



ROLE OF MOTIVATIONAL SCHEMES IN HRM PRACTICE WITH SPECIFIC REFERENCE TO BHILAI STEEL PLANT

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ABSTRACT

The purpose of this study is to focus on various motivational schemes under human resource management programmes run in Bhilai Steel Plant. Besides various other policies the human resource management plays very important role in achieving its goals and objectives. In human resource Management Employee's motivation schemes play a crucial role in this organization. In the present business environment success of an organization has greater dependency on the human resource motivational schemes. A key element in personnel management is motivation. Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employees. Management tries to utilize all the sources of production in a best possible manner. Targets can be achieved when the employees co-operate with the organization. The motivated employees become an asset to the organization.

KEYWORDS : BSP, Steel Plant, Motivation, Schemes, Employees

INTRODUCTION

Organization tries to utilize all the sources of production in a best possible manner. This can be achieved only when employees co-operate in this task. Motivational employees will put maximum efforts for achieving organizational goals.

Bhilai steel plant also has various motivational schemes with the help of which production is increasing day by day. This organization always work for the benefit of employees. The various schemes run in this plant are in favor of employees. They are motivating factor for the production and also for the country. The facilities provided in this organization to the employees are not competence with any other organization. The continuous success of Bhilai steel plant is landmark for all various other industries in India. It is not only successful in national level but also proved its excellence in international level. Due to its targeted level it has won various awards in international level. There are some important motivational schemes in Bhilai steel plant under human resource management which has contributed to become flagship unit of SAIL. The effective motivational schemes run in Bhilai Steel Plant which help employees to give their best efforts along with maximum satisfaction.

MOTIVATION

According to Likert, "It is the core of management which shows that every human being gives him a sense of worth in face to face groups which are most important to him...A supervisor should strive to treat individuals with dignity and a recognition of their personal worth." Bereison and Steiner, "A Motive is an inner state that energizes, activates, or moves and directs or channels behavior goals"

When a manager wants to get more work from his employees then he will have to motivate them for improving their performance. Motivation is an inner force which energizes a person to work more.

HYPOTHESIS

Motivational scheme plays an important role to increase the production of Bhilai Steel Plant (BSP) and with creating a peaceful environment to the employees.

OBJECTIVES OF THE STUDY

The present research study is undertaken with the following objectives in view.

1. To study the motivational schemes run in Bhilai Steel Plant.
2. To analyse how motivational scheme help in job satisfaction.
3. To understand the special effect of motivational scheme present in Bhilai Steel Plant.
4. To present conclusions regarding human resource management programmes run effectively in Bhilai Steel Plant.

RESEARCH METHODOLOGY

Research Methodology is a way to systematically conduct the research

work through the application of various research methods and techniques. Research Methods are basically concerned with observation of reality, defining the problem and its dimensions, a planned approach towards analysis of the problem, interpretation of information and drawing conclusions. Through this process a researcher attempts to acquire knowledge and understanding of the problem and make concrete suggestions towards its solution. The success depends upon sensitivity, power of observation, logical thinking process and ability to draw conclusions assimilating a large mass of information.

COLLECTION OF DATA

Internal sources and External sources - both were the medium for collection of data.

Internal Sources – These referred to the sources of information within the organization. This source includes organization policies, marketing reports and statistics in relation to employees.

External sources – These Data can be divided into two categories.

- 1) Primary Data –
The method of collecting Primary Data
A. Observation method
B. Questionnaires
C. Interview method.
- 2) Secondary Data – Secondary Data are those data, which have already been collected by some other persons for their purpose.
Ex. Magazines, articles, journals and websites were the secondary sources for gathering the required information.

In this research paper the targeted universe for the present study was the employees (both Executive and Non-Executive of Bhilai Steel Plant) they formed the primary data based on descriptive sampling size of 50 employees in which executive employees are 15 and non-executive employees are 35.

The websites such as www.sail.co.in and bsp intranet also provided lots of valuable data.

MOTIVATIONAL SCHEMES OF BHILAI STEEL PLANT INCENTIVE SCHEME FOR ACQUIRING PROFESSIONAL QUALIFICATION

With the objective of motivating employees to strive for self-development through improving their knowledge and professional competence by undertaking advanced studies relevant for the business of the company as well as their functions, there exists an incentive scheme for acquiring professional qualification.

Under the Scheme, employees shall be granted an amount of Rs 10,000/-when they acquire any of the specified additional qualification as given below, during their service in the company, on own efforts, provided that such qualification is from recognized Universities/

Institutions and are of a higher level than the one they already possess, subject to fulfillment of other conditions as provided in the scheme.

As a measure to improve literacy amongst employees special incentive of Rs.2000/- (Rupees Two thousand only) may be granted to employees who pass matriculation from recognized board, including IGNOU during service in SAIL. The incentive can be granted only for matriculation qualification as acquired on or after 1.1.1991.

INCENTIVE FOR NATIONAL AND ALL INDIA AWARD WINNERS

To give recognition to employees for their unique accomplishment in innovation in technology, work-performance, sports, which has brought them recognition at the national level, SAIL has formulated an incentive scheme for winners of specified national and all India awards.

Incentive Entitlement One advance increment shall be admissible for winning any of the following awards:

1. Invention Promotion Scheme Award / National Research Development Corporation Award
2. National Metallurgists' Day Award
3. JivanRaksha Award
4. VishwakarmaRashtriyaPuraskar
5. Arjun Award for Sportsmen
6. S. S. Bhatnagar Award
7. HomiBhabha Award for excellent scientific work
8. Vasivik award for Senior Scientists
9. Indian Science Academy (INSA) Award
10. Bharat Ratna
11. Padma Vibhushan
12. Padma Bhushan
13. Padma Shri
14. Ashok Chakra
15. Kirti Chakra
16. Shaurya Chakra
17. Sarvottam Jeevan Raksha Padak
18. Uttam Jeevan Raksha Padak
19. President's Police Medal
20. Police Medal
21. Fire Service Medal awarded by President of India
22. Rashtrapati Award for Teachers
23. Lalit Kala Academy Award
24. Sangeet Natak Academy Award
25. Sahitya Academy Award
26. Prime Minister's Shram Award
27. Young Metallurgist Award

IMPORTANT NATIONAL AWARDS

Prime Minister's Shram Awards

Every year in the month of February/ March Government of India, Ministry of Labour invites nominations for PM's Shram Awards from workmen employed in Government/Public Sector Undertakings engaged in manufacturing and productive processes.

The categories and number of Awards given annually are as follows in table format.

Table 1. Categories and Number of Prime Minister's Shram Awards

S.No.	Title of the Award	No. of Awards	Cash Prize
1	Shram Ratna	1	2,00,000
2	Shram Bhushan	4	1,00,000
3	Shram Vir/ Veerangana	12	60,000
4	Shram Shri/Devi	16	40,000
	Total No. of Awards	33	

So far in Bhilai Steel Plant a total of 197 employees has been honoured with Shram awards (including 13 Shram Ratna) upto the year 2014 since inception in 1985.

Announcement and distribution of PM's Shram Award is done by the Ministry of Labour / Shram Mantralaya, Government of India.

- (i) These awards are announced on the every Independence Day

every year and distributed in the public function chaired by the Honorable Prime Minister.

- (ii) The awardees are allowed the following facilities for attending the Prime Minister's Shram Awards Presentation Function:
- To bring one guest
 - Air-Fare (Economy) or expenses incurred on actual of travel both ways, whichever is less, both for the awardees and the guest
 - Lodging facilities for two days both for the awardees and guest, and
 - Out of pocket expenses of Rs.2,000/-

Table 2. Achieved Prime Minister's Shram Awards by B S P Employee

S.No.	Year	Prime Minister's Shram Awards	S.No.	Year	Prime Minister's Shram Awards
1	1985-2001	25	8	2008	18
2	2002	11	9	2009	15
3	2003	10	10	2010	29
4	2004	8	11	2011	11
5	2005	10	12	2012	26
6	2006	11	13	2013	NA
7	2007	NA	14	2014	23
				Total	197

Vishwakarma Rashtriya Puraskar

The objective of the Vishwakarma Rashtriya Puraskar is to recognise the outstanding contributions made by a worker or a group of workers in an organization covered under the Factories Act, 1948 etc through his/her/their suggestions to improve productivity, occupational safety and health, environment and working conditions as well as quality and safety of products.

Table 3. Categories and Number of Vishwakarma Rashtriya Puraskar

Category of Awards	Amount of cash prize	No. of Awards
A	75,000	5
B	50,000	8
C	25,000	15

Table 4. Achieved Vishwakarma Rashtriya Puraskar by B S P Employee

S.No.	Year	Vishwakarma Rastriya Puruskar	S.No.	Year	Vishwakarma Rastriya Puruskar
1	1966-1977	33	10	2006	35
2	1982-1990	38	11	2007	40
3	1991-1995	42	12	2008	36
4	1996-1999	43	13	2009	21
5	2000-2001	35	14	2010	32
6	2002	35	15	2011	32
7	2003	26	16	2012	35
8	2004	10	17	2013	11
9	2005	35	18	2014	17
				Total	556

At the national level Prime Minister Shram awards and Rashtriya Vishwakarma awards has been received besides these BSP employees also received various awards such as National awards for teachers, Young Metallurgist Awards, Padma Shree awards, Padma Bhushan Awards, President Fire Service Medal For Gallantry Awards to show his excellence in uniqueness.

Table 4. Achieved Important National Awards by B S P Employee

S. No	Year	Metallurgist of the Year Awards	S.No	Year	National Award for Teachers	CBSE Awards to Teachers	S.No	Year	Padam Bhushan Awards
1	2000	1	1	1995	1				
2	2009	1	2	1997	1				
		2	3	2000	0	1	1	2003	1
			4	2001	1				

S. No	Year	President's Fire Service Medal For Gallantry	5	2004	1	S.No	Year	Padam Shree Awards
			6	2005	1			
			Total	5	1			
1	2007	1				1	1988	1

INCENTIVE SCHEME FOR PROMOTING SMALL FAMILY

Those employees (or their spouses) who are within the re-productive age group and undergo sterilisation operation after one or two living children, will be allowed cash incentive of Rs.2,000/- and those who undergo family planning operation after more than two living children will be allowed cash incentive of Rs. 200/- subject to satisfying the conditions for eligibility. Cash incentive for IUCD insertion shall be paid at the rate of Rs.50/-. The employees can also avail the incentive given by the respective State Govt.

The sterilization operation must be conducted at the Company's hospital and the sterilization certificate must be issued by an authorized Medical Authority of the Company's Hospital under the auspices of the Central Government Health Scheme.

The leave benefits that are allowed to employees/spouse for undergoing measures for promotion of small family norms are given below:

Table 5. Special Casual Leave

Category	Benefits	Remarks
1.(a) Male employee for undergoing vasectomy operation, (b) On account of failure of 1st operation.	6 days.	Additional 7 days in case of development of post operation complications.
2.(a) Female employee for undergoing Tubectomy & Salpingectomy operation after MTP. (b) On account of failure of 1st operation.	14 days	Additional 14 days in case of development of post operation complications
Male employee whose wife under goes F.P.O.	7 days (for first or second time operation)	—

Source: Personnel Guide for Executive, BSP Additional Benefit:

0.5 % Rebate in interest on H.B.A. will be allowed to the employees who have undergone sterilization operation on or after 29.9.1982.

HINDI PROMOTION INCENTIVE SCHEMES

In order to encourage the employees to acquire qualifications in Hindi language, and use Hindi in their official work, various incentives are provided by the company.

The employees are eligible for Incentive for the following qualifications in Hindi of the Hindi Teaching Scheme recognized by Government of India-

1. Prabodh Examination
2. Praveen Examination
3. Pragya Examination
4. Hindi Typing
5. Hindi Stenography
6. Karyalayeen Hindi Diploma

Facilities

1. No fee is charged either for tuition or for examination.
2. Text books are supplied free of cost.
3. Duty leave is granted for appearing in the examination.
4. An entry is made in the service record on passing the prescribed Hindi examination.
5. Cash awards and lump-sum awards are income tax free.

Karyalayeen Hindi Diploma Course

On acquiring the Diploma Course the following Cash Incentive is granted:-

1. Upto 50% marks- Rs.1500/-
2. 60% and above marks- Rs.2000/-
3. 70% and above marks- Rs.2500/-

These rates are effective from 1.1.1993

Table 6. Beneficiary of Hindi Promotion Incentive Schemes

S.No.	Hindi Promotion Incentive Schemes	Beneficiary (2000-2015)
1.	Hindi Teaching Scheme	77
2.	Hindi Typing	97
3.	Hindi Stenography	05
4.	Karyalayeen Hindi Diploma	85

Suggestion Scheme and Awarding at Zonal Level

To reward and recognize employees creativity by facilitating them within a reasonable time.

To reward implemented suggestions within 45 days from receipts. 45 days shall mean the period from the date of receipt to the date of recommendation by ZAC

This procedure shall cover all regular, trainees and DPR employees of Bhilai steel plant.

General- Suggestions to be given as per scope indicated in M&R circular upto 5 employees can give suggestion. However the first suggestion will be given token gift. Best suggestion award is given by SCC. When suggestion are having intangible benefits, cash award upto Rs 1000 can be awarded by chairman ZAC

Table 7. Nehru Awards achieved by B S P Employees

S.No.	Year	Jawahar Award for Executive	Nehru Awards for Non-Exe.	Jawahar Lal Nehru Group Award	Total
1	2001	20	57	53	569
2	2002	27	56	57	637
3	2003	30	61	57	617
4	2004	37	59	60	649
5	2005	38	70	67	717
6	2006	41	76	70	654
7	2007	40	75	72	682
8	2008	50	78	81	754
9	2009	58	83	87	816
10	2010	58	80	85	792
11	2011	71	90	102	936
12	2012	25	64	52	496
13	2013	24	64	53	510
14	2014	23	60	54	512
15	2015	24	57	53	502

HUMAN PROFILE

More than the machinery and processes, it is the men i.e. the engineers, technicians, skilled and unskilled workers behind them that constitute the flesh and blood of this steel plant.

Bhilai at present has around 24000 persons to run this pulsating giant. The culture which has today become the hallmark of Bhilai is a result oriented approach to work. It is their effective and co-operative working relationship nurtured in a spirit of dedication and enthusiasm that has shaped Bhilai's image today.

Adjoining the plant, a modern township – Bhilai Nagar, having the spaciousness of a village and the cleanliness of a modern town is spread – over in 17 self sufficient sectors with schools, markets, parks and other facilities.

Free Medical aid is given to all the employees and their dependents through a network of health centers, dispensaries and hospitals. Medical facilities are extended to retired employees & their spouses also.

The Education Department runs a number of higher secondary, middle,

primary, and pre-primary schools in Bhilai and also in the mines townships at Rajhara, Nandini and Hirri.

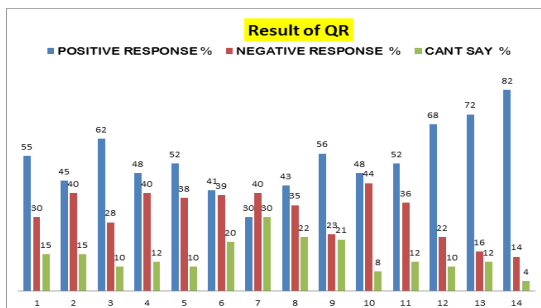
LIMITATIONS OF THE STUDY

- During the study there were certain difficulties which are worth to consider as limitation of the study.
- The interpretation and suggestion are based on the data provided by
- Department and Secondary Data analysis.
- Some employees were unfamiliar about the welfare benefits of the organization.

CONCLUSION

Under observational research analysis work environment in this organization is good. Interview method includes presentation of oral, verbal and reply in terms of oral-verbal response. Following are the results based on questionnaire drawn on employees.

Fig.1 ROLE OF MOTIVATIONAL SCHEMES IN HRM PRACTICE



However, the Project had been a very good experience and education. This provided an opportunity to meet people of different cultural backgrounds profession (trade), engaged in a common per suit. The Bhilai Steel Plant is not like a motor garage or mechanic's shop, but a whole lot different and on a large scale.

The realization that the employer and employee: are partners in enterprises, and that both have mutual interdependence/ has changed the face of industry considerably. The whole philosophy and definition of industry, management, labour force and return of service has changed.

The role of the Government is to enact laws and see-that no one takes undue advantage of the other. The more one becomes mindful of the interests of others, the better place it would be to live in.

UNIQUENESS OF B.S.P.

The B.S.P. is unique in the sense that though the product is not a common commodity to be used by public, it affects the day to day life of people as a means of transportation of all commodities. Being one of the four of its kind, B.S.P is unique enterprise in this part of the country.

The B.S.P. is a result oriented factory as it has 100% target production. This means that the people who work here have achieved their planned target. And how they have managed to do is the secret of personnel management.

LIVING CONDITIONS

The layout of the township is quite good. It is not thickly populated. The quarters are interspersed/providing light and fresh air. However they give a gloomy look. It needs to be painted often showing life vigor and pleasing look. The design of quarters is very old and more modern designs need to be adopted. Some aesthetic sense would change the outlook for better. This is one of the areas where the worker can take pride in his employment. A happy and jolly person, a satisfied person performs one's job much better.

WORKING CONDITIONS

The working conditions in the Plant were quite satisfactory. It is neither congested nor gloomy. One does not feel cramped into while working. All aspects of safety measures/lights ventilation/ drinking water/ rest rooms/ medical assistance are taken care of. The workers have shown a sense of devotedness to work/ which is to be taken as an indicative of good working conditions. However there is scope of improvement

even in the most excellent conditions. A creative approach to change will go a long way.

WAGES AND PERQUISITES

The wages and other benefits are decided at the national level. So the workers of B.S.P. have to exert themselves for wages and remuneration as the decision making at SAIL level has vast experience and top expertise. The salary is quite handsome and other benefits attached with it are numerous and attractive. The workers are quite satisfied with their wages except a few. Determination of wages and various scales are fixed by experts at the SAIL level.

PERSONNEL DEPARTMENT

It is obvious that the workers in general have quite cordial relations with the personnel department officials. During all the time of information collecting for this project it was. Clear that there is a good rapport between the workers and the Personnel Officers. The department has on its schedule urgent work, priority work on a day to day basis. The year round activities are well spread out giving ample space for emergencies or urgent interpolations.

The style of working/ as could be seen/ may be summarized in the following manner:

1. Sympathetic hearing
2. Helping to pin point what the problem(s) are
3. Finding out/explaining what remedies/solution is within the rules
4. Showing how best other avenues of remedy could be envisaged.
5. If it is not possible within the frame work of railways/ so say so in clear words.

Recruitment, selections that are to be done under this department have been as per the norms- laid down for it, giving very little scope of dissatisfaction.

The orientation, introduction of new comer, and farewell of outgoing staff is done in a very loving and involving way, so much so that the person feels as a members of the family.

The welfare activities are introduced in an attractive way, and people are gradually involved in it as it progresses. People from diverse cultures, languages, backgrounds faiths live and work together. The community life is peaceful, mutual cooperation, and health relations are the characteristics of B.S.P. Sectors.

Faith and trust on each other on the part of management and workers is the foundation of the success and achievements of the Bhilai Steel Plant hundred percent target production is itself a witness to the commitment of workers and management to the institution, its goals and quality.

GENERAL

The workers of Bhilai Steel Plant have given me the impression that their services are to the Nation, they are dedicated workmen at the same time great patriots giving their time/ labour and sweat for the progress of the nation.

There is an awareness of responsibility/ accountability. I was pleased to learn that corporate, well planned, well executed efforts bring success/satisfaction/peace and prosperity.

I salute these hardworking people, the management and their teamwork.

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