.

After market

This is one of the functional departments that come under marketing department. The existing procedure that is being followed in this functional department is explained below. The first stage of the existing procedure is recruitment approval. When there is need or vacancy of manpower at a zone or region the recruitment request is raised and it has to be approved by VICE PRESIDENT PARTS. When the approval is given the detailed job description is sent to the consultancy for the next stage. The profiles are short listed based on the job description and most suitable profiles are sent from the consultancies to Ashok Leyland. Then the short listed candidates are called for face to face interview which will be conducted at the regional office. At the time of interview an evaluation sheet is maintained to analyse the performance at the time of interview.

Based on the performance of the candidate the job is offered for the candidate with 8% - 15% fixed hike in his/her past salary for experienced and fixed salary for fresher's based on the job title. Maximum one month time is given for the candidates to join the organization. But before they join the Xerox copies of the documents has to be collected and verified by Krysalis. Once the candidates have joined salary should be processed from the day he/she join the organization. To process the salary, attendance and leave has to be managed. Attendance has to be sent by the reporting manager to the Krysalis office where the payroll is processed.

An employee is allowed to take leave for two days every month and the leave that is not taken this month will be carried forward to the next month. But the leaves are not carried forward to the next year. (ie) 24 days per year is fixed. Eg: if 24 days of 2017 are not used it cannot be carried over to 2018. Once all these leaves are updated the salary is processed and it is credited Third of every month to all employees under AFTER MARKET of KRYSALIS. Along with the salary the claims are also gained by the employees. The money spent by the employees for office use can be claimed by the employees with proof. The money spent will be re-paid by the organization.

Every employee who are from Krysalis and works under sales gets yearly increments based on the performance and the increments are given every June and it is done based on performance appraisal. Performance Appraisal is also done for contract employees by the reporting managers and it is maintained by KRYSALIS. There is a separate format that is being followed for different cadre of employees for performance appraisal.

Based on the rating some amount will be credited to the employees along with the salary as increments.

To calculate the performance of the employees they follow certain criteria such as

- Performance
- Attitude
- General conduct
- Customer satisfaction

And also have different ratings and amount that is to be paid based on rating.

RATINGS	% OF INCREMENT ON CTC
2	3%
3	8%
4	10%
5	11%

No training or induction program is conducted for five days for the newly joining employees in this functional department. The contract period of contract employees is eleven months. Once the contract is over the employees are terminated or if their performance is good their contract is extended. When the employee wants to resign he/she has to give prior notice of one month. At some cases immediate resignation is also accepted.

Service and networks

This is one of the functional departments that come under marketing department. The existing procedure that is being followed in this functional department is explained below. The first stage of the existing procedure is recruitment approval. When there is need or vacancy of manpower at a zone or region the recruitment request is raised and it has to be approved by Vice President Service/Network.

When the approval is given the detailed job description is sent to the consultancy for the next stage. The profiles are short listed based on the job description and most suitable profiles are sent from the consultancies to Ashok Leyland. Then the short listed candidates are called for face to face interview which will be conducted at the regional office. At the time of interview an evaluation sheet is maintained to analyse the performance at the time of interview. Based on the performance of the candidate the job is offered for the candidate with 8% - 15% fixed hike in his/her past salary for experienced and fixed salary for fresher's based on the job title. Maximum one month time is given for the candidates to join the organization. But before they join the Xerox copies of the documents has to be collected and verified by Krysalis. Once the candidates have joined salary should be processed from the day he/she join the organization. To process the salary attendance and leave has to be managed. Attendance has to be sent by the reporting manager to the Krysalis office where the payroll is processed. An employee is allowed to take leave for two days every month and the leave that is not taken this month will be carried forward to the next month. But the leave is not carried forward to the next year. (ie) 24 days per year is fixed. Eg: if 24 days of 2017 are not used it cannot be carried over to 2018.

Once all these leave are updated the salary is processed and it is credited on the Third of every month to all the employees under SERVICE/NETWORK of KRYSALIS. Along with the salary the claims are also gained by the employees. The money spent by the employees for office use can be claimed by the employees with proof. The money spent will be re-paid by the organization. Every employee who are from Krysalis and works under sales gets yearly increments based on the performance and the increments are given every July/ November and it is done based on performance appraisal. Performance Appraisal is also done for the contract employees by the reporting managers and it is maintained by KRYSALIS. There is a separate format that is being followed for different cadre of employees for performance appraisal. Based on the rating some amount will be credited to the employees along with the salary as increments.

To calculate the performance of the employees they follow certain criteria such as

- Performance
- Attitude
- General conduct
- Customer satisfaction

And also have different ratings and amount that is to be paid based on rating.

RATINGS	% OF INCREMENT ON CTC
2	3%
3	8%
4	10%
5	11%

No training or induction program is conducted for five days for the newly joining employees in this functional department. The contract period of contract employees is eleven months. Once is contract is over the employees are terminated or if their performance is good their contract is extended. When the employee wants to resign he/she has to give prior notice of one month. At some cases immediate resignation is also accepted.

Light commercial vehicle (lcv)

This is one of the functional departments that come under marketing department. The existing procedure that is being followed in this functional department is explained below. The first stage of the existing procedure is recruitment approval. When there is need or vacancy of manpower at a zone or region the recruitment request is raised and it has to be approved by Functional head. When the approval is given the detailed job description is sent to the consultancy for the next stage. The profile is short listed based on the job description and most suitable profile are sent from the consultancies to Ashok Leyland. Then the short listed candidates are called for face to face interview which will be conducted at the regional office. At the time of interview an evaluation sheet is maintained to analyse the performance at the time of interview. Based on the performance of the candidate the job is offered for the candidate upto 25% fixed hike in his/her past salary for experienced and fixed salary for fresher's based on the job title.

Maximum three months' time is given for the candidates to join the organization. But before they join the Xerox copies of the documents has to be collected and verified by Krysalis. Once the candidates have joined salary should be processed from the day he/she join the organization. To process the salary, attendance and leave has to be managed. Attendance has to be sent by the reporting manager to the Krysalis office where the payroll is processed.

An employee is allowed to take leave for two days every month and the leave that is not taken this month will be carried forward to the next month. But the leave is not carried forward to the next year. Once all these leave are updated the salary is processed and it is credited in the last week of the previous month to all the employees under LCV of KRYSALIS. Along with the salary the claims are also gained by the employees. The money spent by the employees for office use can be claimed by the employees with proof. The money spent will be re-paid by the organization.

Every employee who are from Krysalis and works under sales gets yearly increments based on the performance and the increments are given every January/ June.

- If an employee joins by January 2017 he/ she will get their increment by June 2017 on pro-rated basis.
- If an employee joins by July 2016 he/she will get their increment by January 2017 on pro-rated basis.

To calculate the performance of the employees they follow certain criteria such as

- Performance
- Attitude
- General conduct
- Customer satisfaction

And also have different ratings and amount that is to be paid based on rating.

RATINGS	% ON THE CTC	
	TECHNICAL	NON TECHNICAL
2	-	
3	750	500
4	1500	1000
5	2000	1500

No training or induction program is conducted for ten days for the new joining employees in this functional department.

The contract period of contract employees is eleven months. Once is contract is over the employees are terminated or if their performance is good their contract is extended. When the employee wants to resign he/she has to give prior notice of one month. At some cases immediate resignation is also accepted.

Model Developed For The Streamlined Procedure To Be Followed

Recruitment Approval:

Hindhujaleyland Finance:

SALES / AFTER MARKET: President / VP / Zonal Manager

Krysalis:

Sales: Regional / Zonal Manager

After Market: Parts: VP Parts;

Service: Zonal Manager;

N/W: VP

LCV: Functional Head

Recruitment procedure:

Detailed **JOB DESCRIPTION** should be given from the recruitment required area to the consultancy (HLF or Krysalis).

Selection procedure:

- SKILL TEST based on JOB DESCRIPTION / TITLE
- TELEPHONIC or FACE TO FACE (with odd number member in panel)
- At The Time of Interview, Evaluation Sheet has to be maintained (unified format)
- Document collection and verification can be made by regional managers and then sent to respective consultancies.
- CTC can be decided from the range 8% - 15% of the past gross or CTC for experienced and for fresher's salary can be decided based on Job Title and description.
- Maximum Time given to join is 1 month.

SALARY:

• **Attendance:**

- Sent by the REPORTING MANAGERS to the respective consultancies.

• **Leave:**

- Per year 24 days (ie) Per month 2 days can be carried over to next month not to next year.
- If more c/o are available make it compulsory (as it expires after a month) or else give the employees their per day salary for their c/o available.
- Leave not take not be rewarded.

• **Salary:**

- DATE: Before 5th of every month

• **Travel policy:**

- Travel Policy should be unified among all the consultancies.

• **INCREMENTS:**

- Along with MAY month salary.

• **TRAINING:**

- INDUCTION – Five days compulsory @regional office

PERFORMANCE APPRAISAL CRITERIA & RATING:

- Performance appraisal criteria & rating should be unified among all the consultancies.

EXIT PROCEDURE:

- Eleven month once contract is renewed else terminated based on the performance when period is over
- One Month notice period / Immediate resignation is also accepted
- Feedback / Exit form can be received from them

VI. Conclusion

Today, we need a shift from the traditional concept of hiring that treats all job vacancies equally to one that prioritizes each vacancy depending on criticality. A perfect balance of employees and work needs to be maintained in a company. In addition, a job recruiter needs to ensure that only the most skillful and competent people should be selected for the jobs.

The study was done to streamline the procedures of contract employees. First the existing procedure was studied and then with lot of discussions with the personnels and employee the procedure was streamlined.

The streamlined procedure will help the organization to maintain a good standard and avoid confusions. This procedure may help to enhance productivity, boost employee morale and better understanding among employees and make the company a very successful one.

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