

## Review – Business Administration

# A review on the HR culture: India, US, Europe

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### Abstract

The era of globalization of world economy has lead to the high complication, disturbance and competition in the market place. Human resource has become the indispensable part for the success of business. The competitive advantages of the organizations which need to be built sharpened and leveraged are the people. Agility, responsiveness, innovation or transcendence, efficiency and execution is the fundamental need of organizations for sustainable competitive advantage. It is here that organizations can be developed to their fullest capacity with the help of human resource. The work environment in which employees feel motivated and most satisfied when their needs and values are in consistency with those in their workplace is basically defined as the culture of that place. It is like a lifeguard on duty.

*Key words:* HR culture, Human resources, World economy

### HR culture at L&T infrastructure finance company limited (India)

L&T group makes use of high quality working culture. The company is regulated by a solitary board which is responsible for making perfect policies and supervisions when actual policies are implemented in group. All the company directors are responsible for shaping the working patterns in the group and guide the individuals working for group in a predetermined path. In addition to that, company works according to the regulations of professionalism towards the working modules and organization.

In order to build perfect working pattern the management of L&T infrastructure finance company limited formed different committees in group such as,

- ✓ Investment and Credit Committee
- ✓ Management Committee
- ✓ Audit Committee
- ✓ H.R. & Nomination Committee

- ✓ Asset Liability Management Committee
- ✓ Risk Management Committee

For effective working in business area company maintains perfect credit policies and implement according to the effectiveness of initiated operation in the business fields.

Further company is very much efficient in managing the investments and credits with help of strong board of directors listed in the group. In further process of working in group before accepting any project in the company different teams initially works on estimating the project strength and other issues such as investments etc. such analysis help to group to have an overall content report on the project efficiently. Once company accepts the project it determines the size of project based on finding predicted in the analyzing process.

Further in order to increase the stability of work in company makes use of internal ratings in all the departments of group. Such rating helps to calculate the efficiency of individuals in performing the tasks for the group essentially. Thus the working culture of L&T organization could be understood. The driving force behind L&T IDPL's growth, is it's committed employees spread across India"

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The caring and people-centric core culture of our parent organization, Larsen & Toubro Ltd. has been inculcated in L&T IDPL. The organization is designed based on the business demands and taps into the multi-faceted skills of its workforce. Hence, self-starters and people who strive to achieve greater heights find this organization to be a natural fit.

Training and Development is the way of life. The main focus is on imparting proper skills, experience, and knowledge among the workforce

### **HR culture at VINCI (Europe)**

VINCI Energies has set itself the goal of creating an environment in which each employee can fully develop his or her talents. Management is based on responsibility and trust. The Group's organisation encourages openness and network exchanges. The human resources policy is focused on development and enhancement of competencies.

Independence is a fundamental value for the 1,500 VINCI Energies business units. Each business unit manager has his or her own business unit project and implements it independently. The same is true of the human resource management. This local management, close to employees, reflects the "human scale" that the Group strives to preserve. It also guarantees a genuine social dialogue within a Group where everyone feels "at home". This ongoing dialogue, which takes place on the ground with the teams and employee representatives, is a key element of the Group's social policy.

*The strength of a large group, opportunities at all levels-*

Training, mobility, promotion, networking : VINCI Energies supports career development and helps each of its members to achieve his or her potential. A large number of tools are available to Group business units to develop the competencies of their employees, galvanise networking and thereby reinforce the Group dimension. The entire management chain is united in this endeavour to enhance knowledge. Top managers are personally involved in disseminating the business unit's entrepreneurial culture. Attending orientation days for newly hired employees and some training sessions and

supporting school outreach activities, they provide employees with opportunities to exchange views with them.

*Creating European network momentum, forging ties-*

VINCI Energies was built up over time as it welcomed new business units, primarily in Europe. Today the Group is focused on expanding cross-cutting ties between the employees of its business units.

To do this, it works particularly closely with the European Pépinières system, in which young graduates from the countries in which the Group has recently begun to operate are recruited and come to receive training in the "historic" business units in France and Germany. This makes it possible for young people to understand and take on board the VINCI Energies culture and working methods. It also enables them to discover the range of expertise offered by the Group and to begin to create their own network, so as to build synergies at European level.

### **HR Culture at BECHLET Company (US)**

It takes a special kind of company and a special kind of work environment to tackle some of the biggest and toughest jobs in the world.

- *Community*  
Bechtel projects touch the lives of people and communities where it work.
- *Ethics*  
For more than a century, the company has been built on Integrity, honesty, and fairness.
- *Safety and Environment*  
At Bechtel, the safety of the people and the protection of the planet are top priorities.
- *Sustainability*

It plan and act for the future of the company, the customers, and the world.

- *Phase 1 – Coaching for High Performance*

As she searched for solutions, a colleague of Linda's from BECHLET parent company mentioned that PCI's Coaching for High Performance (CHP) workshop could help address its specific needs. In particular, the

program could help managers see how to successfully break from a command-and control style of management, and work towards developing commitment in their people. Linda arranged to attend a half-day CHP overview session with a colleague – and was impressed with the PCI approach.

- Phase 2 – Coaching Milestone

“A lot of programs aren’t as adaptable” she explains, “They’re too complex, and not as easy to put into practice. Performance Coaching’s programs really make personal implementation easy”. Excited by the prospects of the program, Linda arranged a 2-day workshop for its executives and senior managers. The executive team emerged from the program convinced that CHP could form a key component of its drive to service excellence. Committed to a true cultural shift in the organization, the executive team made the decision to become certified through PCI’s Coaching for High Performance Certification program – and to deliver CHP internally themselves. Explains Linda: “we really needed our managers to see this as a ‘come-from-the-top’ initiative. We didn’t want this to be perceived as an HR lead program, but as part of a shift in the way we do business”. Through the certification process, the executive team learned the key components of program delivery done ‘the PCI way’: infusing content with personal anecdotes, teaching through the power of story, and the art of ‘gravity’.

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