ROLE OF HUMAN RESOURCE DEPARTMENT AND RECRUITMENT POLICIES IN RECRUITMENT: "A CASE STUDY OF BHEL"

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Abstract: *Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. This paper aims to study the role of human resource department and recruitment policies in recruitment in public sector undertakings with reference to BHEL. The paper aims to give conceptual frame work about the recruitment and its role on human resource department and recruitment policies and procedure for making performances in PSUs with special reference to BHEL in is the main focus of the study. Further it examines the nature of recruitment adopted by BHEL. Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Poor recruitment decisions continue to affect organizational performance and also discuss some of the strategies that organizations can and employ to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as and when required.*

Keywords: *BHEL, Human Resource Department, Public Sector undertakings and Recruitment Policies*

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INTRODUCTION

In investigating the impacts of "innovative human resource practices" on manufacturing performance, McDuffie (1995) uses four measures including hiring, compensation, status barriers, and training to represent innovative human resource practices. He indicates that integration of bundles of HR practices is positively associated with the improvements in productivity. Similarly, Ichniowski et al. (1997) examine the productivity effects of "innovative work practices". They use different measures of the innovative work practices, which include incentive pays, recruitment and selection, teamwork, flexible job assignments, employment security, communication, and training, and suggest that these innovative work practices achieve higher levels of productivity than traditional approach such as narrow job definitions, strict work rules, and hourly pay with close supervision.

In addition, by using four dimensions of human resource practices, including staffing, training, performance appraisal, and compensation, Youndt et al. (1996) indicate that an HR practices system is directly related to multiple dimensions of operational performance. Also, subsequent analysis reveals that manufacturing strategies moderate this main effect. In terms of financial performance, Delery and Doty (1996), drawing on three dominant modes of theorizing, identify seven key "strategic human resource practices", including career ladders, training, results-oriented appraisal, compensation, employment security, employee voice, and broadly defined jobs, and use them to develop theoretical arguments consistent with each of the three perspectives.

The results demonstrate that each perspective can be used to structure theoretical arguments that explain significant levels of variation in financial performance. Mendelson and Pillai (1999) examine the impacts of the characteristics of "information age organization" and indicate that the relationship between these characteristics, including decentralization and incentives, information practices, and internal focus and inter-organizational networks, and business performance is stronger in industry segments that are more dynamic.

In addition, Collins and Clark (2003) explore the black box between "strategic human resource practices", which include training, performance assessment, rewards, and firm performance from a field study with 73 high-tech firms. The results show those top managers' social networks mediate the relationship. Though prior research has paid

attentions to the impacts of HR practices on organizational outcomes, few studies explore the impact of HR practices on knowledge management and on innovation performance. By taking an organizational learning perspective, Currie and Kerrin (2003) use case study approach to explore the influence of "strategic human resource practices", including performance management, recruitment and selection, employee interaction, and career development, on enhancing knowledge sharing within a company.

They suggest that HR practices can improve knowledge sharing in the firm with a functionally based organizational structure and culture. In investigating the effects of "new human resource management practices" on innovation performance of firms in different sectors, Laursen and Foss (2003) categorize nine HRM variables, including interdisciplinary workgroups, quality circles, collection systems of employee proposals, planned job rotation, delegation of responsibility, integration of functions, performance-related pay, firm internal training, and firm external training, into two HRM systems.

Their findings indicate that the innovation performance of four manufacturing sectors correlates with the first system while that of wholesale and ICT sectors is associated with the second system. This prior research term HR practices differently, such as strategic human resource practices, innovative work or human resource practices, new human resource practices, and characteristics of information age organizations. In addition, the measurement of HR practices is in different ways in these prior studies for coping with their research purposes. This study purposely focuses on examining the strategic impacts of HR practices on the innovation performance through the mediating effect of knowledge management capacity. This study considers those measures in the prior studies using the concepts of strategic and innovative HR practices as they are more germane to the arguments of the relationships involving HR practices, knowledge management, and innovation. Accordingly, this study adopts five dimensions, including staffing, training, participation, performance appraisal, and compensation, in the construct of strategic human resource practices.

Human Resource Management refers to the management of human resource in the work organizations. It is an organization concerned with the procurement, motivation and development of human resources and maintaining harmonious relationship between the employer and the employees. It ensures a dynamic and controlled workforce for the

successful achievement of missions and objectives in today's competitive business environment.

The Human Resources Management function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies (http://www.training8m.com).

REVIEW OF LITERATURE:

Reddy, S. (2004) studied training and development of employees through CD- ROMs. Most learners find their learning experience incomplete unless the course content is made available to them through multiple media. CD-ROMs offer a rich medium, complete with text, graphics, motions, and audio, which the learners can experience in privacy at their place and comfort.

Aswathappa, K. (2010) in his book entitled "Human Resource Management" tried to reflect the focus on HR professional to play the role of a strategic .According to KA, Swathappa Recruitment is understood as the process of searching for and obtaining applicants for jobs from whom the right people can be selected.

Pattanayak, Biswajeet (2005) in his book entitled "Human Resource Management" (2005) tried to place the proper emphasis on problems in the organization are human related, related as a human beings are dynamic and complex and also tried to manage the human resource in any sector is a challenging job. According to the Patnayak Biswajeet recruitment is the process of searching for prospective employees and them to apply for the job in the organization.

Gupta, K. Shashi (2004) in their book entitled "Human Resource Management" tried to develop proper emphasis on human resource management with human being in the organization and also tried to emphasis on ,no business in the organization can exist or grow without effective management of human resource and also taking up different aspects of the subject such as Nature, scope of human resource management ,personnel management, human resource planning, job design ,job analysis, recruitment ,selection

,placement and induction, promotion, transfers, training, Executive development ,career, planning and development.

Khanka, S. S. (2009) in his book entitled "Human Resource Management" focused on the LPG process (liberalization, privatization and globalization) has made business environment highly competitive and complex. These changes have led to change in human resource environment which in turn change human behavior in organization. The book makes a presumption to know all aspect of HRM logically dividing them into seven sections to enable the redress comprehend the key and vital issues of HRM in a dynamic environment

Prasad, Lallan and Banerjee, A. M. (2003) in their book entitled, "Management of Human Resources" have stressed that manpower is a primary resource without which other resources like money, material etc. cannot be put to use. Even a fully automatic unit such as unmanned satellite requires manpower to execute it and plan further improvements/activities.

Narain L. (2010) discusses in his study entitled "Public Enterprises Management and Privatization" revealed about public sector enterprises and tried to focus on the PEs have been a serious challenges in the context of liberalization .The reform to improve PE performance have been recognized, appreciated and identified.

Rayudu, C. S. (2001) in their paper entitled "Public Sector In India" tried to focused on the feature of Indian industry to have public enterprises to participate agro based industry which has occupied an important place. Sickness is more evident in public sector. Sickness is defined by different experts differently.

Sinha, Chandan (2007) in their work entitled "Public Sector Reforms in India" tried to focuses on the, term 'public Sector 'denotes the realm in which the state operates in conjunction with other agencies to provide public goods and services.

RESEARCH METHODOLOGY

It has been the endeavor of the authors to make an empirical study, by analyzing and critically examining the relevant statistics, collected from primary as well as secondary sources. Primary data have been collected by using structured questionnaire, personal interviews, discussions and observations.

Secondary sources include published and unpublished sources. Published sources are newspapers, reports etc. Unpublished sources viz., the records maintained by the

Government, studies undertaken by research institutions, scholars, executives and economists have served the purpose. The BHEL has been selected as an operational area of the present study because it is one of the biggest organizations among corporate entities in India .Secondly; it is a major source of fulfilling to the needs of India's growing population for employment, besides fetching reasonably good rate of return. Moreover, it is also expected that the impact of economic reforms of 1991 would be more informative in the case of BHEL than that of any other PSUs because of its greater transparency in its policy programmed implementation and achievements as far as the recruitment practices are concerned. Since the BHEL gives a global outlook, there appears to be much greater scope for successful implementation of both employment opportunities and structural adjustments.

The analysis carried out in the present work is absolutely based on the data/information compiled primary as well as secondary source only. The importance among these sources consists of mainly Annual Reports of BHEL. Memorandum and articles of association of BHEL Personnel Handbook and Delegated Powers, Public Enterprises Survey, Journals and Periodicals, References Books, News papers and other published literature available on the subjects. The methods used commonly for processing of data in the present case are both simple as well as sophisticated.

Further, a case study of BHEL has been made on the basis of the information provided by these organizations in order to make the study more concrete and valuable.

ANALYSIS & INTERPRETATION OF DATA

The information collected by means of the questionnaire from the respondents has been processed and analyzed for testing the hypothesis .The collected data is analyzed and presented below. The analysis of data can be divided into two parts. Part one present the analysis of demographic profile of the respondents and the part two makes the analysis of variables factors.

DEMOGRAPHIC PROFILE:

It is very essential to reveal the demographic profile of the customers. The profile of the customers include, age, gender, designation, educational qualification, experience.

1. Designation of Respondent's

The designation of the employees reveals the nature of work done by the employees. It includes as one of the profile variables .The designation of the employees is confined to skilled, un-skilled, officers and supervisors. The results are shown in table2.1.

Table (2.1): Respondent's Designation

Respondent's Designation	Frequency	Percent
Skilled	248	82.7
Unskilled	27	9.0
Officers	19	6.3
Supervisors	6	2.0
Total	300	100.0

The pie chart shows the percentage of each occupation category of

Respondent's in BHEL
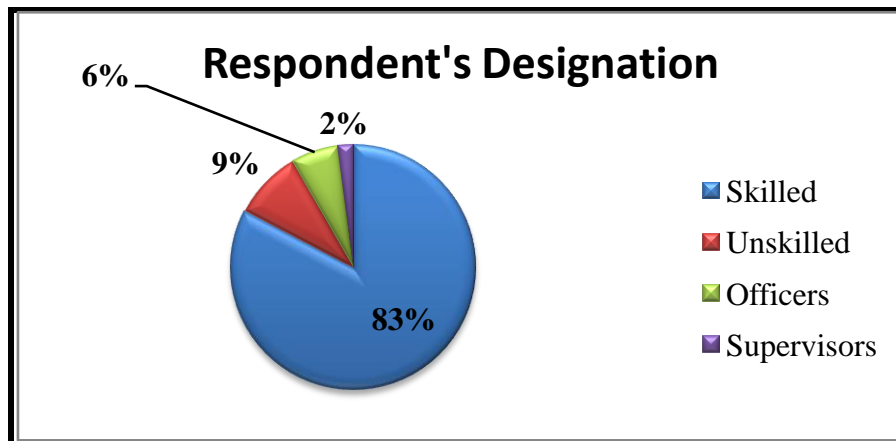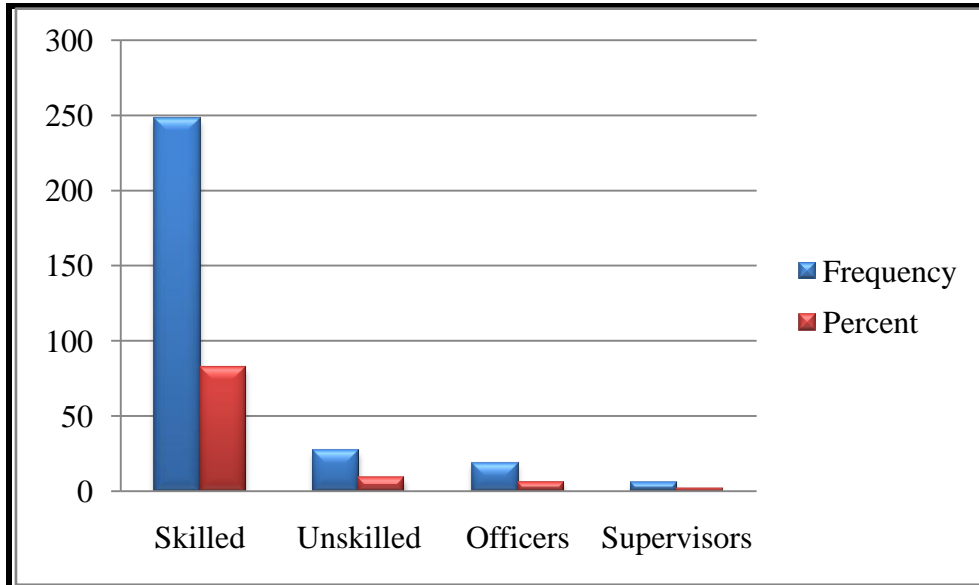
2. Gender of the Respondent's

Gender of the employees plays an important role in their level of satisfaction. It is included as one of the important variables.

In BHEL there are 198 male and 102 female yielding a percentage of 66 and 34 percent. The present study analyses the gender among the employers in BHEL. The results are shown in table2.2.

Table (2.2): Respondent's Gender

Respondent's Gender	Frequency	Percent
Male	198	66.0
Female	102	34.0
Total	300	100.0

The pie chart shows the percentage of each gender category of Respondent in BHEL.
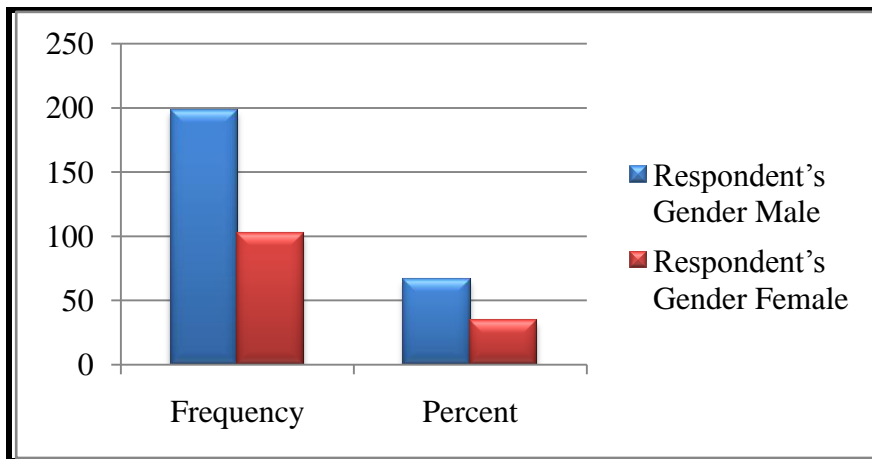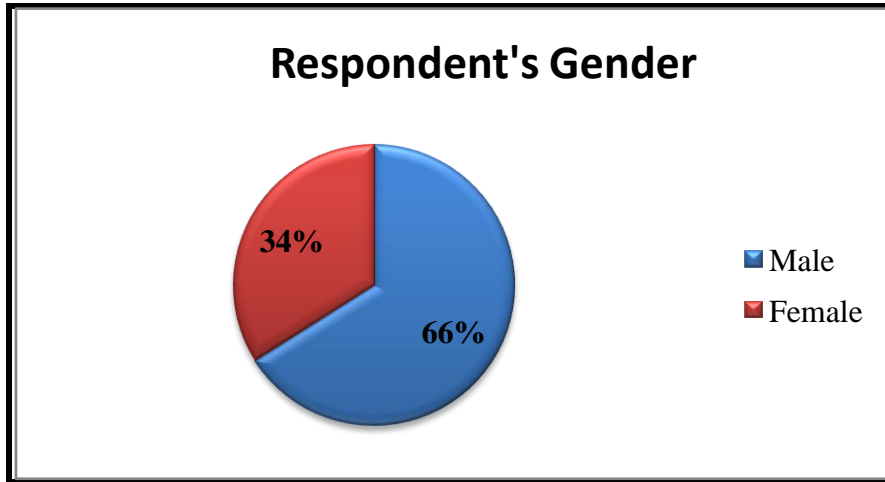
### 3.	Age of Respondents:

Age of the employers is one of the important profile variables of the employers. It shows their level of experience and maturity. In BHEL, age plays a predominant role in their levels of satisfaction. In general the youngsters expect more than the elders who are highly experienced and emotional. The age of the customers in the present study is confined to below 20 years, 31-40 years, and 41-50 years above 51. The distribution of the employees on the basis of the age is given below in table 2.3
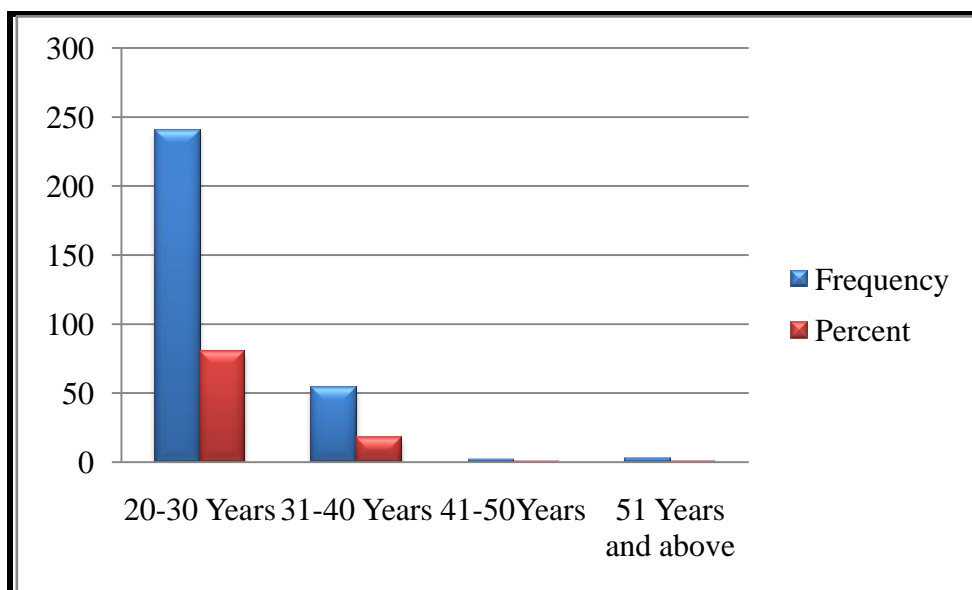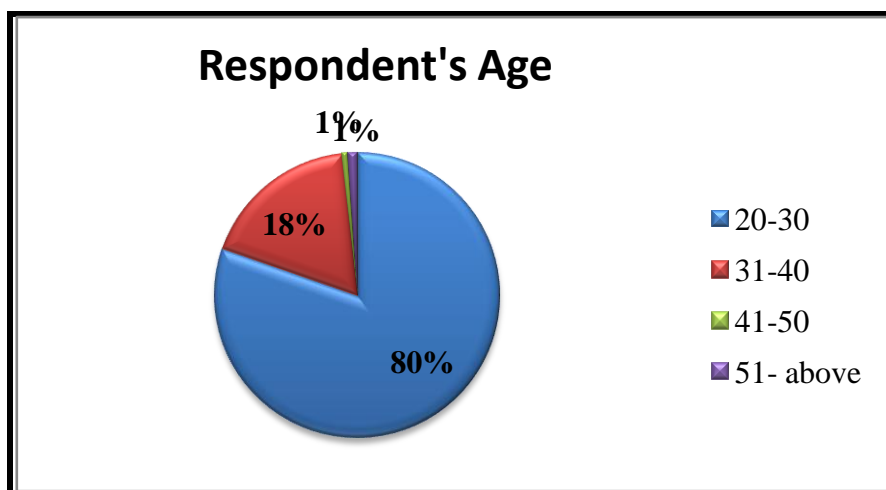
Table (2.3): Respondent's Age

Respondent's Age	Frequency	Percentage
20-30 Years	241	80.3
31-40 Years	54	18.0
41-50Years	2	.7
51 Years and above	3	1.0
Total	300	100.0

From the above table it is clear that the important age group among the employers is 20 to30 years which constitute 80.3 percent. The age group of 20to30yers constitutes the highest number of 241 or 80.3 percent. The age group of 31-40 years constitutes 54 respondents yielding a percentage of 18.0 respectively. The age group of 51 years which reveals the senior citizens employers of the BHEL constitutes 3 with a percentage of 1.0 in BHEL. The analysis of data reveals that the important age groups among the employees in the present study are 20 to30 and 40 years.

The pie chart shows the percentage of each age category of Respondent's in BHEL.

4.   Experience of Respondents

Experience of the employees is one of the important profiles of the employees .It shows the level of experience and maturity. In public Sector experience plays a predominant role. table 2.4

Table (2.4): Respondent's Experience

Respondent's Experience	Frequency	Percent
0-5 Years	236	78.7
6-10 Year	49	16.3
11-15 Years	6	2.0
16-20 years	8	2.7
21-25 Year	1	.3
Total	300	100.0

From the above table it is clear that important experience groups among the employees is 5 years which constitutes 78.7 percent in BHEL The Experience groups of below 5 years constitutes the highest number of 236 employees or 78.7 percent in BHEL. The experience groups of 6- 10 years constitutes 49 respondents in BHEL. The experience groups of 21 to 25 years constitute 1 respondent in BHEL yielding a percentage of .3 respectively.

The pie chart shows the percentage of experience of respondents in BHEL.
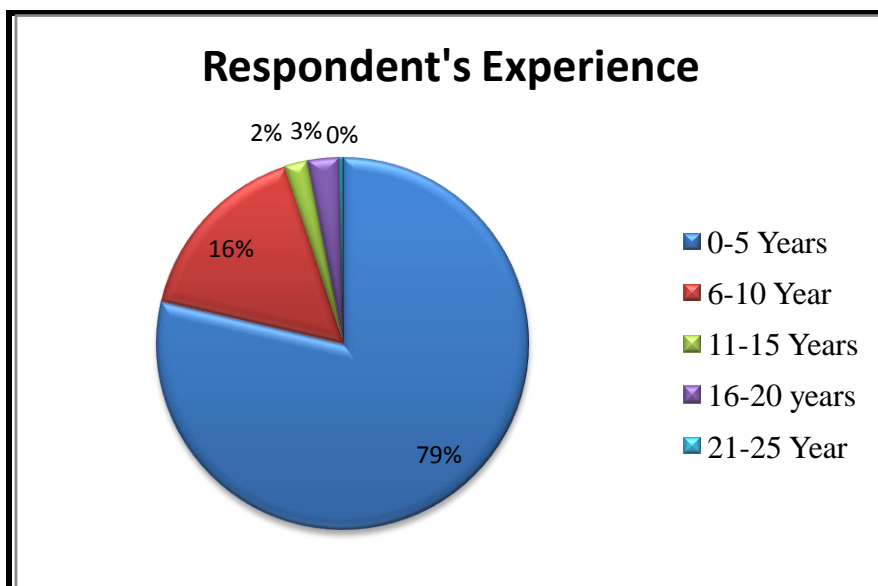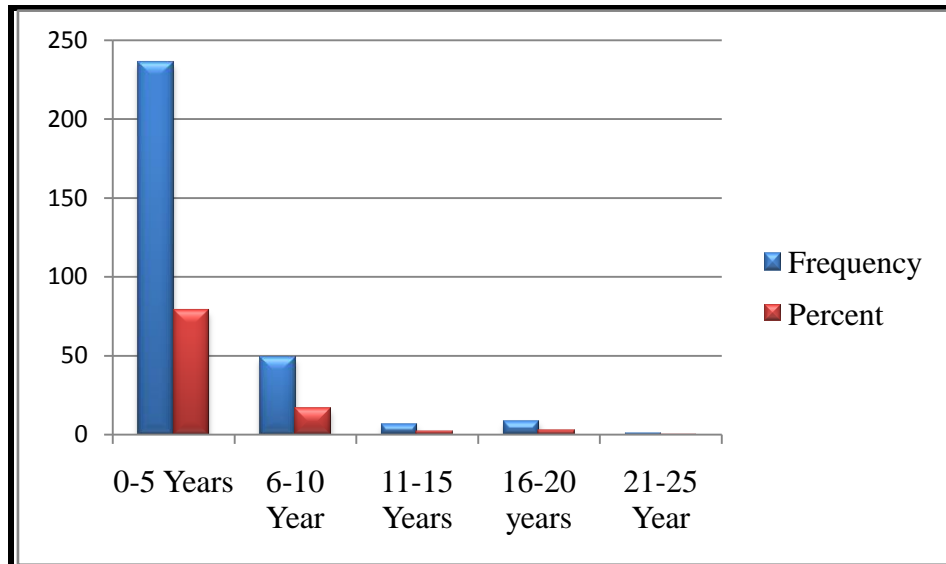
**5.   Level of Qualification of the Respondent's**

The level of Education provides more knowledge and exposure on the recruitment practices Hence the level of Education of the Employees is included as one of the profile variables .The highly educated employees may be more aware of the Recruitment Practices and expect more from the BHEL as compared to uneducated employees. The education level of the employees is confined to graduate, Post Graduate and others (including less than undergraduates).The data is computed in table 2.5

Table (2.4): Respondent's Qualification

Respondent's Qualification	Frequency	Percent
Graduate	166	55.3
Post Graduate	103	34.3
Others	31	10.3
Total	300	100.0

The pie charts shows the percentages of each qualification category of respondent's in BHEL.
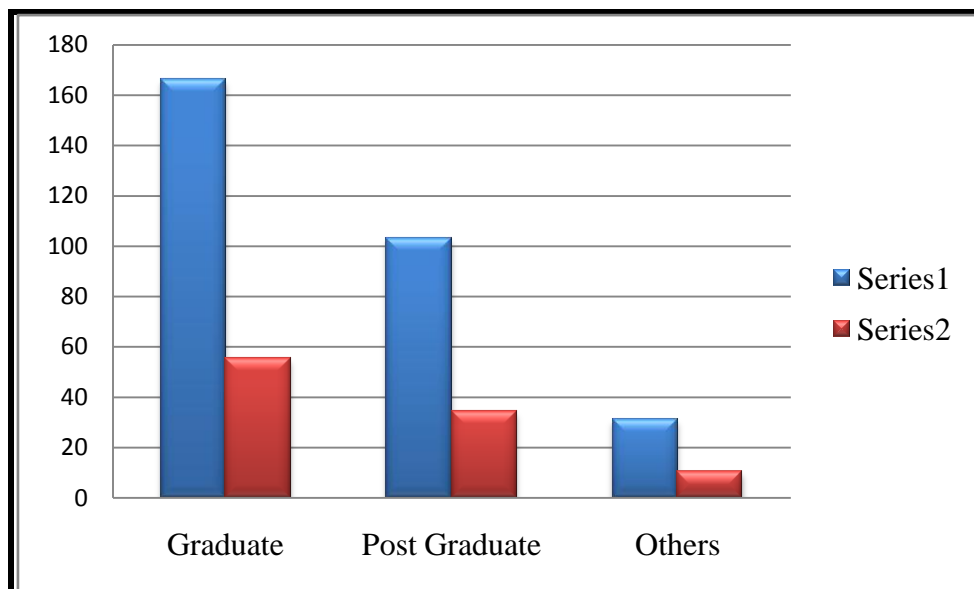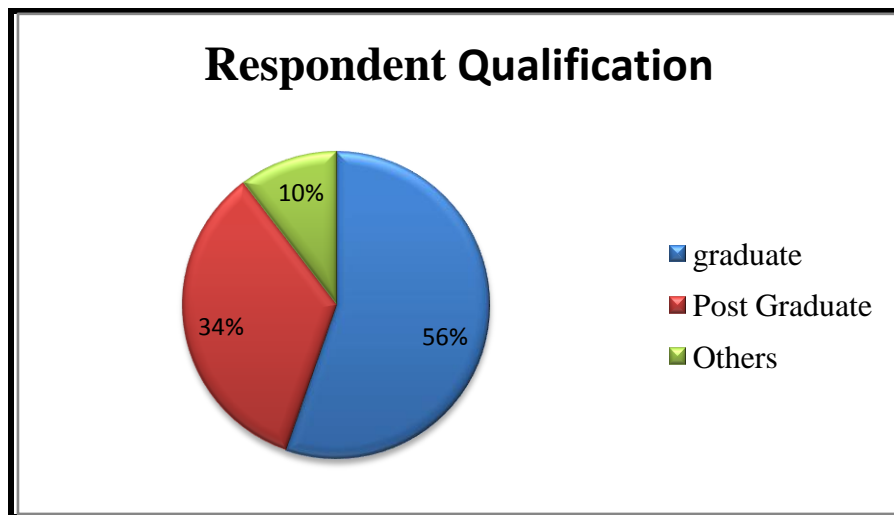
TESTING OF HYPOTHESIS

HYPOTHESIS (1)

H_0: **Role of human resource department in Recruitment Practices of BHEL is not significant in Public Sector Undertaking.**

H_{01}: **Role of human resource department in Recruitment Practices of BHEL is significant in Public Sector Undertaking.**

In order to test the hypothesis, one Sample Test t- test is applied because it shows the Recruitment Practices of dimension "Role of human resource department" in BHEL.

Group Statistics

Particulars	N	Mean	Std. Deviation	Std .Error Mean
Role of human Resource department	300	1.5100	.60370	.03485

From the above table descriptive statistics is shown. This table indicates the mean value and standard deviation obtained by BHEL on the dimension of "Role of human resource department" of Recruitment Practices in Public sector undertakings.

It is found from the above table that the Role of human resource department have the highest mean value of 1.5100 and std. deviation of .60370. This is clear indication that the employees of BHEL have a positive perception on the dimension of Role of human resource department.

One-Sample Test

	Test Value = 0					
	T	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Role of the human resource department	43.323	299	.000	1.51000	1.4414	1.5786

The above table shows the results of One- sample test used to access the perception of employees towards the dimension of "Role of human resource department" of Recruitment Practices in BHEL.

The t- value is 43.323 and sig. value is 0.000 which is less than 0.05 (95 Percent Confidence Internal), which indicates that the perception of employees in the Recruitment Practices of dimension "Role of the human resource department" in BHEL is significant.

Hence, the hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Role of the human resource department" in BHEL stands rejected and alternative hypothesis is accepted.

HYPOTHESIS (2)

H_0: **Recruitment Policies in Recruitment Practices of BHEL is not significant in Public Sector Undertaking.**

H_{01}: **Recruitment Policies in Recruitment Practices of BHEL is significant in Public Sector Undertaking.**

In order to test the hypothesis, one Sample Test t- test is applied because it shows the Recruitment Practices of dimension "Recruitment Policies" in BHEL.

Group Statistics

Particulars	N	Mean	Std. Deviation	Std .Error Mean
Recruitment Policies	300	1.8467	.70104	.04047

From the above table descriptive statistics is shown .This table indicates the mean value and standard deviation obtained by BHEL on the dimension of "Recruitment Policies" of Recruitment Practices in Public sector undertakings.

It is found from the above table that the Recruitment Policies have the highest mean value of 1.8467 and std. deviation of .70104. This is clear indication that the employees of BHEL have a positive perception on the dimension of Recruitment policies.

One-Sample Test

	Test Value = 0					
	T	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Recruitment Policies	45.625	299	0.000	1.84667	1.7670	1.9263

The above table shows the results of One- sample test used to access the perception of employees towards the dimension of "Recruitment Policies" of Recruitment Practices in BHEL.

The t- value is 45.625 and sig. value is 0.000 which is less than 0.05 (95 Percent Confidence Internal), which indicates that the perception of employees in the Recruitment Practices of dimension "Recruitment Policies" in BHEL is significant.

Hence, the hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Recruitment Policies" in BHEL stands rejected and alternative hypothesis is accepted.

CONCLUSION

This paper has tried to find out the perception of employees regarding the various dimensions (Role of human resource department, Recruitment Policies) in BHEL. For this purpose primary data was collected from Hardwar cities of U.P. From the analysis it has been found that there exists a gap in the perception of employees the dimensions in BHEL. This is clear indication that the employees of BHEL have a positive perception on the dimension of Recruitment policies and Role of Human Resource Department. The two hypotheses that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Role of the human resource department& Recruitment Policies" in BHEL stands rejected and alternative hypothesis is accepted.

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