

AN ANALYTICAL STUDY OF PERSONNEL POLICY FOR SCIENTIFIC & TECHNICAL MANPOWER OF HAFFKINE INSTITUTE FOR TRAINING, RESEARCH & TESTING, MUMBAI –A GOVERNMENT OF MAHARASHTRA GRANT IN-AID INSTITUTE

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ABSTRACT

A policy is a predetermined and accepted course of thought and action to serve as a guide towards certain accepted objectives. Personnel policies lay down the decision making criteria in line with the overall purpose of the organization in the area of human resource management. Personnel policies are developed by the top management to assist the managers at various levels to deal with the people at work. Thus personnel policies can be interpreted as the recognized intentions of top management with respect to efficient management of work force

As part of this study, Personnel policies were studied at Haffkine Institute(HITRT), Mumbai. Though institute is one of the reputed institute for research ,traing & testing.study revealed that employee satisfaction & motivation is matter of serious concern .the study was primarily undertaken to find out effectiveness of personnel policies of the institute to judge competency of the institute in general & its employees in particulars in the era of liberalization & globalization with its unique challenges.

Keywords: Employee Satisfaction, Personnel Policy ,Motivational Level, Research Professional

INTRODUCTION

Today Competency is the key for the success of global organization there has been al;round shift in the focus of organizations .the strategy for competing is replacing with strategy of excelling .efforts are been made to build a core competency that will see them through in crisis. Haffkine Institute for Training, Research & Testing, Mumbai over the years has emerged as a multidisciplinary, full fledged Biomedical Research Institution, engaged in research on various aspects of infectious diseases since its foundation in 1899. It also serves as a premier teaching Institution in the field of Biomedical Sciences, and is affiliated to the University of Mumbai for M.Sc. and Ph.D. programmes. Besides these activities Haffkine Institute for Training, Research & Testing, Mumbai has been serving as a guard for human health by other means like Biological testing of health related products like Pharmacokinetics studies of medicinal drugs, Toxicological studies of households health

related chemical and pharmaceutical products, *Invitro* anti-viral activities of synthetic and herbal formulations , Biochemical and clinic-pathological testing of human clinical samples, Development and biological studies of new chemical entities, Bacteriological examination of water samples, efficacy testing of all types of water purifiers, *Invitro* anti-microbial efficacy testing of various types of disinfectant samples.

OBJECTIVE OF THE STUDY

The main aim of the study is to find out effectiveness of present personnel policy & to suggest need for changes in personnel policies in Haffkine Institute for Training, Research & Testing, Mumbai. The study will also focus to understand salary scales of scientific & technical staff of Haffkine Institute for Training, Research & Testing, Mumbai & its effect on recruitment.

Institute for Training, Research & Testing, Mumbai with taking into consideration following objectives.

1. To understand Salary Scales of the scientific and technical staff of the Haffkine Institute for Training, Research & Testing, Mumbai in order to attract and recruit the advanced, talented and active scientific and technical staff.
2. To analyze personnel policies of the Haffkine Institute for Training, Research & Testing, Mumbai.
3. To suggest the provision of overall personnel policies including recruitment rules salary-scale, & Training & development policies.

RESEARCH METHODOLOGY

Research Approach: Qualitative as well as Quantitative approach has been used for the paper with more focus on the quantitative approach.

Research Design: For the paper, descriptive type of research design has been used.

Sampling Technique: Random conventional sampling has been adopted

Sample Universe: Haffkine Institute for Training, Research & Testing, Mumbai

Sample Size: The Total sample size of 50 (Scientific Staff)

Research Tool: A structured questionnaire was used as an instrument in gathering the required information from employees. Secondary data is gathered from internet, official websites, research articles,

Statistical Tools: Percentage Analysis

DATA ANALYSIS & INTERPRETATION

Table 1. Distribution of the sample- Gender –Wise

Sex	No. Of Respondents	% of the Total
Mae	45	90
Female	05	10
Total	50	100

Source: Primary

Out of total target population of 100 consisting of Male & Female 10 % are Female & remaining 90 % are Male.

Table 2. Are you satisfied with Recruitment policy?

Level of Responses	No. of Respondents	Percentage
Strongly Agree	05	10
Agree	05	10
Neutral	00	00
Disagree	26	52
Strongly Disagree	14	28
Total	50	100

Source: Primary

80% employees are not satisfied with current recruitment policy while 20 % are satisfied with current policies.

Table 3. Are you satisfied with Pay & Benefit policy?

Level of Responses	No. of Respondents	Percentage
Strongly Agree	09	18
Agree	11	22
Neutral	03	06
Disagree	15	30
Strongly Disagree	12	24
Total	50	100

Source: Primary

54% employees are not satisfied with current Pay & Benefit policy while 40 % are satisfied with current policies.

Table 4. Organisation provide enough opportunities for promotions.

Level of Responses	No. of Respondents	Percentage
Strongly Agree	05	10
Agree	07	14
Neutral	03	06
Disagree	25	50
Strongly Disagree	10	20
Total	50	100

Source: Primary

70% employees feel that Institute does not provide enough opportunity for promotion., while 24 % are happy with current opportunities .

Table 5. You get enough Reward & reorganization

Level of Responses	No. of Respondents	Percentage
Strongly Agree	05	10
Agree	07	14
Neutral	03	06
Disagree	25	50
Strongly Disagree	10	20
Total	50	100

Source: Primary

70% employees are not happy with current Reward & Reorganizations, while 24 % are happy.

Table 6. Are you satisfied current Practice of communication & decision making process?

Level of Responses	No. of Respondents	Percentage
Strongly Agree	20	40
Agree	07	14
Neutral	00	00
Disagree	13	26
Strongly Disagree	10	20
Total	50	100

Source: Primary

46% employees are not pleased with Communication & decision making process, while 54 % are pleased.

Table 7. Are you satisfied with performance appraisal system?

Level of Responses	No. of Respondents	Percentage
Strongly Agree	09	18
Agree	08	16
Neutral	00	00
Disagree	23	46
Strongly Disagree	10	20
Total	50	100

Source: Primary

66% employees are not fulfilled with Performance appraisal system, while 34 % are fulfilled.

Table 8. Personnel policy of other organisation are better.

Level of Responses	No. of Respondents	Percentage
Strongly Agree	20	40
Agree	16	32
Neutral	00	00
Disagree	10	20
Strongly Disagree	04	08
Total	50	100

Source: Primary

28% employees are not satisfied with Personnel policy of other organization, while 72 % are satisfied.

FINDING & CONCLUSION

The analysis of the data collected for the study is visibly indicative of the fact of mismatch between personnel policy practiced by Haffkine Institute for Training, Research & Testing, Mumbai and global requirements of managing human resources. Majority of employees of Haffkine Institute for Training, Research & Testing, Mumbai hugely unsatisfied with personnel policies adopted by it, which in their opinion hardly have any space for their individual growth in development ,specially scientific staff of institute is very agitative and totally against the personnel policy. To put in nutshell it can be safely said that personnel polices of Haffkine Institute for Training, Research & Testing, Mumbai is old outdated & out of context in present situation fail to motivate the employees. It appears from study that for a long time no efforts have been made to change Haffkine Institute for Training, Research & Testing, Mumbai to keep pace with demand of present situation & also to make it employ friendly.

SUGGESTIONS

In the light of the serious problems of human resource management in the Haffkine Institute for Training, Research & Testing, Mumbai following prescriptions may prove to be effective to improve the situation and enhance the morale of the employees.

First & foremost is the need for developing the culture of participative decision making in the Haffkine Institute for Training, Research & Testing, Mumbai. Employees should be encouraged to actively participate in the decision making especially if it is directly related with their performance & well being.

Secondly, the environment of rewarding the merit should be supported & productivity & performance of employees should be reflected in the remuneration system

Thirdly, space must be crated for the personal growth & development of individual employees within the institute.

Fourthly, present promotion policy practiced by institute need to be modified placing more focus on performance and adoption of objective parameter to discard the scope of subjective criteria and thus creating the feeling of fairness & avoiding possibilities of biasness & also every promotion should be accompanied by attractive rewards

Fifthly, for the purpose of making employees fit & skillful, scientifically designed training programs must be in placed & its continuity must be maintained.

Finally, HR policies of the Institutes should be upgraded periodically & must be in line with competitors policies to sustain & compete in today's globally competitive environment

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