**CHAPTER – 1**

**INTRODUCTION**

This project is about the HR Policies in TECHNORAFT 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.

The BPO industries have a huge attrition rate or employee tur over which in turn not only impact the company’s specific process. But as whole which might decelerate the company’s performance in the galloping business scenario with respect to the competitors. To be more specific in a BPO industry the approach is more casual. When an employee makes an exit from an organisation he exits with the experience and job knowledge from the company. When he gets an entry into new concern, he tries to capitalize what he has learnt from his previous concern. It has become a huge challenge for the HR’S to retain knowledge worker in BPO industry.

The HR department with the help of HR analytics can gain an insight into the companies human resource. The HR analytics services as a useful tool for the HR department on whom to recruit i.e the right person for right job. Every organisation needs policies to ensure consistency in the action and equity and in its relations with employees .HR policies are also defined as that body of principles and rules of conducts which govern the enterprise in its relationship with employees. " There’s no denying what the value of Business Process Outsourcing (BPO) can do for business. But what’s as important as making the decision to use BPO is choosing which partner to collaborate with.

Accenture offers clients a value-driven approach to BPO, which means that we provide services well beyond lowering costs. We inject innovative, market-shaping industry insights that elevate our clients’ performance decision to use BPO is choosing which partner to collaborate with. Accenture offers clients a value-driven approach to BPO, which means that we provide services well beyond lowering There’s no denying what the value of Business Process Outsourcing (BPO) can do for business. But what’s as i costs.

We inject innovative, market-shaping industry insights that elevate our clients’ performance. The main aim and purpose of HRM is to increase employees’ contributions in order to attain optimal productivity and effectiveness, while simultaneously accomplish individual objectives (such as having a challenging job and attaining recognition), and societal objectives (such as legal compliance and demonstrating social responsibility).

Human beings are social beings and hardly ever live and work in separately. We always take plan, action, develop and manage our relations both consciously and unconsciously in work environment. The relations are the end result of our actions and depend to a great extent area upon our ability to direct our actions. The HR managers carry ahead this learning and understanding process of HR policies and managing relations at our workplace.

The whole concept of Human Resource Management revolves around this core matter of managing relations at workplace. Conceptual Framework of HR Policy Implementation That predicted future is today’s reality. Most managers in public- and private sector firms of all sizes would accept the fact that people truly are the organization’s most important asset. Having competitive staff on the payroll does not guarantee that a firm’s human resources will be a source of competitive advantage

**1.1 Objectives of the Study:**

1. To study the HR Policies of the company.
2. To study the amendments made in the HR Policies of Technoraft 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”.

**1.2 Need of the Study:**

The research is about HR policies and its implementation it is something that is more vital for any organization when there is policy being followed the whole policy structure it promotes unity action and stop duplication.

* This study deals with the human resource policies of an organization is considered the valuable and competitive advantage over its competitor because of its commitment to towards organization; it is used as a strategic weapon by the organization to widen its market place.

**1.3 Scope of the Study:**

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

**1.4 Limitations of the Study:**

HR Policy Difficulty in recruiting and retaining skilled talent. As a HR Safety is one of the HR challenges in manufacturing industry that involves protecting workers from the physical dangers of processes and machines. If they implement proper working tools and machines and proper rubber mat in the floor then people will not accidentally cut themselves by improperly handling machines or tools.

* The problem faced while taking the survey is that language problem, unable to meet employees, time constraint for the employees because it is manufacturing company so they need to keep working continuously they dint have much time to spend on the survey as they were working on the machines.

**CHAPTER – 2**

**REVIEW OF LITERATURE**

**INTRODUCTION**

Since mid 1980’s Human Resource Management has acquired obtaining in both academic and commercial circle. HRM is a multidisciplinary organizational function that make theories and ideas from various fields such as management, psychology, sociology and economics. There is no best way to direct people and no manager has formulated how people can be directed effectively, because people are complex beings with complex needs.

Effective HRM controlled by very much on the causes and states that an organizational setting would provide. Some Organization has three basic components, People, Purpose, and Structure. Human resource policy is the study of activities regarding people working in an organization. It is a managerial function that attempts to be equal to an organization’s needs to the skills and abilities of its employees. Human resources management (HRM) is a management purpose concerned with hiring, motivating and maintaining people in an organization. It aims to focus on people in organizations.

Human resource management is designing management systems to develop that human technique is used effectively and efficiently to achieve organizational goals. Human resource management is the employees function which is concerned with procurement, development, compensation, integration and maintenance of the employee of an organization for the motive of contributing towards the accomplishments of the organization’s objectives and goals. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions Generally HRM refers to the managing of people in organizations.

It consists of the activities regarding HR policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate number and skill mix of employees to achieve the organization’s objectives and main goals. The main aim and purpose of HRM is to increase employees contributions in order to attain optimal productivity and effectiveness, while simultaneously accomplish individual objectives (such as having a challenging job and attaining recognition), and societal objectives (such as legal compliance and demonstrating social responsibility).

Human beings are social beings and hardly ever live and work in separately. We always take plan, action, develop and manage our relations both consciously and unconsciously in work environment. The relations are the end result of our actions and depend to a great extent area upon our ability to direct our actions. The HR managers carry ahead this learning and understanding process of HR policies and managing relations at our workplace. The whole concept of Human Resource Management revolves around this core matter of managing relations at work place.

**A. Implementing part-time leadership as instrument for sustainable HR management.** Int J Corporate Soc Responsibility 5, 9 (2020)]

This paper discusses the suitableness of part-time leadership as instrument for a sustainable Human Resources Management (HRM) policy. The thought of parttime leadership is introduced and mentioned supported a meta-analysis of existing studies and latest analysis that has been dead on‚ at typical working time arrangements in leadership positions. B. The article discusses the intersection of part-time leadership with the 3 subject areas (economic, social and ecological) of the Triple-Bottom Line and tries to indicate additional specifically however part-time leadership models will serve the fulfilment of elite property Development Goals (SDGs). The purpose of the paper is to aim to explore the effect of HR policies and procedures on job satisfaction of port trusts employees.

Therefore, the competitiveness of any organization dependent on the HR policies and practices that affect the work satisfaction of employee. The Effect of High-Performance HR Practices on Employees’ Job Satisfaction, analyzed the potential impacts of high performance HR practices on employees’ job. C. Mir Mohammed Nurul Absar (2010) in their study, The study found that HR practices have significant association with job satisfaction. it had been (also found that human resource planning and training and development have positive impact on job satisfaction. D. The study suggested that the authorities of selected industrial enterprises are required to specialise in HR practices for getting fabulous employees’ job satisfaction. E. With expanding and increasing technology and globalization, many organizations, especially in developing countries, have problems keeping their employees motivated and satisfied.

Hence, it's vital to explore motivation and satisfaction to hunt out good solutions for human resource management, managers, policy makers, practitioners, etc. F. Simmons (2003) highlighted the need for balancing performance, accountability and equity in stakeholder relationships by pursuing socially responsible HR practice.

* Reducing Costs Consolidation benefits o Economies of scale: labor, management, infrastructure and technology o Rightsizing, organization and management de-layering Scale benefits from service provider’s ongoing investments in infrastructure, technology, organization and best practices shared across a portfolio of clients.
* Efficiency improvement through standardization, reengineering, automation
* Lower cost locations: Reduced labor and infrastructure costs Improving Service Quality and Customer Service
* Clearly defined service expectations (service level agreements)
* Granular performance and cost visibility (KPIs and performance reporting)
* Development of powerful service culture and systematic customer relationship management Improving Controls
* Move from fragmented operations to a consolidated setup enables implementation of a consistent, standardized controls environment
* Focus on process documentation and controls Better Supporting/Enabling Business Strategy
* Change at speed, through established infrastructure and change capability
* Focus retained finance on decision support/high value-added activities
* Enable transformation to a standard process/system business architecture
* Enable transformation from country based to regional or product business model
* Move from fixed cost structure to variable cost structure
* Improved consistency and transparency of management information
* Establishment of partnership with access to wider expertise and further service

**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.

**FORMULATING POLICIES**

There are five principal sources for determining the content and meaning of policies:

1. Past practice in the organization.
2. Prevailing practice in rival companies.
3. Attitudes and philosophy of founders of the company as also its directors and the top management.
4. Attitudes and philosophy of middle and lower management.
5. The knowledge and experience gained from handling countless personnel problems on day to day basis.

**BENEFITS OF HR POLICIES**

Organizations should have personnel policies as they ensure the following benefits:

1. 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.
2. Established policies ensure consistent treatment of all personnel throughout the organization. Favoritism and discrimination are, thereby, minimized.
3. 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 nay manager is finite. But the organization continues. Policies promote stability.
4. 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 upto the professional intentions.
5. 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.
6. 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.

**IMPLEMENTAITON OF HR POLICIES:**

Most of the HR policies are the results of deliberate and conscious formulation. Since a policy is a kind of standing plan, it should be formulated after taking into consideration different factors which have impact on the workability of the policy. A policy formulation for managing human resources in an organization proceeds through a sequence of activities.

Formulation of HR policies considers a number of factors- organizational philosophy, HR philosophy, external factors, and internal factors. When all these factors are taken into consideration, there may be a number of policy alternatives in relation to a particular matter, for example, recruitment, development, compensation, etc. That alternative is chosen which matches with the maximum number of factors.

After the choice, a policy is put into action and its results are known. If the policy is workable, it is adopted as a long-term measure. However, each policy should be reviewed periodically to incorporate necessary changes because of changes in any of the factors influencing HR policies. Let us discuss this process.

**1. Organizational and HR Philosophy:**

Organizational philosophy is based on the philosophy of those who create and manage an organization. Philosophy is the set of beliefs and assumptions about how things happen and how they should happen. HR philosophy is derived out of organizational philosophy which reflects the approach that would be adopted in managing human resources in the organization.

**2. External Factors:**

HR polices are formulated not in vacuum but take into consideration various external factors on which the organization does not have control. These external factors are government’s policy towards management of people in the form of various relevant laws, guidelines, and other specifications; nature of competition for human resources, socio- cultural attitudes towards work, productivity of human resources, and image of the organization in the human resource market.

**3. Internal Factors:**

Besides the external factors, there are various internal factors in the organization which influence the applicability of a particular HR policy. These factors are the nature of work in the organization — a computer software company may not have the same HR policies as a manufacturing organization with low-level technology, sudden change in the organization like large-scale diversification or contraction of business activities, pressures from trade unions, etc.

**4. Policy Alternatives:**

When these factors are taken into consideration, various policy options may emerge on a particular issue. For example, when a vacancy arises at a middle management, the issues that emerge are- whether the position should be filled-up by promotion of internal person or it should be filled-up by appointing a new manager.

If the policy states that the position should be filled-up by internal promotion, another issue arises whether the promotion should be made on the basis of merit or seniority and defining the yardsticks for measuring merit or seniority. Similar such issues arise on other matters too.

**5. Policy Choice:**

The identification of various policy alternatives leads to the level where managers can consider some alternatives seriously and choose one of these which is most acceptable in the light of various factors which influence the workability of HR policies. The chosen policy is not necessarily the best one but it is best one in a given situation. That is why it is referred to as the most acceptable one.

**6. Policy in Action:**

When a particular policy is chosen, it is put in action for the guidelines to managers concerned and results are obtained. If the results are in accordance with the objectives of the policy, the policy is workable. However, if the results do not match with the objectives, the same process of policy formulation proceeds with new information inputs regarding all those factors which influence applicability of HR policies.

**7. Review:**

HR policies are formulated in the light of given situation. However, the situational variables are not static but they are dynamic and change with the time. Therefore, in order to integrate these changes, there should be periodic review of HR policies in the light of these factors and suitable changes must be incorporated.

For example, when Madura Garments, a division of Madura Coats, was taken over by Kumarmangalam Birla Group, many managerial personnel left the division which created a managerial vacuum and employee morale turned to be quite low.

In order to rebuild the division, many actions were taken in which change in compensation was one of these and there was a hefty salary hike of 50-60 per cent of all employees.

Because of changed situations, Hindustan Unilever, once the choice employer of managerial talents, has incorporated many changes in its HR policies to attract and retain managerial talents such as provision of 2-3 months training abroad for all new recruits in management cadre, direct entry of experienced managerial talents at the middle management level, offering of stock option scheme, and special emphasis on recruiting woman employees.

**Benefits and Limitation**

**Benefits of HR Policies:**

**Policies help in achieving the following benefits:**

* 1. Facilitates decision-making. Policy helps managers at various levels to act with confidence without the need of consulting the superiors every time. It gives them alternatives to choose from.
  2. Promptness of action- When situations arise that call for decisions, policy will ensure prompt action within the overall framework of the objectives of the organisation.
  3. Consistency of action- Effective policies ensure uniform and consistent treatment of all employees throughout the organisation. Sound personnel policies are, therefore, an essential base for sound personnel practices. Policies provide the base for management by principle as contrasted with management by expediency.
  4. Continuity and stability- Written policies are a means of transmitting the company’s heritage from one generation of executives to another. There would be stability in decision making in the organisation even if some key executives retire or leave the organisation.
  5. Better control- Policy provides a rational and continuous system of achieving results which facilitates better control.
  6. Eliminates personal hunch and bias- Clearly laid down policy liberates decision-maker from his personal bias and self-interest.
  7. Welfare of people- By removing momentary and hasty decisions, policy ensures long-term welfare of people involved in the organisational activities.
  8. Confidence in employees- Policy makes the employees aware of where they stand in relation to the organisation. This will create confidence in them.

**Limitations of HR Policies:**

**HR policies may suffer from some limitations which are as follows:**

1. Policies are repeatedly used plans. They bring about rigidity in operations as they leave no room for initiative by the subordinates.
2. Policies may not cover all the problems. Sometimes, unforeseen situations arise which are not covered by the existing policies.
3. Policies are no substitute for human judgement. Policies only delimit the areas within which decisions are to be made.
4. Policies may not be ever-lasting as they lose their utility with the changes in the internal and external environment of the business.

**EFFECTIVE MAKING OF HR POLICIES:**

For making the HR policies more effective, it is necessary that they are established in accordance with good standards. They should be reviewed from time to time. There should be a set of standards to check the effectiveness of a particular HR policy.

Michael J. Jucius has suggested some guidelines to check whether a policy will be effective or not.

According to him, the checks or guide­lines may be whether the policy is based upon a careful analysis of the objectives and ideals of the com­pany; whether it is definite, unambiguous, complete and accurately stated; whether it is reasonably stable and not subject to change because of temporary changes in existing conditions; whether it has sufficient flexibility to handle normal variations in changed conditions; whether it is related to policies of other sections of the company so that proper balance of complementary policies is established; and whether it is known and understood by all who must work with it or are affected by it. In case the answers are in affirmative, it means the policy would be good and vice versa.

HR policies must match employee expectations. Policies aiming to cultivate inclusion must match up with the daily reality of employees.

Through its new research report, ‘The Day-to-day Experiences of Workplace Inclusion and Exclusion’, Catalyst, a USA-based non-profit organisation that promotes inclusive workplaces for women, discov­ered three critical lessons about employee experiences –

1. Inclusion and exclusion happen at the same time for many employees,
2. Inclusion is really difficult to grasp and define and
3. Exclusion is powerful and easy to recall.

Through its cross-regional study, the report captures the voices of employees across 42 organisations in 5 countries—Canada, China, India, Mexico and the USA—to better understand their everyday interaction. The three critical lessons Catalyst discovered often create a dilemma for many leaders because they must both create inclusive cultures while rooting out exclusionary behaviours.

HR policies should also be periodically reviewed. This will help determining which HR policy needs to be dropped or changed or whether there is a necessity of having an additional policy.

For this, Michael J. Jucius has suggested a variety of appraisal methods such as all policies should be subject to some, if not extended, evaluation annually; some policies should be reviewed at specific times such as when collective bargaining agreements must be renegotiated; policies of each department may be reviewed when budgetary requests are made; spot or overall appraisal of policies may be made by out­side consultants (this could be done after trouble develops, but preferably, it should be a constructive preventive measure); policies should be subject to review when the desirability is indicated by employee suggestions, employee grievances or unsatisfactory reports on employee performance or behaviour; and policies should be subjected to review whenever a company plans a major expansion or contraction, a change to a new location or a change of methods.

**CHAPTER – 3**

**3.1 INDUSTRY PROFILE**

Business process outsourcing (BPO) is a type of outsourcing wherein a third-party service provider is employed to carry out one or more business functions in a company. The third party is responsible for carrying out all operations related to the business function.



BPO is also known as subcontracting or externalization. It was originally used in the manufacturing industry but is now used for numerous business processes.

**Summary**

* Business process outsourcing (BPO) is a type of outsourcing wherein a third-party service provider is employed to carry out one or more business functions in a company.
* Organizations contract with BPO vendors for back office and front office operations.
* BPO offers several benefits, such as lower costs, global expansion, and higher efficiency, while some of the drawbacks include security issues, hidden costs, and overdependence.

**What is BPO Used For?**

Organizations contract with BPO vendors for two main areas:

1. **Back office operations**: They include payment processing, information technology services, quality assurance, etc.
2. **Front office operations**: They include [marketing](https://corporatefinanceinstitute.com/resources/knowledge/other/marketing/), sales, customer relations, and grievance redressal.

In many cases, organizations outsource one or more functions. For example, instead of outsourcing all HR functions, the company will outsource just the [payroll](https://corporatefinanceinstitute.com/resources/knowledge/accounting/payroll-accounting/) processes.

Over the years, the BPO industry’s expanded considerably and offers a wide range of services and functions to organizations.

**Types of BPO**

BPO companies can be divided into several types based on their location:

* **Onshore outsourcing**: When an organization hires a service provider that is located in the same country. It is also called domestic outsourcing.
* **Nearshore outsourcing**: When an organization hires a service provider in a neighboring country.
* **Offshore outsourcing**: When an organization hires a service provider in a different country. It is also called offshoring.

**Making the BPO Decision**

Transferring in-house work to a BPO company requires change management as it impacts employees, workflow practices, and [business operations](https://corporatefinanceinstitute.com/resources/knowledge/strategy/business-operations/) as a whole. The outsourcing decision-making process involves the following:

1. Company executives arrive at the decision to outsource a business process or a part of it.
2. They weigh the pros and cons of the decision and decide whether it makes strategic sense to the organization.
3. They identify the best BPO for the work and shift the work from in-house to the external services provider.

**Benefits of BPO**

**1. Lower costs**

One of the main reasons organizations outsource is cost reduction. Instead of buying IT equipment and hiring more employees to do different tasks, they can outsource the tasks to a service provider, reducing or even eliminating [overhead costs](https://corporatefinanceinstitute.com/resources/knowledge/accounting/overheads/).

**2. Higher efficiency**

BPO companies are experienced in different fields and perform at the highest level. They also adopt best practices and use the latest technology. It naturally results in higher efficiency and greater productivity.

**3. Focus on core business functions**

Many companies, usually start-ups, encounter a difficult time with ancillary business activities. Transferring non-core processes to a BPO company gives the organization more time to focus on its main business activities.

**4. Global expansion**

If an organization decides to enter an overseas market, some activities that require local market knowledge, national law expertise, or fluency in a foreign language can be assigned to a BPO company. It helps in boosting efficiency and quicker expansion.

**Drawbacks of BPO**

**1. Security issues**

There is the possibility of a security breach while working with a BPO company as sensitive data needs to be shared and processed.

**2. Overdependence on the BPO company**

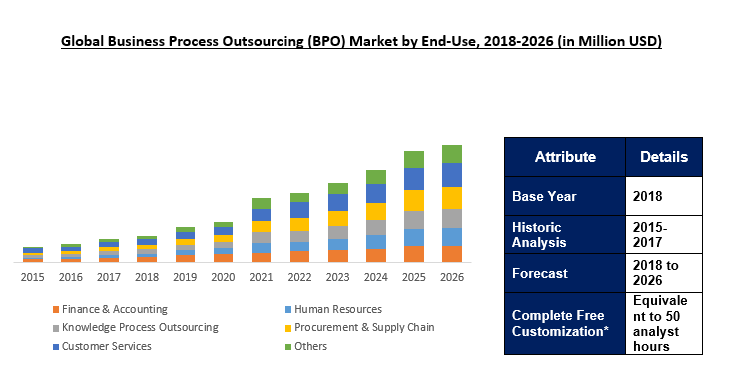
When work is outsourced to a BPO company for a long period, an organization can become accustomed to the way they work and tend to get overdependent on them. It leads to the organization paying higher than the usual costs if demanded.

**3. Communication problems**

When working with an offshore BPO company, the [language barrier](https://www.businesstopia.net/communication/language-barriers) may turn out to be a hindrance to efficiency. Outsourcing work such as development or IT services, where a lot of people are involved, can lead to mistakes due to miscommunication. It can be extremely costly sometimes.

**4. Unforeseen or hidden costs**

As work is not always hard and fast, the organization may underestimate the quantity of work, and it can lead to costs that are higher than expected. Working with a BPO company can lead to legal expenses in case of a dispute or disagreement. Delay in delivery of work can also result in indirect costs.



**A business process outsourcing industry overview**

An overview is a bird’s eye view of a subject that someone is interested in. It seeks to provide a general understanding of the subject. In some ways it might be considered as superficial, but not everyone needs detailed information always. On many occasions, an overview is what is needed. It is, of course, accurate information. Superficial does not mean inaccurate. However, the information is perhaps aggregated to a level that is most suitable for the occasion.

As an example, if the US President looks for an overview of tourist arrivals during a period, the information he is provided might pertain to tourist arrivals from other countries to the USA. On the other hand, if the governor of Texas seeks an overview of tourist arrivals, he will perhaps be presented with information pertaining to tourist arrivals into Texas, with possibly a breakup between domestic and international tourists. So, the perspective of the seeker can change what the overview should cover.

An[industry overview](https://www.smartcapitalmind.com/what-is-an-industry-overview.htm) is a bird’s eye view of an industry, as simple as that.

And that applies to the business process outsourcing industry as well. A business process outsourcing industry overview is designed to provide to an interested party information about the industry that would advance his knowledge relevant to his specific perspective and how much detail he would like to go into.

And it does not have to be provided by someone. Often an interested party goes around collecting different pieces of the jigsaw from varied sources that together would constitute an industry overview and serve to satisfy his quest for the overview.

**What might an industry overview consist of?**

There is no defined list of what constitutes an industry overview. It is meant to convey an impression about the journey traversed by the industry, which means historical information, with a callout of significant events that may have impacted the trajectory, the milestones achieved along the way, and perhaps about people or organizations who played key roles. And, of course, since the requirement is always to enable a decision which pertains to the future, any guidance on the future trajectory is included.

The senior management of Workers, with over 20 years of hands-on experience in the industry, is well placed to look at industry and client overviews before signing up with a new client.

**Need for an industry overview**

In business, every action is deliberate and designed to advance the agenda of the organization the individual represents.

So is the quest for an industry overview. It is usually information that the seeker will use for the purpose of taking a decision for the future.

The most common need for an industry overview is perhaps for a decision to enter the industry being contemplated by a business house or by an entrepreneur.

The business house is flush with funds and is contemplating several industries to diversify into. They have created a shortlist through their own current understanding and perhaps feedback during discussions with people more closely involved. Before money is committed to a new project, they would like to be sure that there exists a reasonable opportunity for the investment to deliver returns. They might be interested in an overview of all the industries that have been shortlisted for a detailed analysis. A business process outsourcing industry overview will be needed if it is one of the shortlisted ones.

An entrepreneur seeking to create a business in the industry will also seek similar information.

Academic research also sometimes entails industry research, especially for students of business studies. Even academic studies will have a perspective for the research. It could be to understand the relative performance of two industries over a similar period of time, to understand what measures propel an industry faster.

A company may look for an industry overview to understand its own place in it.

A banker may seek an industry overview while considering a loan application from a company.

Investors in stocks might look for industry overviews.

The reasons can be many.

Workers looked at the overview of the business process outsourcing industry from many perspectives before they took the plunge just eight years back. They are already counted as one of the top three providers of data based BPO services in the world.

**Business process outsourcing industry overview**

In the following paragraphs, we will present an overview of the BPO industry.

**Introduction**

It is often difficult to comprehend what is meant by the BPO industry. What exactly does it do? It is perhaps easy to understand that a company makes shaving razors that people buy and use for shaving. It is perhaps easy to understand that you can get a haircut at a salon or barber shop.

Business process outsourcing is the engagement of external resources for doing work that is essential to be done for your company to survive and prosper. External resources could be in the form of an agency or company who then hires people for the work, or directly hiring freelancers and contractors who are not employees.

While outsourcing was common in the manufacturing sector, the rise of the services sector and the outsourcing of business processes of services industries has brought BPO to center stage in the last few decades. It has even been accused of stealing jobs away. However, a dispassionate look at business would tell us that engagement of suppliers, contractors, service providers has always been a core part of business. No business does everything by itself.

People remain a key resource for all providers. oWorkers excels in this with their ability to draw a steady stream of applicants looking for jobs. This enables selection of the most suitable candidates for client projects, through a rigorous selection process.

**Growth of the industry**

Historical trends and growth is an integral part of the business process outsourcing industry overview. While it pertains to the past, historical trends are often used to draw important conclusions about the future.

The first wave of outsourcing is understood to have happened in the wake of growing prosperity of the middle class and growing consumer franchises catering to them, as well as competition for business. Companies started locating non customer-facing activities away from expensive downtown locations in a bid to save cost of real estate as well as the more expensive resources in these locations.

As this practice became established and booked, competition kept increasing and corporate hunger for more continued. With air travel becoming more frequent, it became easier for documents and people to travel frequently and quickly, leading to the work moving on to the rural locations of the nation. For much the same reasons of inexpensive real estate and qualified resources at lower cost.

Along the way, companies specializing in business processing activities got formed and eventually became an integral part of the landscape.

The telecommunications revolution, and the internet, with the ability to communicate instantly from one digital device to another, opened the way for the next major expansion and growth. Now, work could be taken almost anywhere in the world. This opened access to vast numbers of qualified resources in countries like India and the Philippines which have continued to define much of the progress in the industry ever since.

But that is not the end game. Newer locations have emerged, from the East European nations to South America to Africa. In a free market one can never say what comes next.

Growth can sometimes be messy and uncontrolled. A partner like oWorkers, with its ability to provide extra resources on a whim, is worth its weight in gold. This saves clients the needless cost of maintaining ‘just in case’ resources.

**Major offerings**

What does it do?

This question was asked earlier. This section provides a response in greater detail by listing out some of the business processes that constitute the industry.

**Call Center work** – This was one of the first processes to be outsourced, as it ticked two important boxes; it was voluminous and sufficiently non-core. It continues to be a major part of the BPO work handled by vendors. Customer servicing, technical support and debt collection are some of the functions handled by call centers.

With multilingual support in over 20 languages, Workers can cater to most languages that clients work in.

[**Data Entry**](https://oworkers.com/) – Again, in its various shapes and forms, one of the earliest types of work to be outsourced, as the race to digitize the world’s data has been going on for several decades. Despite the evolution of automation tools, on account of accuracy challenges, manual data entry remains a need.

All centers are equipped to operate 24×7. This enables quick turnaround for client transactions which gives them a competitive advantage.

**Human Resources** – Human resources outsourcing, or HRO, has picked up pace even as the employee pools of companies have expanded and the need to handle all employee matters in a professional manner has become a necessity. Some aspects of HRO, such as recruitment, have become independent services in their own right, known as recruitment process outsourcing, or RPO.

Working with employees, and not freelancers, gives oWorkers the flexibility of deployment while enabling people to grow.

**Finance and Accounting** – While large companies can hire the experts needed for finance and accounting, or F&A, many others choose to hire providers either in the form of companies or freelancers/ consultants to handle this work, which is often regulatory in nature.

The Workers pricing model, which gives a choice of input based or output based pricing, is appreciated by all clients.

**Knowledge Process Outsourcing** – Also known as KPO, while it does not cater to a single function or process, the term describes processes that are related to analysis of information and are understood to require significantly higher levels of knowledge and skills amongst the people engaged in it.

Staff, both past and present, rate Workers at 4.6, on a scale of 5, or above, on independent platforms such as Glassdoor.

As this is a business process outsourcing industry overview, presented above are the most common functions of the industry. It is also said that any business process can be handled by a BPO provider, subject to it being defined in the form of a process, and the willingness of the outsourcer.

**Key players**

There Are many BPO providers. Some are specialized and some provide a range. Some are small and some large. Some are a single unit operation and some are well distributed.

In general, BPO providers are understood to be one of the following three types:

**Captives** – Some of the initial groundbreaking work in BPO has been done by captives, or units that were either a part of the outsourcing company or another company within the umbrella of the same leadership. This is perhaps understandable as there is greater risk in the earlier stages of a new initiative. General Electric and American Express are generally considered to be among the first to recognize the India BPO opportunity and set up units for the same.

Captives are increasingly being referred to as Global inhouse Centers (GICs). HSBC Electronic Data Processing Services, J P Morgan Chase, Dell International, Aviva Global Services are some well known names that run GICs.

Workers delivers to several unicorn marketplaces as well as many technology companies.

**Units of software companies** – Many software companies developed close relationships with clients. Additionally, in many cases, application development also resulted in the introduction of newer manual processes. For the reason of having an understanding of the application since they developed it, as well as enjoying the confidence of the client, software companies won mandates for business process outsourcing and set up independent units for handling the business.

Accenture, Infosys, TCS and HCL Technologies are some of the major software companies with a significant presence in the BPO space as well.

Workers offers super secure facilities & protocols for client data security with ISO certifications (27001:2013 & 9001:2015). It is also GDPR compliant.

**Pure play providers** – These companies do not have a prior connection or legacy through which they reached the stage of offering [BPO services](https://oworkers.com/bpo-services-company/). These are set up purely for the purpose of providing these services. In fact, some of them, after setting up BPO, have expanded into the software space as they perhaps found opportunities existing with clients going a begging.

Genpact, Concentrix, Sitel, WNS, EXL Holdings and Teleperformance are some of the better-known pure play BPO companies.

As a pure play provider, their partnerships with technology companies enables them to use the most advanced technologies for client work.

**Features and Highlights**

The capacity of the industry to create employment is well known. In fact, it creates employment at the lower end of the skill and education scale, which, in most places, is even more desirable. This makes them favorites with political leaders keen to bring employment to their constituencies.

It not only creates employment, but also moves work from high cost to low cost low wage locations, thus smoothing out the disparity between rich and poor.

The industry has demonstrated its flexibility and understanding of business currents by adapting to changing situations. If call centers were the most common service at a point in time, it soon became Finance and Accounting, Human Resources Outsourcing and Knowledge Process Outsourcing. And that is not where it stops. Providers have scaled up capability and capacity to offer services demanded by the new age, such as [social media moderation](https://oworkers.com/multilingual-content-moderation/) and [data annotation](https://oworkers.com/data-annotation-services-company/) for building Artificial Intelligence (AI) models, two requirements that have grown rapidly. The industry can be relied upon to keep pace with changing times.

A business process outsourcing industry overview cannot be considered complete without a mention of its role in keeping business running during the outbreak of the Covid-19 epidemic. Almost overnight, the industry created the resources and technology and support required for enabling their employees to work from home, in view of the strict lockdowns in force around the world at the time. Many of their clients, who were themselves unable to operate during this period, were able to maintain a semblance of normalcy thanks to tis effort by the BPO industry. The industry is not just a fair-weather friend.

Workers has been at the forefront of this transformation. Each aspect of its business is carefully managed, leading to savings that are shared with clients. Many of our clients from the US and Western Europe talk about savings of almost 80% when they outsource to Workers.

**3.2 COMPANY PROFILE**

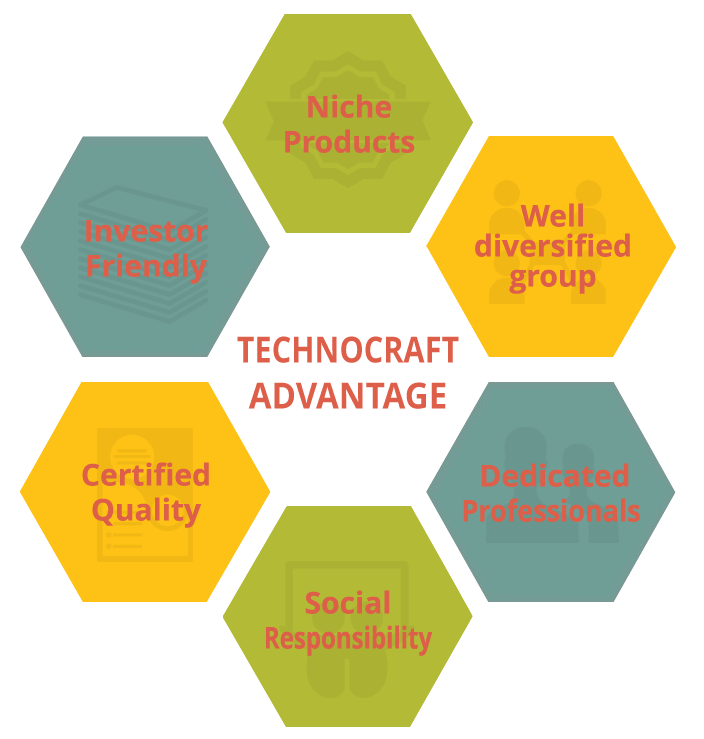
Technocraft has incorporated on 1972 by two brothers Mr. S.K. Saraf and Mr. S.M. Saraf. The brothers who are IIT Graduates & Technologists had started with the aim of manufacturing high precision and sophisticated Drum Closures Products.Until 1976 Technocraft focused on the domestic market. India was not recognized as reliable export nation those days against all the odds the company launched a major export drive in 1977.

'Technocraft' was recognised as an export house by government of India in 1979. 'Technocraft' initially captured the Middle East export market. Gradually Technocraft moved to USA and Europe. Since customers in USA and Europe were used to buy Drum Closures from the Company's competitors based in Europe and USA on a very short notice Technocraft established several foreign subsidiary companies for facilitation of the stock flow to their customers in Europe and USA.At the initial stages the group's strengths were in manufacturing of Drum closures.

From inception till 1994Technocraft continued developing and increasing the production of Drum Closures until it became one of the world largest and most recognized suppliers of Drum Closures. The company subsequently in 1994 acquired a sick unit 'Maharashtra Steel Tubes Ltd' from SICOM which was into the manufacture of Steel Pipes. The initial production in the early years post acquisition was 500 metric ton per month and in those days Europe was a major importer of steel pipe. Technocraft opened an office in United Kingdom (UK) so as to tap the European market. This was the turning point in its expansion program.In 1997 Technocraft diversified into manufacturing of Cotton Yarn. The Unit was accorded a 100% EOU status. The cotton yarn division is into Manufacturing & Exporting of high quality 100% Cotton Ring Spun Yarn. From NE 20 to NE 40 the spinning mill is equipped with world class Swiss Japanese and other equipment.

The cotton yarn division employs highly trained technical experts in all aspects of yarn spinning. It also has a Captive power generation plant in the yarn division to cater to its power requirements.Technocraft as a group has been a predominant player in the precision engineering sector & it has done a forward integration of Tube Division by producing high precision scaffolding systems for building construction. The cotton yarn division has also forward integrated its operations by production & export of Garments through its subsidiary Technocraft has been constantly upgrading its capacity & improving its standards to meet the ever-increasing expectations of its customers. The strategy adopted by the company comprises of growth through constant innovation enter new categories and focus both on domestic as well as foreign markets.Currently the company has having ten subsidiaries out of that three are Indian companies and balance are foreign companies. Viz.

Technosoft Information technologies (I) Limited Techno Exports Private Limited Danube Fashions Limited Technocraft Trading Spolka Z.O.O Poland Technocraft (Hungary) KFT Technocraft International Ltd Bopp A. G. CAE Systems GmbH Impact Engineering Solutions Inc. and Technocraft Australia Pty. Ltd.January 2007 the company has entered into capital market. The company has issued 8320000 Equity shares to the public. Issue price is Rs.105/- per share.



From inception till 1994, Technocraft continued developing and increasing the production of Drum Closures until it became one of the largest and most recognized suppliers of Drum Closures in the world. The company subsequently in 1994 acquired "Maharashtra Steel Tubes Ltd"​ from Sicom, which manufactured Steel Pipes. Technocraft opened an office in United Kingdom (UK) to increase the European market and this was the turning point in its expansion program. In 1997, Technocraft diversified into manufacturing of Cotton Yarn. The Unit was accorded a 100% EOU status.

The cotton yarn division is into manufacturing & Exporting of high quality 100% Cotton Ring Spun Yarn. From NE 20 to NE 40, The spinning mill is equipped with world class Swiss, Japanese and other equipment. The cotton yarn division employs highly trained technical experts in all aspects of yarn spinning. It also has a 15 MW Captive power generation plant in the yarn division to cater to its power requirements.

Technocraft as a group has been a predominant player in the precision engineering sector & it has done a forward integration of Tube Division by producing high precision scaffolding systems for building construction. The cotton yarn division has also forward integrated its operations by production &amp; export of Garments through its subsidiary.

Technocraft has been constantly upgrading its capacity &amp; improving its standards to meet the ever increasing expectations of its customers. The strategy adopted by the company comprises of growth through constant innovation, enter new categories, and focus both on domestic as well as foreign markets.

**CHAPTER – 4**

**RESEARCH METHODOLOGY**

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

**SAMPLE SIZE**

The study will be based on questionnaire with simple random sampling method, probability sampling method and non probability sampling method and the data analysis from the survey to arrive at the conclusions. The study will cover the employees of Technoraft Ltd in Hyderabad. The company comprises of only one branch consisting of 100 employees in Hyderabad.

**Data Design**

Data is a gathered body of facts. It is the central thread of any condition or activity. Understanding the nature of data is most basic for proper and effective use of statistical skills

**Type of Data Used**

When working with statistics, it’s important to recognize the different types of data used in the survey. Here the type of data used are Categorical data and numerical data.

**Data source**

Data collection is in many ways more of an art than a science. Sometimes the data are available readily in one form or the other and sometimes they are to be collected afresh. The two important external sources of data collection methods for research are,

* Primary sources of data and
* Secondary sources of data

**PRIMARY DATA**

The data collected for a particular purpose or for a particular problem is known as primary data. It consists of all answers obtained first hand. In this study, the researcher utilized the primary source of data collection through questionnaire method.

**Data collection method:**

Survey method Data collection tool: Questionnaire

**SECONDARY DATA**

Books, Journals, Articles, Related Websites, Company details (internal sources)

**CHAPTER – 5**

**DATAANALYSIS AND INTERPRETATION**

1. **RECRUITMENT AND SELECTION**

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

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 82 | 82% |
| DISAGREE | 18 | 18% |

**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.

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

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 74 | 74% |
| DISAGREE | 26 | 26% |

**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.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 78 | 78% |
| DISAGREE | 22 | 22% |

**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?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 79 | 79% |
| DISAGREE | 21 | 21% |

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

1. **INDUCTION**
2. The induction programme of your organization is informal type.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 82 | 82% |
| DISAGREE | 18 | 18% |

**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.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 90 | 90% |
| DISAGREE | 10 | 10% |

**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.

1. **TRAINING AND DEVELPOMENT**
   1. For Employee performance is the training need analyzed in your organization

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 76 | 76% |
| DISAGREE | 24 | 24% |

**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.

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

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 73 | 73% |
| DISAGREE | 27 | 27% |

**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.

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 68 | 68% |
| DISAGREE | 32 | 32% |

**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.

1. **PERFORMANCE APPRAISAL**
2. Are you satisfied with the Balanced Scorecard method?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 92 | 92% |
| DISAGREE | 8 | 8% |

**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?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 72 | 72% |
| DISAGREE | 28 | 28% |

**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?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 84 | 84% |
| DISAGREE | 16 | 16% |

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

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

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 78 | 78% |
| DISAGREE | 22 | 22% |

**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.

1. **LEAVE POLICY**
2. Are you satisfied with the privilege leave provided to you?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 83 | 83% |
| DISAGREE | 17 | 17% |

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

1. **COMMUNICATION AND DECISION MAKING PROCESS**
2. Are you satisfied with the informal communication pattern?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 87 | 87% |
| DISAGREE | 13 | 13% |

**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.

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

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 76 | 76% |
| DISAGREE | 24 | 24% |

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

1. **REWARDS AND RECOGNITION**
2. Are you satisfied with the monetary rewards?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 67 | 67% |
| DISAGREE | 33 | 33% |

**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.

1. **PERSONAL ACCIDENT INSURANCE POLICY**
2. Are you satisfied with contingencies cover under Personal Accident Insurance policy?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 76 | 76% |
| DISAGREE | 24 | 24% |

**INTERPRETATION:** Regarding contingencies provided under this policy,

76% of the employees are satisfied and 24% of the employees are not satisfied.

1. **MEDICLAIM POLICY**
2. Are you satisfied with the services covered under Mediclaim policy?

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **RESPONDENTS** | **PERCENTAGE** |
| AGREE | 89 | 89% |
| DISAGREE | 11 | 11% |

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

**CHAPTER – 6**

**6.1 Findings:**

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.

1. The employees do not receive the appropriate recognition and rewards for their contributions and accomplishments.
2. The employees feel that they are not paid fairly for the contributions they make to company’s success.

**6.2 Suggestions:**

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.

**6.3 Conclusion:**

Study began with a basic curiosity of researcher based on academic exposure in HR and some questions raised in the mind after getting work exposure in development sector. Field of Human Resource Management has gone through an evolution process and has started playing a strategic role in industries. Generation of knowledge in HR has happened mainly on the basis of requirements in industrial sector.

Development Sector Organizations that are Non-profit in nature and also comparatively smaller in employee strength have not been much in to consideration while generating this knowledge. Thus concepts and principles of HR based on this knowledge may have relevance in this sector but while implementing them, contextual understanding is required.

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