

A STUDY OF HR PRACTICES IN AAA BEARINGS LTD

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ABSTRACT

Human resource management is the practice of recruiting, hiring, deploying and managing an organization's employees. Human Resource Management includes conducting job analysis, planning personnel needs, recruiting the right people for the job, orienting and training, controlling, monitoring, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all employees at all levels.

HRM is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

Keywords:- Recruiting, Hiring, Deploying, Right person at the Right place, Performance Management, Talent Management, Motivating, Appraisal and Reward, Organizational holistic development.

CHAPTER I: INTRODUCTION**Human Resource Management**

Organization performs functions and achieves its vision and goal through tasks and activities performed by the people (employees of different levels). Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. Human resource management is a contemporary, umbrella term used to describe the management and development of employees in an organization. Human resource management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.

Human resource management involves both strategic and comprehensive approaches to managing people, as well as workplace culture and environment. The role of human resources professionals is to ensure that a company's most important asset—its human capital—is being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.

The concept behind human resource management is that employees who are subject to effective human resource management are able to more effectively and productively contribute to a company's overall direction, thereby ensuring that company goals and objectives are accomplished.

Today's human resource management team is responsible for much more than traditional personnel or administrative tasks. Instead, members of a human resource management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways.

Human Resource Management (HRM) is the integrated use by an organization of systems, policies and management practices to recruit develop and retain employees who will help the organization meet its goals. HRM plays an important role in assuring employee satisfaction, improving performance and productivity. This can further an organization's competitive advantage, and directly contribute to the organization's success.

HRM is not just an issue for an organization's HRM department or for HR professionals. It is also the responsibility of leaders and managers, who exercise HR functions with their staff every day. HRM provides managers with skills and tools to enhance their own performance and the performance of their employees. By using these tools and working closely with HR professionals, managers can help build their employees' capabilities and strengthen employee commitment to the organization. This in turn will strengthen individual and organizational performance, and further the organization's ability to meet its goals according to performance objectives and standards.

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Why is human resource management important?

An effective HRM system allows organizations to address human resource issues strategically. This helps the workforce deliver high quality health services, despite internal and external challenges to the organization. A strong human resource management system helps organizations prioritize their organizational and business strategies while effectively managing the changes inherent in health sector reform and decentralization. HRM helps attract and retain competent employees, assists employees and managers in adapting to organizational change, and facilitates the use of technology to determine how and where work is done.

HRM is perhaps one of the most misunderstood, but most important management systems. Employees are an organization's most important asset, as well as it's most expensive: personnel costs often consume 70-80% of an organization's bud



Figure : Human Resource Management (HRM)

How HRM is related to the management process

With a strong and equitable HRM system, employees:

- ✓ Receive compensation that reflects their level of responsibility.
- ✓ Feel more motivated and understand how their work relates to the organization's mission and values.
- ✓ Are more satisfied with their jobs.

With a strong and equitable HRM system, organizations:

- ✓ Are better equipped to achieve their goals.
- ✓ Increase the level of employee performance.

- ✓ Save costs through the improved efficiency and productivity of workers.
- ✓ Improve their ability to manage change.

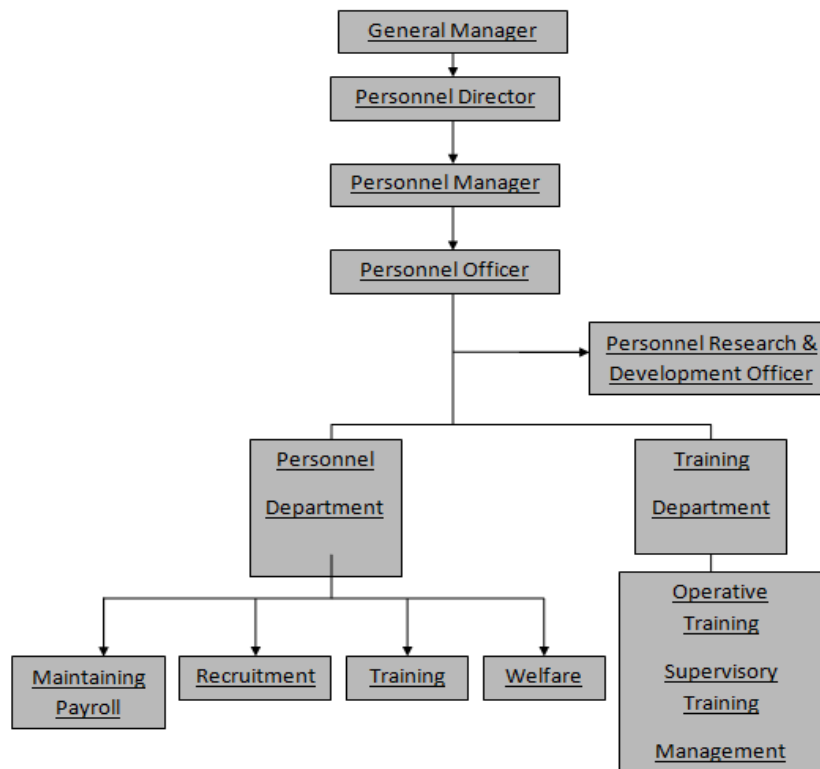
At the organizational level, HRM and HR professionals play many important roles.

They include:

- ✓ acting as a strategic partner with senior managers and leaders by aligning HR strategies and practices with overall organizational strategies;
- ✓ acting as an administrative expert for recruiting and hiring staff, evaluating employee performance, staff development and training, rewarding, supervising and delivering other HR processes that contribute to an organization's smooth operations;
- ✓ representing and supporting employees; and,
- ✓ Acting as a change agent to prepare employees and implement processes for change within an organization.

At the national level, HRM can help to support and enhance health-sector policies and practices to ensure a workforce whose staff, qualifications and placement are appropriately allocated. Organizations need to be able to accurately predict the HR needs to maintain service delivery and improve access to care and quality of care. Staff training and development are driven by the need to bolster staff skills according to organizational competencies, goals and directions. Relationships with union officials need to be established and well maintained. HRM is responsible for participating in organizational capacity building; instituting new employee incentives; and re-shaping HRM policies, processes and procedures, supervision systems and job descriptions.

Typical organization of HR department



A brief overview about AAA Bearings Ltd

AAA is one of India's leading needle roller bearings manufacturers. We manufacture wide range of needle roller bearings for automotive applications to serve OEMs and Aftermarket in India and overseas. AAA is India's largest needle and cylindrical roller bearings producer headquartered in Mumbai. AAA was incorporated in 1965 as an Indo-French venture with Nadella and pioneered the production of needle roller bearings in India. Its eight manufacturing facilities in India and Thailand produce needle roller bearings, cylindrical roller bearings, tapered roller bearings, special ball bearings, thrust bearings and other anti friction solutions such as planetary shafts and pins.

The company set up engineering and design centre at its manufacturing unit in Thane in 2000. Today the facility has testing, validation and benchmarking capabilities.

Among the very few AAA Bearings Ltd. could establish itself as one of the leading Needle Roller Bearing manufacturers mainly for automobile industries. For more than two decades it has been remained one of the leading suppliers to various big names in Automobile

manufacturing like BAJAJ, LML, KINETIC ENGG.TVS, MARUTI and TATA MOTORS. Besides it manufactures some industrial bearings as well used in Textile machineries and household appliances.

AAA is a complete friction solution provider. AAA develops bearings from design to delivery. AAA is built on world class engineering and manufacturing infrastructure in India, AAA is recognized globally as the most trusted name in the design and production of customized friction solutions. We are having the best engineers in the world. Our people are passionate about what they do and we strive to cultivate and empower every individual in our organization. We manufacture some of the highest precision products in the world. Here the people come from every part of the world and work as a team.

We are having customized designed solutions. Our product range spans over 3000 different designs providing high quality, custom designed parts for all mobility applications.

About Ranchi Plant

AAA Ranchi exports its products to many of the countries across the globe. Established in 1983 in Ranchi the capital city of Jharkhand AAA Ranchi was promoted by then the Shriram group of Industries in technical collaboration with INA Germany. By virtue of being associated with INA, Ranchi plant got the opportunity to have one of the finest Technologies in the world in Needle Bearing manufacturing. Ranchi plant became associated with India's most progressive business group in the field in the year 2000 when AAA Bearings Limited took over the management of the unit. Combination of different technologies that is simply world class AAA Ranchi can rightfully boast of technologically ahead of many in the business. It has a capability of manufacturing its own special purpose machines required for bearing manufacturing. The ability to design and develop Low cost Automation would surely be the pride of many in the business itself. This gives us to become the most cost-effective manufacturer of the products. AAA Ranchi becomes a unique and perfect industry that manufactures its machines for its products and designs and develops all sorts of low-cost automation that add to its productivity significantly. A team of very talented and innovative people inclined to develop cost effective machines and processes always working towards the customers benefit. We share our benefit out of our development with all

our customers. We appreciate our entire vendors share it with us.

We believe in SYNERGY. We work for that. We are committed to get all our customers Suppliers, Employees, Shareholders and Promoters walk along side us and make our journey a delightful success.

AAA Ranchi is the only manufacturer of needle roller bearings in eastern India, located at Ranchi.

Various functions of HR at AAA Bearings ltd

AAA Bearings Ltd truly believes in a progressive people culture. Company ensure that a judicious (Having a good judgment) mix of people is maintained in their workforce and this is achieved through hiring multi-skilled people both from within the automobile industry and from other sectors. In addition, a regular and consistent recruitment programmed at engineering and management institutes ensures a steady stream of high quality people getting inducted to fuel the growth plans. They also have ongoing partnerships with different Industrial Training Institutes, besides their own professional training centers, to recruit shop-floor workforce. Now coming to the HR Practices which the AAA Bearings are following and some of them are;

- 1) Recruitment and Selection**
- 2) On Boarding Orientation Allocation**
- 3) Training and Development**
- 4) Performance Management**

CHAPTER II: OBJECTIVE OF STUDY

OBJECTIVE

This study belongs to organization effectiveness through HR practice. In this we are studying how organization is effected through HR practice. The main objective to be studied:

Main objective

How Current HR practices i.e.: Present Approach in AAA Bearings Ltd (Traditional approach) can be transformed into Agile HR approach for AAA Bearings Ltd

Sub objective

- ❖ To understand the recruitment and selection procedure adopted by AAA Bearings ltd
- ❖ To identify the training and development program adopted by us.
- ❖ To identify compensation salary increment policy adopted by this organization.
- ❖ To identify on boarding orientation allocationpolicy adopted by this organization.
- ❖ To identify the performance managementand present performance of an employee being appraised through career advancement.

Further I have also tried to recommend for the improvement and opportunities (At AAA bearings ltd) in the areas of

- 1) Recruitment and Selection**
- 2) On Boarding Orientation Allocation**
- 3) Training and Development**
- 4) Performance Management**

CHAPTER III: METHODOLOGY

Recruitment and selection

Recruitment

It is a process to discover the sources of manpower to meet the requirements of the staffing schedules and to employ the effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.

Edwin B. Flippo has defined it as “the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

Process of recruitment and selection at AAA bearings ltd

When it comes to the recruitment process, we at AAA Bearings they just follow both internal and external source of recruitment and the nature of the recruitment process of the company is subjected to employment law. The main forms which the company is using are advertising in newspaper, magazines, and company careers portal and also internal vacancy list.

At the end of every quarter the company is floating their recruitment process on their web portal for the new candidates and most of the vacancies are filled by the candidates who belong to ITI, Diploma engineering, B. tech and MBA Background.

AAA bearings fill up its vacancies either through promotion of people available in the Organization or through the selection of people from outside. Thus, there can be two sources of manpower –external and internal. For all recruitment, a preliminary question of policy considers the extent to which it will emphasize external and internal sources.



Vacancies through internal sources can be filled up either through promotion or transfer; recruiters tend to focus their attention on outside sources. Therefore, the first problem is to identify outside sources. Normally, we use the following outside sources for different positions.

1). Advertisement

Advertisement is the most effective means to search potential employees from outside the organization. Employment advertisement in journals, newspaper, bulletins, etc, is quite common in our company. An advertisement contains brief statement of the nature of jobs, the type of people required, and procedure for applying for these jobs

2) On campus Recruitment

AAA conduct preliminary search of prospective employees by conducting interviews at the campuses of various institutes, universities and colleges. This source is quite useful for selecting people to the posts of management trainees, technical supervisor, and technicians. The organizations hold written test, group discussions, psychometric test and preliminary interviews on the campus on the predetermined date and candidates found suitable are selected.

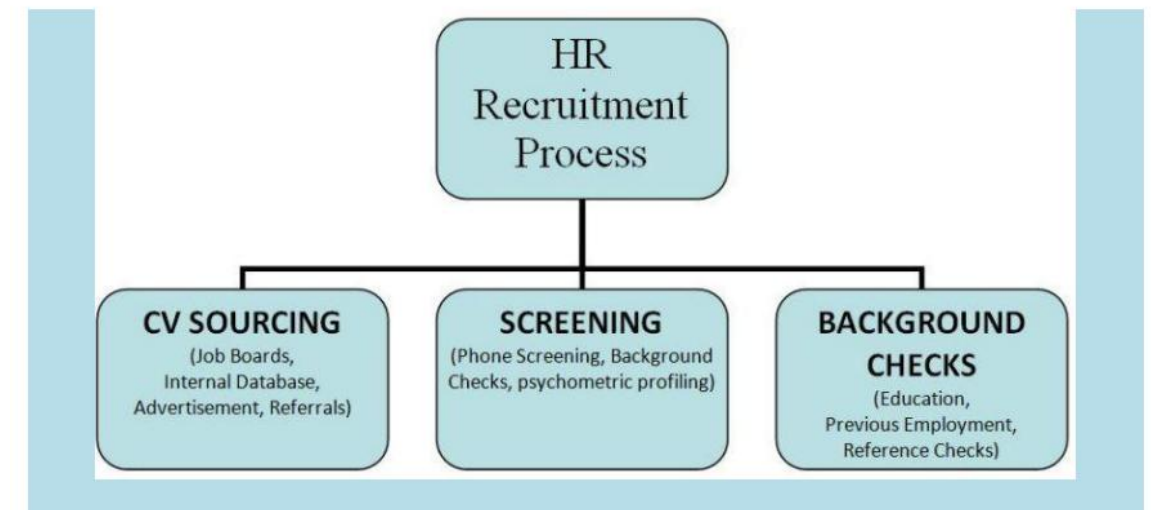
After this the selection and negotiation process occur. Then offer letter is given to the selected candidate. The employee then joins in the organization. Then the company arranges the Induction Program for the employee. After this the recruitment process ends with this

Selection

Selection is defined as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job. Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

The difference between Recruitment and Selection

Recruitment is identifying and encouraging prospective employees to apply for a job. Whereas, Selection is selecting the right candidate from the pool of applicants. Effectively, selection is 'buying' an employee (the price being the wage or salary multiplied by probable years of service) hence bad buys can be very expensive. For that reason, some firms (and some firms for particular jobs) use external expert consultants for recruitment and selection.



Goals of Selection

- ❖ To systematically collect information about to meet the requirements of the advertised position.
- ❖ To select a candidate that will be successful in performing the tasks and meeting the responsibilities of the position.
- ❖ To engage in hiring activities that will result in eliminating the underutilization of women and minorities in particular departments.
- ❖ To emphasize active recruitment of traditionally underrepresented groups, i.e. individuals with disabilities, minority group members, women, and veterans

Selection process at AAA bearings

Like Maruti Suzuki, ford motors, Hyundai, INA Bearings and others, AAA bearings Ltd also follows a series of steps in order to pick a suitable candidate from the bench of applicants. So as per as the selection process of AAA Bearings is concerned they follow the series of steps which starts from written test in case of campus recruitments and goes on till the final selection , placement and Induction.

After screening the applications they called the candidates for employment test and if cleared the candidate will be called for comprehensive Interview and when the candidate will clear that then the background investigation about the candidate will start in which AAA Bearings will verify the details of a particular candidates and when details are verified the candidate will receive the offer letter from the concerned HR department of AAA Bearings

A selection process involves a number of steps. The basic idea is to solicit maximum possible information about the candidates to ascertain their suitability for employment. Since the type of information required for various positions may vary, it is possible that selection process may have different steps for various positions. For example, more information is required for the selection of managerial personnel as compared to workers. A standard selection process which is followed at AAA has the following steps:

1. Screening of Applications

Prospective employees have to fill up some sort of application forms. These forms have variety of information about the applicants like their personal bio-data, achievements, experience, etc. Such information is used to screen the applicants who are found to be qualified for the consideration of employment. Based on the screening of applications, only those candidates are called for further process of selection who are found to be meeting the job standards of the organization.

2) Interview

At AAA, Selection tests are normally followed by personnel interview of the candidates. The basic idea here is to find out overall suitability of candidates for the jobs. It also provides opportunity to give relevant information about the organization to the candidates. At AAA, interview of preliminary nature can be conducted before the selection tests. For example, in the case of campus selection, preliminary interview is held for short listing the candidate's process of selection.

3) Checking of References

AAA Bearings ask the candidate to provide the names from whom more information about the candidates can be solicited. Such information may be related to character, working, etc. The usual referees may be previous employers, persons associated with the educational institutions from where the candidates have received education, or other persons of prominence who may be aware of the candidate's behavior and ability. Having received the applications, the next step is to evaluate applicants experience and qualifications and make a selection.

4) Screening

Its purpose is to evaluate the application and eliminate applicants whose profiles do not match the job requirements

5) Short listing of CV

The CVs received from various sources are screened by the HR function within 7 day of Commencement of sourcing activity.

6) Interview

This is powerful technique used by AAA Bearings to assess the capabilities/skills of the candidate and to understand the softer aspects that are difficult to measure from resumes. After finalizing a date and time, shortlisted candidates are invited for an interview.

7) Salary fixation

The selected candidates are required to furnish Documents prior to an offer being made. Salary comparator. An appropriate salary fitment is generated giving three possible options, based on qualification, age, experience and compensation details of the selected person and basic salary of existing employees at the same level.

8) Approval & signature

The authority for finalization of salary for levels E5 and below (for all circle positions) shall rest with the Head –HR in each circle. All decisions pertaining to salary determination for level E4 & above rest with corporate HR.

9) Offer

After selection of the best candidate, email compensation offer is made to him/her. Only if the candidate accepts this & due verification of Ref. Check/medically fit clearance is obtained, an appointment letter detailing the terms of employment is given to him/her. List of documents to be submitted at the time of joining is to be given with the appointment letter.

It is mandatory for the selected candidate to sign and return the duplicate copy of the letter.

TRAINING AND DEVELOPMENT

Training: Training refers to the process of imparting specific skills. An employee undergoing training is presumed to have had some formal education. No training program is complete without an element of education. Hence we can say that Training is offered to operatives.

Development:Development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management development programs are generally voluntary in nature. Development provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of a company

Training and development at AAA bearings ltd

At AAA Bearings Ltd, we believe in keeping our talent pool updated with the latest of the Industry. Hence we mentor and train them to develop their abilities and enhance their existing knowledge and upgrade it to the next level. Thanks to our Learning and Development endeavor, we have:

- ❖ A motivated pool of Employees who deliver efficiently and effectively.
- ❖ A senior leadership that characterizes and drives the growth and profitability
- ❖ A customer focused work environment
- ❖ Processes that are aligned to business goals and objectives.

Developing People:

Valuing its people as a great asset, AAA Bearings is committed to their development, both in order to benefit the individual and to benefit the Company through increased knowledge and skills. In order to leverage maximum potential of human resource to achieve business objectives the Company recognizes that enrichment of people will help retain a motivated workforce in a competitive environment.

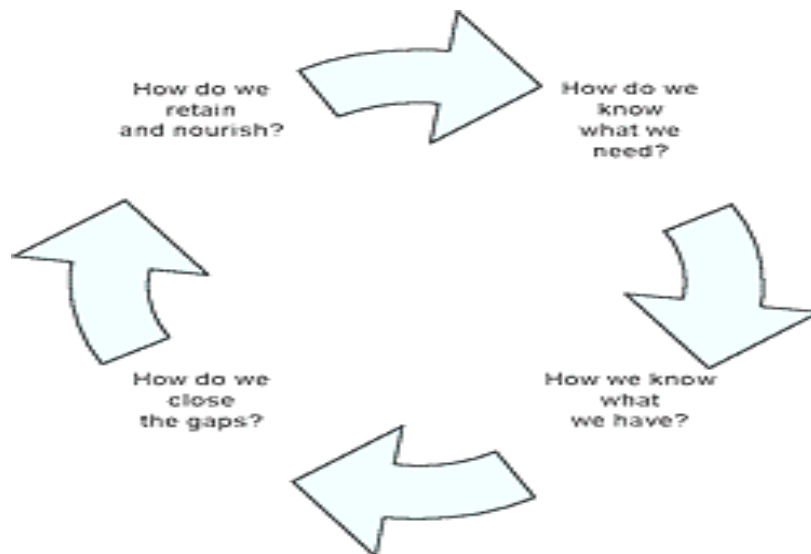
PERFORMANCE MANAGEMENT

Mainly the performance management of AAA Bearings Ltd is done by system. It includes the following basic processes:

- ❖ Annual goal setting
- ❖ Mid year review
- ❖ Annual performance review

Annual goal setting

In the month of April/May every year, after the annual planning and budgeting rounds, all teams identify their KRA's and goals for the forthcoming financial year. Then the employees fill their goal setting document, listing the KRA's, Goals, Measurement Criteria, Assigning Weightage and due date for completion of specific goals ..



Then they notify the same to their manager/immediate supervisor and await approval. The manager recommends any changes if required or else approves the goals set in the document. The approval of the goals set by the managers completes the goal setting process.

The approved documents will be then available to the employees as well as their managers for the reference throughout the year. These documents can also be reviewed by manager's manager (Reviewer) for their indirect subordinates.

Midyear review

Mid year review of goals set at the beginning of the financial year held on the months of October/November every year. The midyear review generally initiated by the manager. The main focus of the mid year review is to check if the goals set at the beginning of the year are relevant or if they need to be revised or updated. The mid year review is also an opportunity for the manager and his team members to identify and discuss about any performance issues and initiate corrective action for the same. The mid year review does not entail any ratings.

Annual performance review

The annual performance reviews against goals set and achieved held during the months of April- May every year. The employee completes his self-review /appraisal against goals set, and submits the same to his manager for review. The manager then discusses the performance of the employee with him/her off-line, give him feedback on his performance and capture his own comments and performance ratings against goals and overall ratings in the manager's evaluation form. The manager also discusses the employee's performance as well as rating with the manager's manager (reviewer) and sends the document to the HR department for further processing



Performance of HR Management.

Opportunities for AAA bearings ltd in performance management

360 Degree Performance Management Feedback System

At AAA, we should have **360 Degree Performance Management Feedback System**. This system, which solicits feedback from seniors (including the boss), peers and subordinates, has been increasingly embraced as the best of all available methods for collecting performance feedback. Gone are the days of working hard to impress only one person, now the opinions of all matter, especially if you are in a leadership role (at any level). Every person in the team is responsible for giving relevant, positive and constructive feedback. Such systems also help in identifying leaders for higher level positions in the organization. Senior manager's uses this feedback for self development.

Fair Evaluation System for Employees:

We should have an evaluation system that clearly links individual performance to corporate business goals and priorities. Each employee must have well defined reporting relationships. Self rating as a part of evaluation process empowers employees. Evaluation becomes fairer as it is based on the records of periodic counseling & achievements of the employee, tracked over the year. For higher objectivity, besides the immediate boss, each employee has been screened by the next higher level (often called a Reviewer). Cross - functional feedback is obtained by the immediate boss from another manager (for whom this employee's work is also important) which adds to the fairness of the system. Relative ratings of all subordinates reporting to the same manager are another tool used by our company for fairness of evaluation.

Agile approach at AAA bearings ltd

(Reference :RiinaHellstrom's article on 8 ways to apply Agile in HR)

I just have completed my papers of OB and HR, and I got the opportunity to learn with many of senior HR professors. This is a geography where digital business has thrived, with companies like Grab (topping Uber) and DBS (the worlds digital bank) setting the pace.

One of the biggest topics on HR people's minds like me is adopting the principles of Agile. Once considered an arcane methodology used by software engineers, the concepts of Agile

are sweeping across business. And they are radically changing HR.

What does agile really mean

Agile is a philosophy, a culture, and a set of management practices. The Agile Manifesto was first written in February of 2001 when a group of programmers met in Portland to figure out how to speed up their development. (They called it Extreme Programming.) These engineers developed a set of principles and from there designed to greatly speed and improve the software development process.

One has to realize that in the 1980s and 1990s it took huge teams to build software and they built it in a years-long “waterfall” method. The fascinating book “The Mythical Man-Month,” written by Fred Brooks at IBM (1975), talks about how big projects at IBM got slower and slower as more people were added. Brooks experimented with small teams and discovered the ideas of Agile before the manifesto was written.

Brooks found that the more people he had on a team, the slower the project went. Essentially middle management was creating friction in communication, preventing true experts from doing their work and talking with each other.

As he studied the problem, he concluded that software development was not a “scale” process but rather more like “skilled surgery.” He realized that small multi-functional teams, armed with very limited and clear goals, could work together to outperform large projects.

His principles focused on three fundamental things: first, the software teams had to get closer to customers so they could learn and iterate faster; second they had to build software more quickly and get it to customers soon; and third they had to coordinate these projects without the overhead of middle management.

As Agile principles have matured, techniques like standup meetings (daily meetings to talk about what’s happening), SCRUM (a method to manage projects simply), MVPs (minimally viable product), and OKRs (a very simple way to set and share goals) became popular artifacts. I walk into many HR departments and see small teams in group offices with sticky

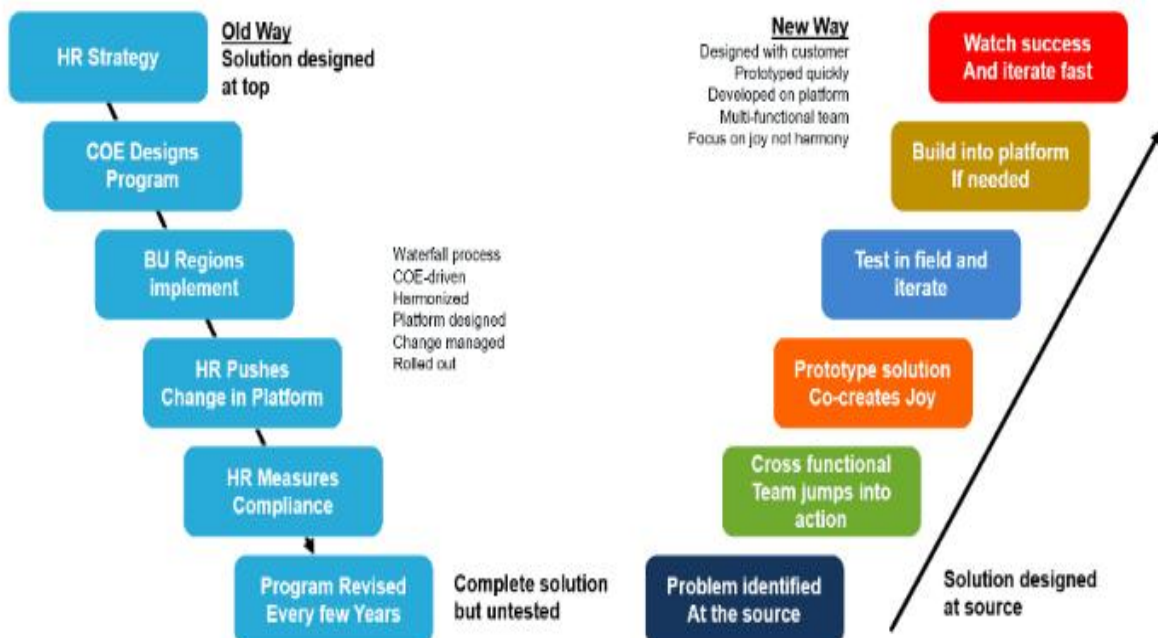
notes on the wall, all attempting to “be agile.”

In reality, however, as Maarten Van Beek of ING bank explains, copying these tools don’t necessarily make you agile. Agile is really a philosophy: one of making decisions at the level of expertise, empowering people to learn, and experimenting with solutions that are co-developed with customers.

If one visits ING you see lots of small, multi-functional HR teams working together on various programs. People iterate regularly and the process fits into the “digital tempo” of the bank itself. Learning and collaboration is rewarded and encouraged, and people move from project to project throughout their HR career.

In a company like AAA Bearings Ltd, in the case of HR, sitting in a conference room in long process meetings is not always the right solution. We need to “co-develop” solutions with the business, and then roll them out in an experimental and iterative way.

Agile Approach: Co-Create HR Solutions



Just as Agile has transformed software development, so it will transform HR.

We do need to design enterprise-wide processes – but they're no good if they aren't localized and relevant to peoples' daily work lives. So rather than design solutions in a conference room, we need to design them with customers, experiment and observe how well they work, and quickly improve them every day. This is hard to conceive in HR, but it's now possible and works very well. (ING practices Agile in HR with tremendous success, Sky in the UK does it in L&D, and many other companies now do too.)

Agile design and agile service delivery (devops for hr)

But there's more. In HR, like software, there are two parts to solving problems.

- ❖ The first is “designing” a solution
- ❖ The second is “serving and supporting” the solution in the market.

In the software industry, they have developed a role called DevOps to support the solution in the market. IDevOps is a set of practices that help us apply agile principles to the service delivery part of our work. In the case of HR this means creating cross-functional service roles, instrumenting and monitoring our employee solutions, and getting lots and lots of feedback so we can tweak, improve, and iterate the programs we build.

One of the companies I recently met is using Agile in their performance management process. Not only are they using OKRs and other agile approaches for the employees and managers, but they developed three “versions” of the process to test on teams. Each of these three pilots used different approaches to evaluation and goal-setting, and in an agile way they are using “A-B testing” to decide which will work best.

I believe Agile principles will radically change service delivery models. While I know that many of us have gone through HR transformation projects over the last few years, often focused on creating centers of excellence and service centers, I'd suggest all that is changing.

In Agile we need multi-functional COE's (focused on solutions, not HR functional silos) and multi-functional support groups (DevOps type groups).

Traditional Management

Focus on Control & Alignment



Creates: Execution, Order, Control

HR's Job: Implement controls, standards, and systems to **drive alignment & execution**

Present Traditional Management, at AAA Bearings, focus on control and alignment. It creates Execution and Order control. HR Jobs is to implement controls, standards and systems to drive alignment and execution.

My suggested Approach is Agile Management - It focuses on speed and customers and creates Adaptability, Innovation and speed. HR Jobs will be to implement programs, systems, strategies which foster expertise, collaboration and decision – making.

Agile Management

Focus on Speed & Customers



Creates: Adaptability, Innovation, Speed

HR's Job: Implement programs, systems, strategies, which **foster expertise, collaboration, and decision-making**

Agile HR strategies to be implemented at AAA Bearings ltd

- ❖ Training leaders at all levels of the company to act as hands-on coaches, not "managers"

- ❖ Designing the organization into small, high-performance teams that set their own targets

- ❖ Creating customer interactions within all groups and functions in the company

- ❖ Delivering a strong, focused mission and values to keep everyone aligned

- ❖ Creating systems with lots of transparent information, i.e., what are our goals, who is working on what project, who are our experts

- ❖ Implementing "systems of engagement" not just "systems of record," i.e., collaboration, information-sharing, project management

- ❖ Building a focus on continuous learning and learning culture at all levels

- ❖ Implementing a strong external employment brand that attracts "the right type" of people

- ❖ Hiring and promoting experts, not general managers

- ❖ Encouraging and teaching people to give each other direct feedback

- ❖ Creating programs for peer-to-peer rewards and recognition

CHAPTER IV: OBSERVATION AND FINDINGS

OBSERVATION AND FINDINGS

During the study of the project I observed different functions of the HR Department. I got the knowledge about the different types of HR Policies functioning at AAA. I also got knowledge about how my organization is following their values in a very sincere way. I learnt more on how and what types of facilities are being provided to the employees by AAA. I also observed how they are doing the Performance Appraisal on basis of the achievement of the targets by the employees in the time given to them through ERP.

Our main role of HR dept was to provide proper working environment to their employees, so that the employees can work efficiently & smoothly.

Training schedule is worked out well here with proper planning schedule.

Recruitment is properly planned, structured according to openings in plant and new vacancies.

- ❖ Goal setting programs undertaken with schedule to find potential prospective employees for higher posts, giving training, discussing the on-job responsibilities.
- ❖ The employee goals are well studied and structured. The Key Related Areas are properly designed & clearly mentioned to employees.

CHAPTER V: RECOMMENDATION

RECOMMENDATION

Apart from the several recommendations given under each of the headings like RECRUITMENT AND SELECTION, ON BOARDING ORIENTATION

ALLOCATION, TRAINING AND DEVELOPMENT, PERFORMANCE MANAGEMENT

There are other recommendations also.

- ❖ AAA must use the concept of agile approach to co-create HR Solutions
- ❖ AAA should give the compensation as per to the skills, so that the employees could do the efficient work.
- ❖ AAA must enhance workforce motivation to improve productivity. Workers must be encouraged and motivated to develop a customer satisfaction mindset.
- ❖ AAA need to empower their workers by allowing them greater autonomy and control and to design jobs that are more stimulating. This will enhance the personal productivity.
- ❖ Interdependency of different departments should be well studied, co-ordinate for effective output.

CHAPTER VI: CONCLUSION

CONCLUSION

At AAA, Reframing HR as an agile discipline can help our HR to create a more resilient organization with the nimbleness and openness that's required to navigate the realities of the VUCA vortex. However, transitioning from a present traditional to an Agile HR methodology constitutes a big change. Before putting it in motion, it's important to have the underlying supports in place. These include:

An amenable organizational culture—one that prioritizes engagement and trusts its employees

An HR department and managerial function that is ready to relinquish control

A workforce that is ready to take greater responsibility, and is supported in doing so

Technologies that make resources such as self-guided development programs widely accessible.

With Agile HR, at AAA Bearings, the traditional focus on control and alignment will be shifted to a more Agile focus on speed of responsiveness and customers

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