



Human Resource Management in Bharath Heavy Electricals Limited in India: A - Study

KEYWORDS

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In India, the public sector is playing an important role in the economy of the country. It has credit approximately 25% of the total Industrial output of the country and it is employing approximately 30% of the total labour force engaged in industrial production. The expansion of the public sector is necessary to attain the socialistic aim envisaged in the constitution and is emphasized by the Government. Half of a Century ago, Keynes said, in his epoch-making book about the importance of the public sector as a major factor in national production and as a source of employment and as remarked "I concluded that the duty of ordering the current volume of investment cannot be safely in private hands."

Significance of Public Enterprises in India

The question of nationalization of industries in India is taken up from the view point of social justice as well it is contended that the permission to the private sector to appropriate the profit will lead to gross imbalance in income and wealth. G. Mathur rightly remarks; "to expect the private sector to continue as a partner in the economic system was adopted to lower disparities of income and wealth as also of consumption will be leveled... is to bury one's head in the sand." It is imperative for social justice that the wealth of the country does not get concentrated in a few hands. But this problem cannot be solved only by nationalization. A new kind of the Government has to encourage the public sector as G. Mathur points out "investment decisions have to be made under some sort of Visible Hand of social organization, and the concept of mixed economy has to be replaced by that of composite economy." In the developing countries of the world, the public sector has made an important contribution to the development of 'Composite Economy' but the public sector in this country has regimented economy. In most of the African and Asian countries, the control on public sector is exercised by the Governments on their economy is a different kind. Prof. Gunnar Myrdal calls these countries as "soft states". In such states, the control on the private sector by the government is lax; the private sector is allowed to flourish freely and to work with an objective to minimize profit. But, a mature economy does not aim at maximum profits only; on the contrary its primary concern is survival and growth Galbraith points out how the need to survive requires the greatest possible rate of growth as measured sales.

Bharath Heavy Electricals Limited:

Bharath Heavy Electricals Limited is one of the largest electrical engineering and manufacturing enterprises in India in the energy-related/infrastructure sector today. Bharath Heavy Electricals Limited was established five decades ago, ushering in the indigenous Heavy Electricals Equipment industry in India - a dream that has been more than realized with a well-recognized track record of performance. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-77. Bharath Heavy Electricals Limited manufactures over 180 products under 30 major product groups and caters to core sectors of the Indian economy viz., Power Genera-

tion & Transmission, Industry, Transportation, Renewable Energy, etc. The wide network of Bharath Heavy Electricals Limited has 14 manufacturing divisions, four Power Sector regional centers, 100 project sites, eight service centers, 18 regional offices which are enables the Company to promptly serve to its customers and providing them with suitable products, systems and services efficiently and at comparative prices. The high level of quality & reliability of its products is due to the emphasis on sound design, engineering and manufacturing at international standards by acquiring and adapting some of the best technologies from leading companies in the world together with technologies developed in its own research and development centres. Bharath Heavy Electricals Limited has acquired certifications to Quality Management Systems (ISO 9001), Environmental Management Systems (ISO 14001) and Occupational Health & Safety Management Systems (OHSAS 18001) and is also well on its journey towards Total Quality Management.

Significance of Human Resource Management

Many writers have defined their views about Human Resource Management as follows: Wendell French in 1974 defined as "personnel management is the recruitment, selection, development, utilization and accommodation of human resources by Organizations." Agarwal in 1977 defined personnel administration as "a dynamic function which aims at optimizing the effectiveness of human resources by Organizations." David Barbes defined as "the concept role and range of activities involved in personnel management is thus derived from the fundamental problem underlying any Organization, whether it a factory or an Office, a shop or a hospital, a construction of site or a transport Organization that is how the efforts of the people who make up the enterprise can be so organized and developed in order to attain the highest levels of efficiency, adaptability and productivity."

The main functional characteristics of the Human Resource Management are:

1. Recruitment and Promotion
2. Training
3. Performance Appraisal
4. Morale & Motivation

It is not possible for any Organization to attain expected results unless and until it has efficient personnel and human resources though it has best financial resources and material. It is the primary and most important responsibility of the Human Resource Department to provide capable and fit trained employees at all levels for effective running of the Organization. Hence in any organization the Human Resource Management requires more emphasis. The Human Resource Management will indirectly help the employees without any stress and through which they develop healthy working relationship and due to which the employees will be aided to make best possible functions in their services. The success depends on quality of manpower, but not the quantity of investment. The relationship shortfalls when there is inadequate consideration is given to human aspects of any

Organization and it is quite impossible to achieve administrative goals, plans, strategy etc. It is applicable to both Public and Private Sectors.

Review of Literature:

Before undertaking a study of the topic selected, it is useful and necessary to review the literature on the subject. There are not only a number of books and research articles on the subject but also a vast number of reports of the committees that have gone into the working of the Public Enterprises particularly The Bharat Heavy Electricals Limited.

In the above books, mention might have been made of those which primarily concern the study of Human Resource Management practices in the process of recruitment and promotion in Public Enterprises related to the Bharath Heavy Electricals Limited, Hyderabad. In this connection, the scholar reviewed the relevant literature to study his selected research problem...

The research in Public Personnel Administration is a post-Independence phenomenon in India. The literature on the subject during the early years after Independence concerned itself with policy issues in personnel and tried to bring about changes in the structure and institutions. Most of the published works of this period has been designed more to attend to some pressing policy issue than to examine the general field of public personnel administration or to research on its problems.

Stroh Meier S. Research in e-HRM in his article "Review and implications", this article reviews current empirical work on electronic Human Resource Management (e-HRM) and discusses some implications for future research. Based on a definition and an initial framework the review analyzes the used theories, the employed empirical methods, and the chosen levels of analysis, the examined topics, and the revealed findings. The review reveals an initial body of work from several disciplines that is mainly non-theoretical, employs diverse empirical methods, and refers to several levels of analysis and to diverse focal topics of e-HRM. Based on the review some initial theoretical, methodical, and topical implications are discussed in order to support a future research program in e-HRM.

Tharenou, P., Saks A.M., Moore C., paper of "A review and critique of research on training and organizational-level outcomes." Aims to advance understanding of the effects of training on organizational-level outcomes by reviewing the results of previous studies that have investigated the relationship between training and human resource, performance, and financial outcomes. The results of meta-analysis from 67 studies suggest that training is positively related to human resource outcomes and organizational performance but is only very weakly related to financial outcomes. The relationship between training and firm performance may be mediated by employee attitudes and human capital. Furthermore, training appears to be more strongly related to organizational outcomes when it is matched with key contextual factors such as organization capital intensity and business strategy, in support of the contingency perspective. Further, training is related independently to organizational outcomes in support of the universalistic perspective of strategic human resource management rather than a configurationally perspective. The paper concludes with a critique of previous studies and directions for future research. Particular emphasis is given to the need for future research to integrate individual-level (micro) and organizational-level (macro) training research, models, and theory.

Academic studies on public personnel management in India are very few. The Directory prepared by the ICSSR, Southern Regional Centre, with the cooperation of the Madras Institute of Development Studies, concerning the award of doctoral degrees in the social sciences by South Indian Universities up to 1986, does not give an impressive list. However, the few that exist may be mentioned as they tried to examine different aspects of public personnel management

in general, and at the state and central levels. Aleem's study of management of public personnel in Andhra Pradesh (1974), Bhaskara Rao's study of relations between Government of India and its employees (1978), Krishna Murthy's study of civil services training in India (1981), Sofi Ali's study of Andhra Pradesh Public Service Commission (1983) are the doctoral theses one can cite. None of them deals with public personnel management at the level of any of the departments of the government.

After reviewing the above sources, the research scholar has taken this study of Human resources management in Public Enterprises the study of Bharath Heavy Electricals Limited, Hyderabad which is the major Public Enterprises in India. The study is confined to Hyderabad, Andhra Pradesh alone.

Methodology of the study:

The data for this study was collected through Primary and Secondary sources. The Primary data collected through unpublished materials, registers, records, official minutes and interviews with officials, and questionnaires. The Secondary data collected from the libraries like Osmania University Library, Seminar Library of Arts College, Osmania University, Seminar Library of IPE, Osmania University, Kakatiya University Library, Seminar Library of Arts College, Kakatiya University, and library of Bharath Heavy Electricals Limited, Hyderabad.

Major Findings & Conclusion and Suggestions

A) Findings:

1. Under recruitment Procedures requisition system is incorrect because the replacement does not require fresh approval, unless it is in place of termination.
2. The data banks are not properly maintained.
3. The dead bio-data are never being destroyed.
4. Proper induction is not given to all the employees. It reserves to only a few levels.
5. Salary comparison is not justifies. Old employees are demoralized by getting less surely then new employee.
6. Salary fixation has a halo effect.
7. Recruitment procedure is not fully computerized.
8. Manpower's are recruited from private placement consultancy, who are demanding high amount o fees, where as HRD Department is not fully utilizes to recruit manpower by advertisement.
9. Before recruitment cost benefit analysis is not done properly. It causes manpower surplus which makes loss in the industry.
10. Manpower is recruited from reliable source however efficiency does not recognize.

B) Suggestions or Recommendations

1. Fresh requisition requires approval and not replacement.
2. The data banks should be computerized.
3. The dead CVs should be destroyed.
4. Each level of employee should be formally inducted and introduced to the Department Head. If not all levels, at least Assistant Manager and above category of employees.
5. Salary comparison should be seriously done to retain the old employees.
6. Proper salary structure to be structured to attract people and make it tax effective.
7. Cost benefit analysis should be alone before creating a position or recruitment of manpower.
8. Recruitment process should be fully computerized.
9. External source should be given equal importance with internal source. By which new brain will be inducted in the company with skill, talent, efficiency etc...,
10. Manpower planning should be followed before recruiting.
11. Proper inquiry should be done regarding previous employment of a candidate before recruitment to avoid industrial disputes.

Conclusion:

This article deals with the "Human Resource Management in Bharath Heavy Electricals Limited in India - A Study", in which the Significance of Public Enterprises and Bharath Heavy Electricals Limited in India. It presents Significance of Human Resource Management in Bharath Heavy Electricals Limited in India. Further it also concentrated on Review of Literature, Methodology of the Study, Major Findings and Suggestions

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