Contribution to the Study of the Functioning of a Medium Sized Private Testing Laboratory of Civil Engineering from the View Point of Human Resource Management and giving Special Emphasis on the Leave taken by the Staffs during Four Successive Years

By

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Abstract- The present Paper talks in detail about all the leave parameters related to Human Resources Management and for the live case study I have taken a medium sized Civil Engineering Testing Laboratory MIDC Chichwad,Pune. The profile of Laboratory is that it carries out 100+ different Tests for Civil Engineering and since Civil Engineering is very vast we can classify it to sub branches like Testing of Material, Geotechnical Engineering, Fluid Mechanics, Transportation Engineering and Environmental Engineering. The company profile is very chequered. Rarely this kind of well maintained Laboratory related to Civil Engineering can be located in the whole country. In this paper I have done a thorough study of all the aspects of Human Resources Management related to this Laboratory. I am focusing all the parameters and doing a special data analysis of the leaves taken by the employees of the company over a span of four years 2019-2022. The importance of the study is that we can judge about the people's nature towards consuming leave. There are people who very frequently go for leave, on the contrary there is another group who seldom consume leave. From the detail data analysis and the graph everything will be cleared. The importance or novelty of the paper is that it encompasses a detail analysis of the leave taken by the staffs of the laboratory under consideration. Due

to availability of data we could analyse it and got the scope of data analysis for one of the important parameters leave for four successive years. Even for the year 2020 due to Covid-19 we could see how the leaves are consumed in the first quarters of the year 2020.

Purpose of Aim and Objectives

We are going to select minimum objectives based on the aim so that they can be attained. For any project it is desirable to have minimum and to the point aim and based on aim the objectives are made. Aim means what to achieve and objective means how to achieve that. At the conclusion of this paper we will need to assess whether or not you have met your objectives and if not, then why. This project is nothing but a broad statements of desired outcomes, or the general intentions of the research, which portrays the picture of my research on parameters related to leave taken by the staffs of the laboratory. Always proper.

Objectives

One parameter named Casual Leave consumed by the staffs is considered for detail analysis for the four successive years ranging from 2019 to 2020

i) To study the pattern of leave consumed by the staffs in the first quarters of 2020 the year of the outbreak of COVID-19

ii) To study about the Training part related to the Staffs

LITERATURE REVIEW

A Systematic Review of Human Resource Management Systems and Their Measurement

(Journal of Management, January 2019)

By Corine Boon (University of Amsterdam), Deanne N. Den Hartog (University of Amsterdam), David P. Lepak (University of Massachusetts Amherst)

In the field of strategic human resource (HR) management over the past thirty years, there has been a growing consensus that the focus should be on HR systems rather than on individual HR practices. This is because the effectiveness of specific HR practices likely depends on how they interact with other practices within the broader system. Despite this agreement, it's still unclear whether the key assumption of interactions and synergy within HR systems truly holds up in practice.

Our research indicates that the increasingly broad ways HR systems are defined and measured, as well as a lack of clarity on the HR systems concept at various levels, have slowed the progress of research. Much of the work so far fails to align with the core assumption that HR practices within a system create synergy. The measurement methods have flaws, often confusing HR systems with related concepts and outcomes, and not enough attention has been paid to how HR systems function at different organizational levels.

Overall, we still have limited knowledge about the “systems” aspect and how interactions and synergies in an HR system actually work. We provide practical suggestions for advancing HR systems research, aiming for more precise concepts and better ways to define and measure HR practices within systems, including a focus on analyzing these systems at various levels.

A Literature Review on Human Resource Management Practices in Organizations

L.M. Suhasini (Research Scholar, School of Management Studies, VISTAS), Dr. P.G. Thirumagal (Associate Professor, School of Management Studies, VISTAS)

This article reviews the literature on Human Resource Management (HRM). HRM plays a crucial role in every organization, acting as the bridge between employers and employees and ensuring a balance between their needs. This article highlights research on HR practices in India and emphasizes the importance of well-developed HR practices to retain employees and improve organizational profitability.

A study of 510 bank employees in Jordan examined how high-performance HR practices and affective commitment (emotional attachment to the organization) influence employees' readiness for change and their performance. The statistical analysis showed a positive relationship between HR practices, affective commitment, and readiness for change. Additionally, a hierarchical workplace culture was found to strengthen the relationship between HR practices and employee commitment.

Researchers who find a lack of specific work in this field are encouraged to identify the research gap, which is the difference between current knowledge and the desired research outcomes. A literature review is an important step in finding these gaps and is based on the examination of secondary data like articles, research papers, and other published works.

Sources of Literature include:

- Books and Journals
- Electronic Databases

- Government and Industry Reports
- Internet Resources
- Research Dissertations and Theses

HRM involves a wide range of activities like job rotation, training, leadership, motivation, and performance evaluation. Large companies often face challenges in finding skilled workers and may temporarily hire retired or contract staff to fill roles. Recruitment and training are essential HR functions, but if employees are trained and not compensated well, they may leave for other companies. Organizations like TATA Motors retain over 95% of their employees by rewarding good performance and promoting employee growth.

HRM practices are essential for a company's success, particularly in the global marketplace. Investing in human resources, by selecting and retaining high-quality employees, offering training and development, and removing bureaucratic obstacles, can lead to a more efficient and innovative workforce. Organizations need to recognize the value of creative employees, especially in research and development (R&D) roles.

Common HR Activities include:

- HR Planning
- Recruitment
- Selection
- Training and Development
- Compensation
- Performance Management
- Employee Relations

Top organizations use performance appraisals to assess their progress toward strategic goals and ensure that their employees are effective

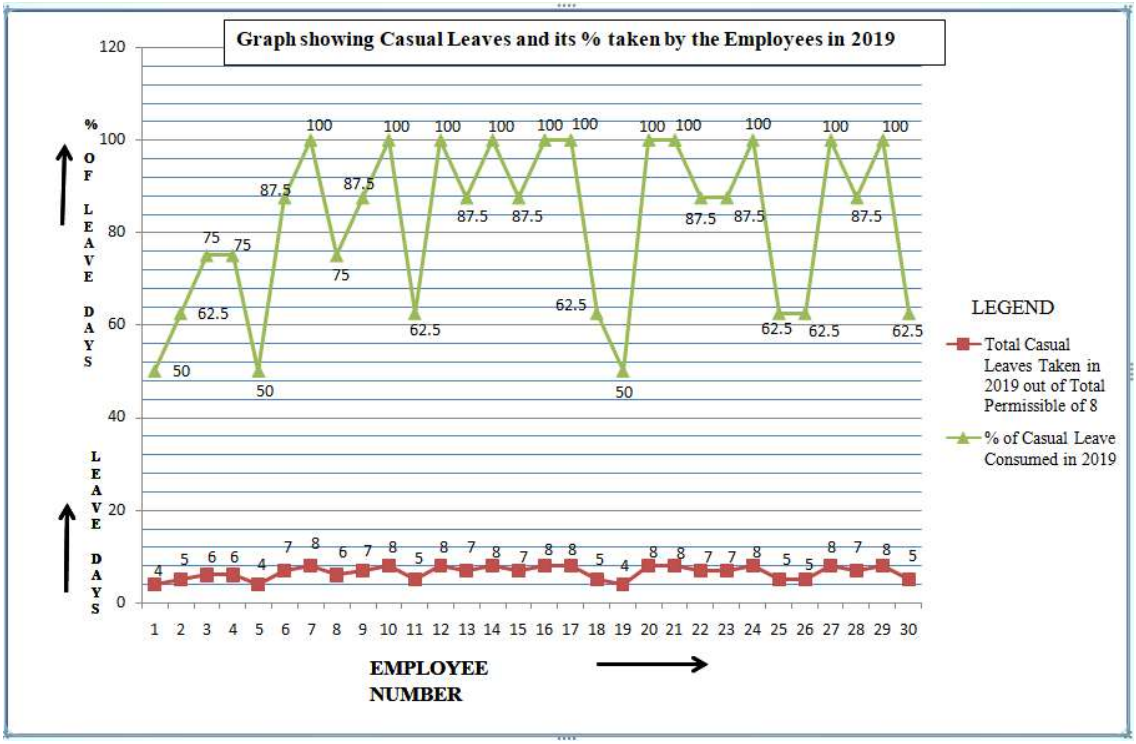
and efficient. Strategic Human Resource Management helps set performance goals, allocate resources, and inform managers when policies need to be adjusted to meet objectives. Once these goals are achieved, managers are expected to share their success with their teams to foster motivation.

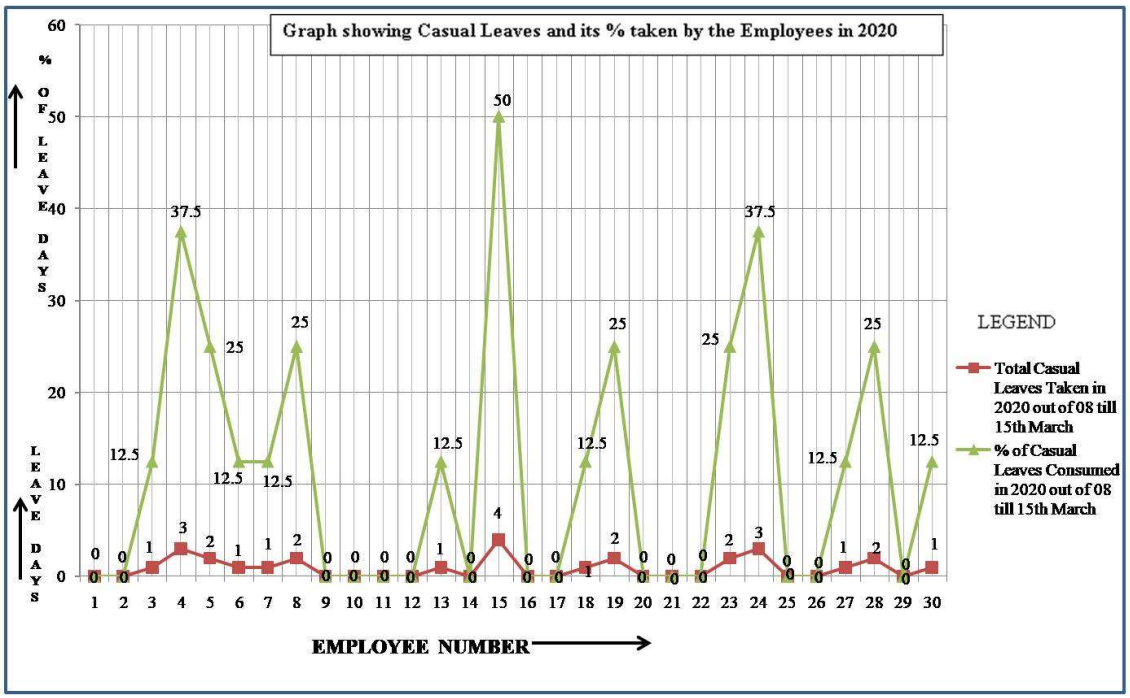
RECORD OF LEAVE TAKEN BY THE EMPLOYEES

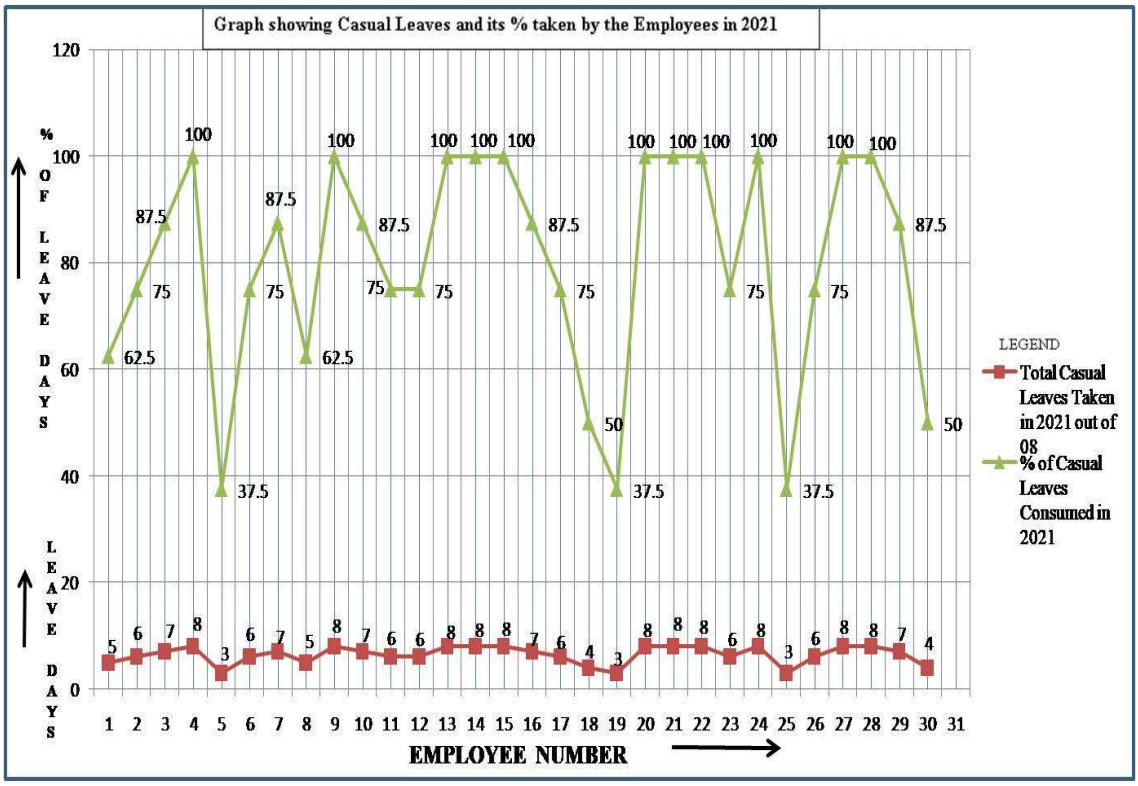
Sr No	Employee No	Total Casual Leave Taken in 2019 out of 08	Total Casual Leave Taken in 2020 out of 08 till 15th March	Total Casual Leave Taken in 2021 out of 08	Total Casual Leave Taken in 2022 out of 08 till June 30th
01	01	04	00	05	02
02	02	05	00	06	03
03	03	06	01	07	02
04	04	06	03	08	05
05	05	04	02	03	01
06	06	07	01	06	02
07	07	08	01	07	04
08	08	06	02	05	02
09	09	07	00	08	06
10	10	08	00	07	05
11	11	05	00	06	03
12	12	08	00	06	04
13	13	07	01	08	06
14	14	08	00	08	07
15	15	07	04	08	05
16	16	08	00	07	03
17	17	08	00	06	02

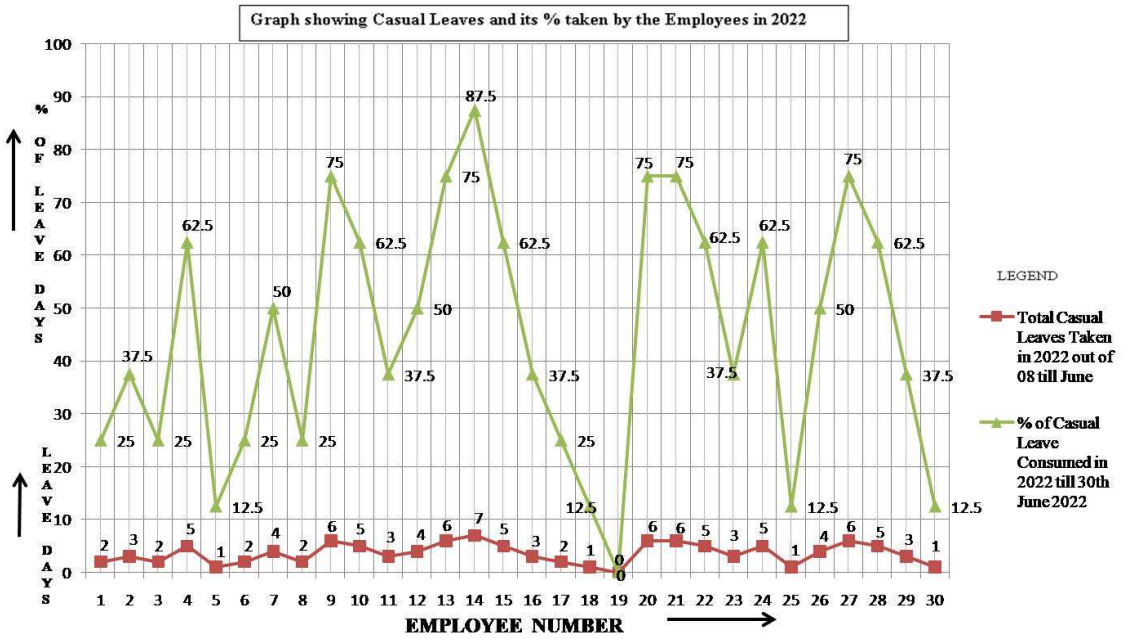
18	18	05	01	04	01
19	19	04	02	03	00
20	20	08	00	08	06
21	21	08	00	08	06
22	22	07	00	08	05
23	23	07	02	06	03
24	24	08	03	08	05
25	25	05	00	03	01
26	26	05	00	06	04
27	27	08	01	08	06
28	28	07	02	08	05
29	29	08	00	07	03
30	30	05	01	04	01

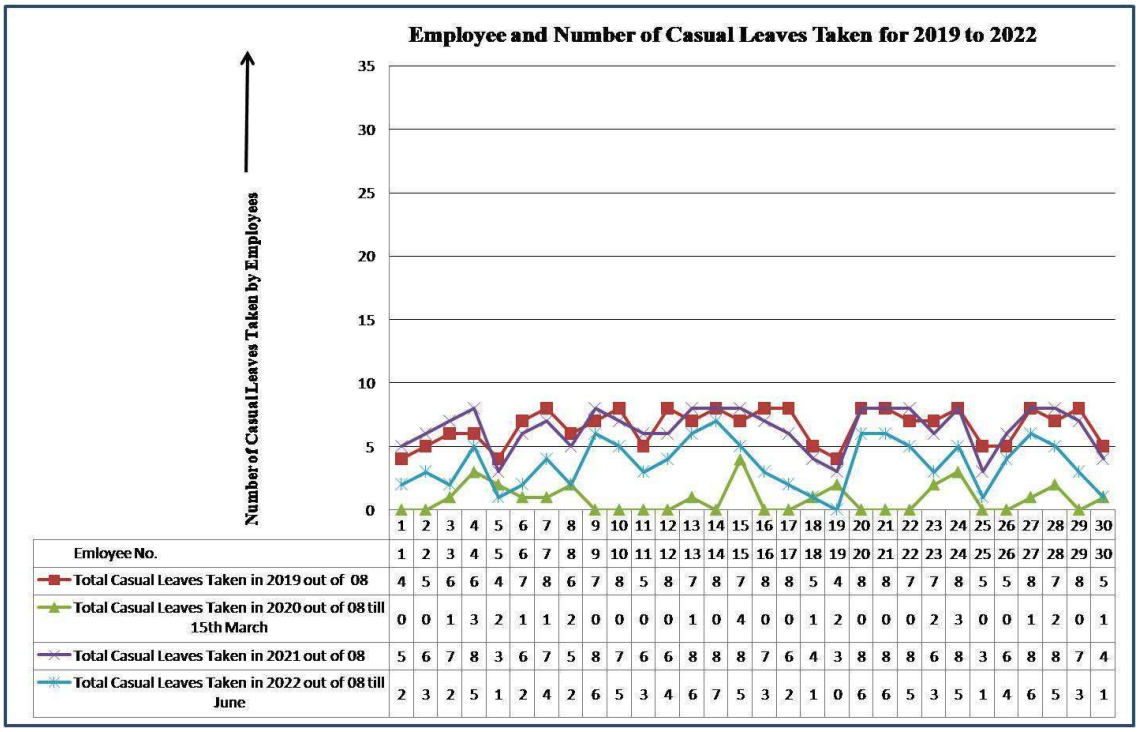
Graphical Representation of the Leaves taken by the Employees



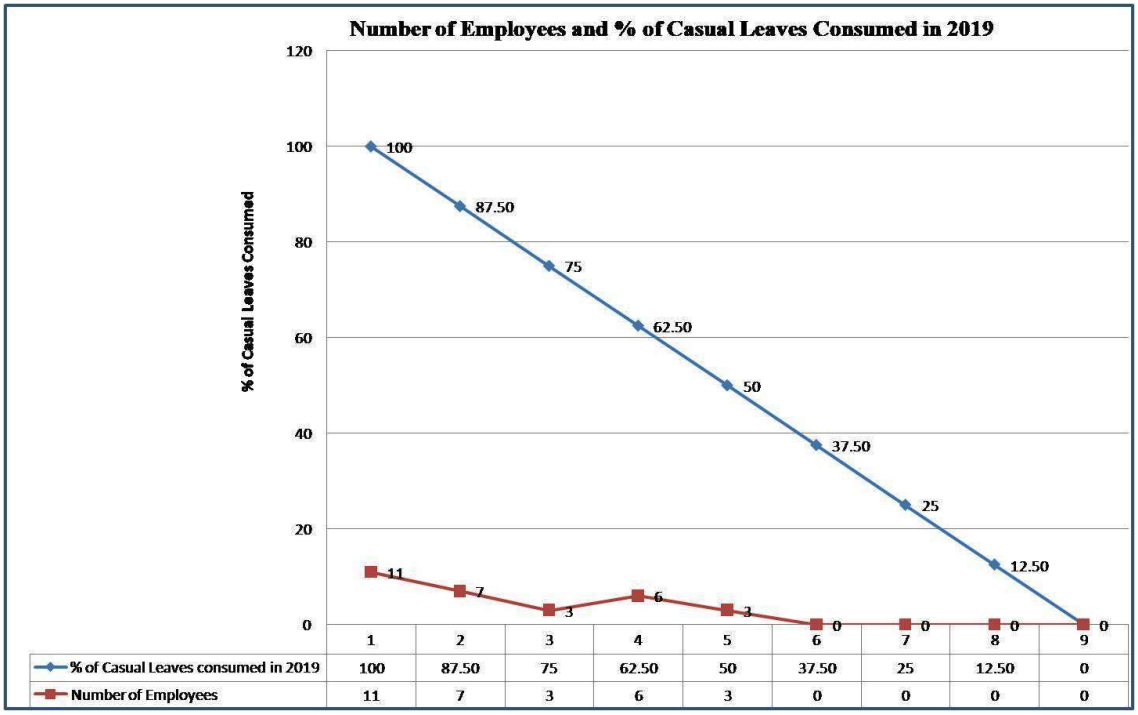



Graph showing Casual Leaves and its % taken by the Employees in 2021
% OF LEAVE DAYS
LEAVE DAYS
EMPLOYEE NUMBER
LEGEND
Total Casual Leaves Taken in 2021 out of 08
% of Casual Leaves Consumed in 2021

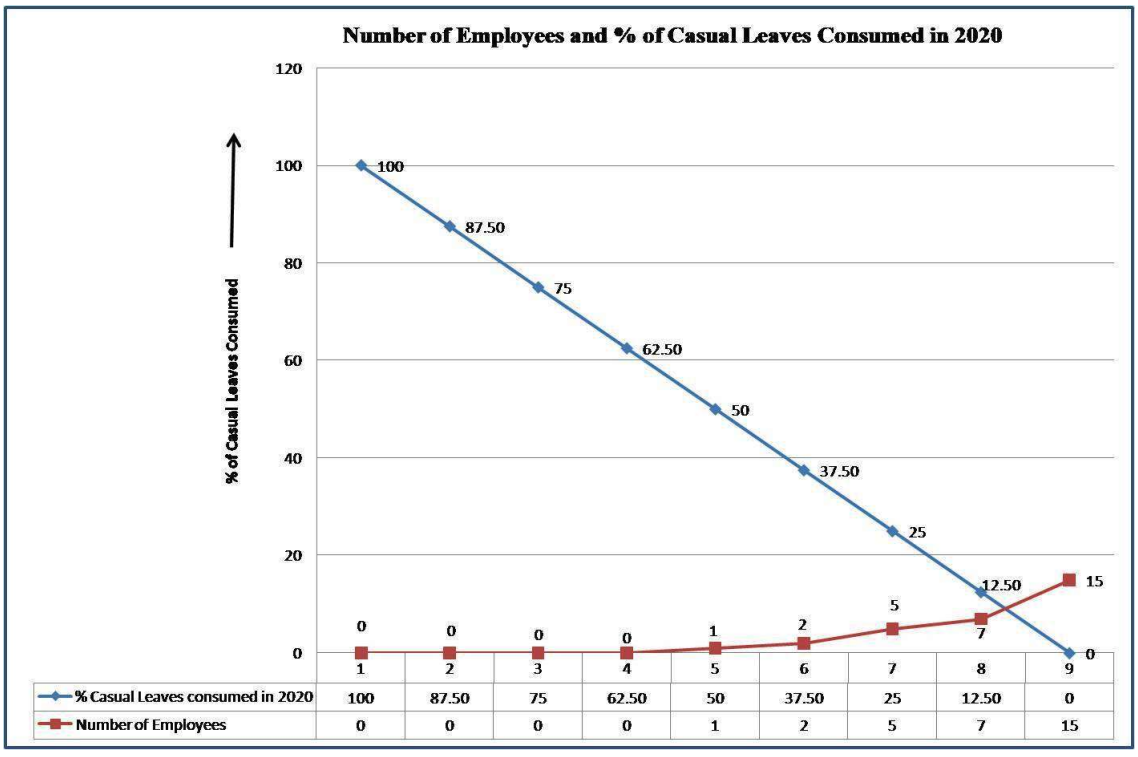




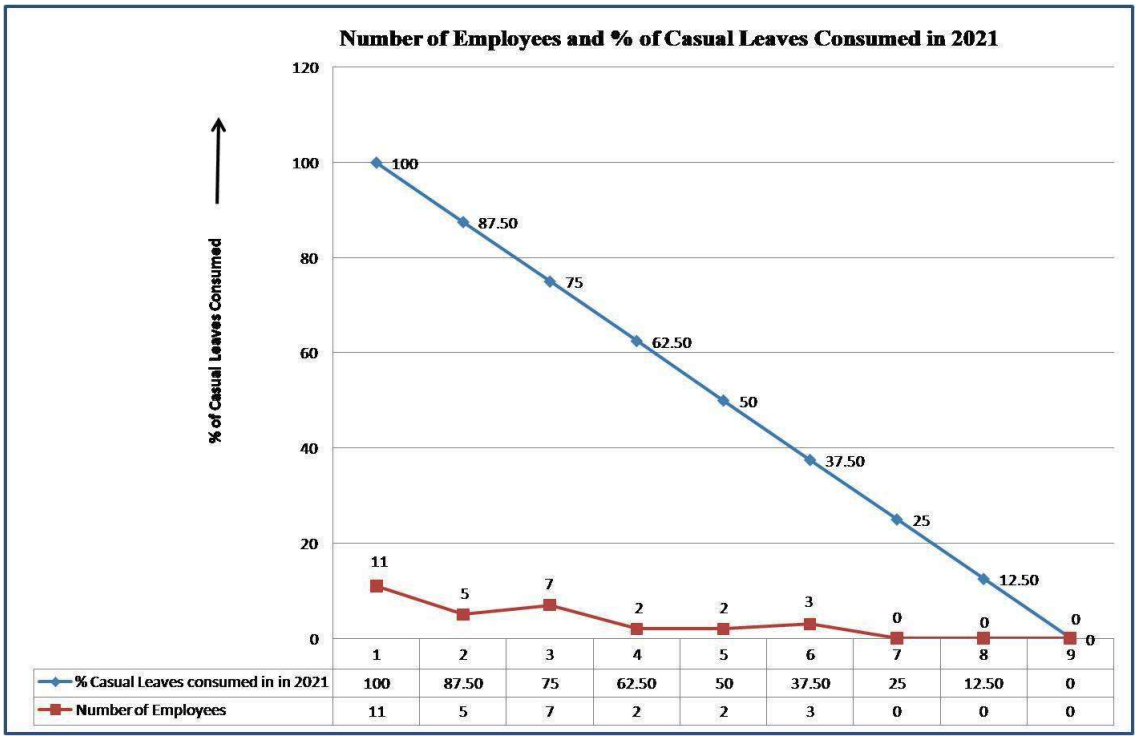
Emloyee No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Total Casual Leaves Taken in 2019 out of 08	4	5	6	6	4	7	8	6	7	8	5	8	7	8	7	8	8	5	4	8	8	7	7	8	5	5	8	7	8	5
Total Casual Leaves Taken in 2020 out of 08 till 15th March	0	0	1	3	2	1	1	2	0	0	0	0	1	0	4	0	0	1	2	0	0	0	2	3	0	0	1	2	0	1
Total Casual Leaves Taken in 2021 out of 08	5	6	7	8	3	6	7	5	8	7	6	6	8	8	8	7	6	4	3	8	8	8	6	8	3	6	8	8	7	4
Total Casual Leaves Taken in 2022 out of 08 till June	2	3	2	5	1	2	4	2	6	5	3	4	6	7	5	3	2	1	0	6	6	5	3	5	1	4	6	5	3	1



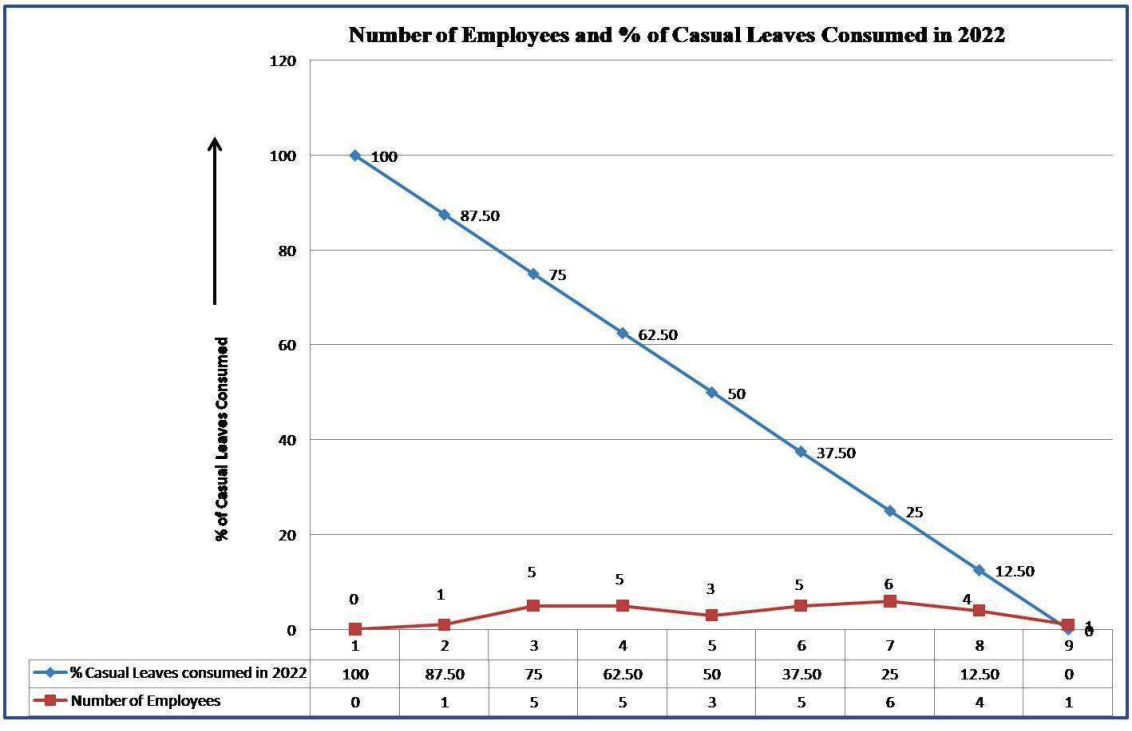
	1	2	3	4	5	6	7	8	9
% of Casual Leaves consumed in 2019	100	87.50	75	62.50	50	37.50	25	12.50	0
Number of Employees	11	7	3	6	3	0	0	0	0



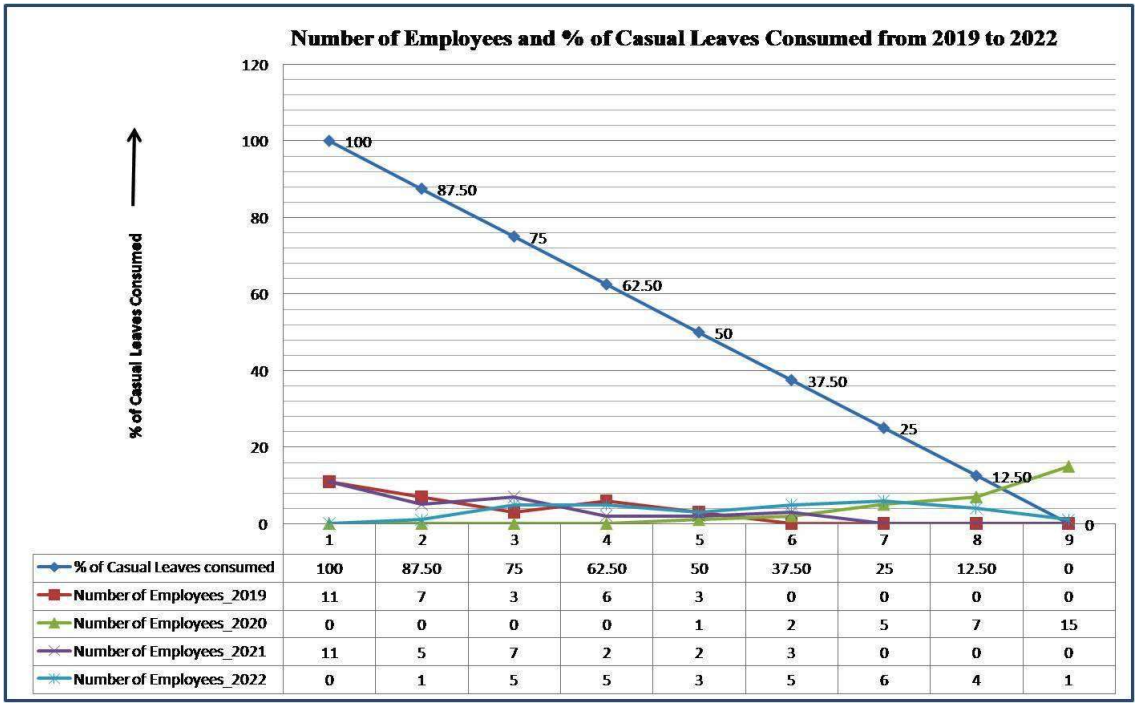
	1	2	3	4	5	6	7	8	9
% Casual Leaves consumed in 2020	100	87.50	75	62.50	50	37.50	25	12.50	0
Number of Employees	0	0	0	0	1	2	5	7	15



	1	2	3	4	5	6	7	8	9
% Casual Leaves consumed in in 2021	100	87.50	75	62.50	50	37.50	25	12.50	0
Number of Employees	11	5	7	2	2	3	0	0	0



	1	2	3	4	5	6	7	8	9
% Casual Leaves consumed in 2022	100	87.50	75	62.50	50	37.50	25	12.50	0
Number of Employees	0	1	5	5	3	5	6	4	1



	1	2	3	4	5	6	7	8	9
% of Casual Leaves consumed	100	87.50	75	62.50	50	37.50	25	12.50	0
Number of Employees_2019	11	7	3	6	3	0	0	0	0
Number of Employees_2020	0	0	0	0	1	2	5	7	15
Number of Employees_2021	11	5	7	2	2	3	0	0	0
Number of Employees_2022	0	1	5	5	3	5	6	4	1

If any, one goes through the whole paper then he will realize that all the matters under consideration are inter related and all are very important from the view point of HRM. Still there are few topics apart from leave which are more important e.g. Recruitment, Training and Development, Performance Management System, Rewards and Recognition, Usage of Information, Technology and Communication. It is concluded that the success of an organization depends on the recruitment of correct person for the correct post and secondly the chosen person must be getting proper rewards and recognitions in periodic interval so that he can be retained and he must not be prone to taking frequent leaves. Taking or consuming frequent leaves is a reflection of the employee's less attachment with his/her organization. Even it is comparatively easy to get a right man for the right job, but if he is not properly paid and motivated he will switch over to other concern after gaining good amount of experience. If a staff leaves a company it becomes a great loss for the

company, because the company had to spend a lot of money and time for training him. So retaining good staffs is a challenge and the HR of the company must have the skill to retain good and efficient staffs. Another conclusion is that if time to time training is not given to the staffs then they will be distanced from the state of art technology and their skill will be considered as hackneyed. So for each of the staffs training is essential and it can be outside the organization or it can be in house too. The staffs must be able to gather correct information and they must be very good in communication. Better the communication, larger will be the success. Last but not the least, any organization must mark those employees who take frequent leaves and long leaves. This type of employee is generally of less use for the company. Either they should be warned or fired. Rest of the matter depends on the company authority.

Conclusion:

If any, one goes through the whole paper then he will realize that Leave is a very important topic in any organization, and it is very important from the view point of HRM. If a staff leaves a company it becomes a great loss for the company, because the company had to spend a lot of money and time for training him. So retaining good staffs is a challenge and the HR of the company must have the skill to retain good and efficient staffs. Last but not the least, any organization must mark those employees who take frequent leaves and long leaves. This type of employee is generally of less use for the company. Either they should be warned or fired, It depends on the company authority.

REFERENCE OF WEBSITES

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