A STUDY ON HRM POLICIES AND PRACTICES WITH REFERENCE TO BHARAT HEAVY ELECTRICALS LTD, VISAKHAPATNAM

G.MOUNIKA[1] and Dr D. VISHNU MURTHY[2]

1. MBA Student, Aditya Institute of Technology and Management, Tekkali, Srikakulam
2. Professor& Dean (Academics), Aditya Institute of Technology and Management, Tekkali, Srikakulam

Abstract: *HRM is a broad concept. It is concerned with the people dimension in a management since every organization is made up of people acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization, is essential to achieve the organization objectives. Human Resource Management are instrumental in guiding the various Human Resource (HR) activities and practices e.g. recruitment and selection, training and development, reward management etc. 'Any practice that deals with enhancing competencies, satisfaction, commitment and culture building can be considered an HR practice. A good hr policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment.*

Key words: HR policy, organizational goals, Competencies, Commitment and Culture.

I.   INTRODUCTION

Human Resource Management (HRM) is a process of bringing people and organization together to achieve organizational goals. HRM is a broad concept. It is concerned with the people dimension in a management since every organization is made up of people acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization, is essential to achieve the organization objectives. This is true regardless of the type or organization government, business education, health, generation or social action.

Linda Maundy (2001) defined a policy as a, "plan of action adopted or pursued by a business". The definition clearly shows that a policy is a road map, which compels organizational members to act in a certain agreed and desirable manner. It is therefore important in this regard to note that policies in Human Resource Management are instrumental in guiding the various Human Resource (HR) activities and practices e.g. recruitment and selection, training and development, reward management etc.

Michael Armstrong (2001) specifically defines Human Resource (HR) policies as, "continuing guidelines on the approach the organization intends to adopt in managing its people". Policies in Human Resource Management therefore define the value system that determines how the human resource ought to be treated and how matters affecting it should be governed.

A policy is a prescribed statement of "a principle or rule" that an employee must pursue. Each policy addresses an issue vital to either the organization mission or operations. On the other hand practices refer to organizational activities for managing the group of people and ensuring that they are engaged to organizational goals.

A good hr policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment.

'Any practice that deals with enhancing competencies, satisfaction, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule, or just a way of doing

things. Good Human Resource practices do make a difference in the functioning of the organization. Good Human Resource practices are those that contribute to one or more of the three C's: Competencies, Commitment and Culture. They need to be identified and implemented cost-effectively, reviewing and revising them from time to time to enhance their effectiveness and appropriateness'.

II.   OBJECTIVES OF THE STUDY

1. To study the overview of BHEL, Vishakhapatnam.
2. To study and examine the existing HR policies and practices in BHEL.
3. To offer suggestions to improve the performance of the organisation.

III. RESEARCH METHODOLOGY

Collection of the data (samples) is the primary aspects in research process. The research includes both primary and secondary data. The information from the respondents is collected through questionnaire. Data which is collected for the purpose of research helps proper analysis to develop findings which is helpful to conduct research effectively. Keeping the objectives of the study in view and towards the accomplishment of the objective of the study, a study of Human Resource Department is undertaken and the research started with surveys, data collection through the primary and secondary sources.

Questions will be framed in such a way that the answers reflect the ideas and thoughts of the respondents with regard to level of satisfactions. For job related factors "*Likert Scale*" (five rating scale) is to be used in which respondents are required to show their level of satisfaction from 1 to 5 where (A= Excellent, 2=very Good, 3= Good, 4= Average, 5= Poor). Some facts that may be revealed in the study will be based on personal observations also. For personal observations simple category is used and respondents are required to tick the appropriate box.

The secondary data consist of information that already exists and which has been collected by some persons, at some other time for the purpose. The secondary data is mostly collected from Reference books, Internet websites, Company manuals and Company records

Stratified random sampling is a technique which attempts to restrict the possible samples to those which are not extreme by ensuring that all the parts of the population are represented in the sample in order to increase the efficiency. To get the information from stratified sampling method primary and secondary data is been used. 50 employees as my sample size.

The data thus collected through various sources was interpreted and analysed. The data collected through questionnaires were tabulated and then analysed by using statistical method such as Simple Percentile Method. Tabulation is the last stage in the compilation of data and forms the basis for its statistical treatment from answers to questions with which the investigator is concerned.

IV.   REVIEW OF LITERATURE

Anupama Gupta (2010) described the challenges faced by Human resource manager in context of new economic scenario. This paper emphasized that these challenges should seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

Saini R.R. (2010) in his article ‒Human resource development in UCO Bank-A case study of Chandigarh Region.‖ evaluates the Human Resources Development policies and practices. This study identified the process and problems in designing and implementing Human Resources Development Systems. This study was analytical in nature and consist a sample of 100 respondents to analyze their opinion about HRD Policies and Practices. The Important findings of this study were, qualification was the most important factor of recruitment at all level of managers and employees. It also concluded that problem solving strategy of the organization was very effective because all appropriate method have been used to solve problems. Negotiation and Union involvement was the most prevalent used method to solve the problem. This study also observed that the managers were not aware

sufficiently about the functioning of HRD Systems. Therefore a proper action plan to improve awareness, Motivation, & serious concern among managers about HRD should be implemented.

Kundu. Subhash C., Divya Malhan (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and hr planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, service organizations should emphasize on human resource management practices, as has been indicated in the results. A well-defined framework of human resource management practices benefits not only the organization but also the employee. HR policies of an organization benefit the employee by providing better opportunities for growth in terms of better compensation, benefits, training and development opportunities, and career management, in turn leading to job satisfaction and self- fulfillment.

Tripathy (2008) observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

Singh S.K (2008) in his research entitled ―HRD Climate: Interventions and challenges‖ examined that survival of the organizations in dynamic and complex environment require employee involvement, productivity and this can be achieved with the help of quality targets, quality circles, training and development & suitable method of performance appraisal etc. Above these HRD

interventions/practices should be implemented in a suitable way and HRD Climate should be conductive so that cooperation of employees can be achieved and conflicts can be sorted out which in turn increase the effectiveness of the organization.

Patil, Kallinath S. (2007) in his study opined that, the service sector plays a vital role in the development of the country. LIC has grown into a living saga. This transformation has not come about overnight. A breakthrough has been achieved on the strong foundation laid by the people of this great institution, which provided confidence and inner strength to explore new frontiers through the program of massive decentralization, development, expansion and diversification undertaken in recent years. The organization is today on the threshold of new vistas, striving and straining for reaching new heights and surging ahead in quest of excellence.

Hemant Rao (2007) emphasized the changing role of HR. There was dramatic change in HR during past five years. This study shows the significant role of human resource managers in various areas like Empowerment of workers, Business process Reenergizing, Total Quality management, Humanization of work, and Quality of work life. It was the challenge of HRM to balance the impact of liberalization and globalization on productivity. Earlier the role of Personnel department was to give advice or support when asked but the changing professional employment scenario emphasized the role of HR professional while dealing with employees of different regions, caste, language and social backgrounds.

Sharma and jyoti (2006) in an article on "job satisfaction" concluded that job satisfaction is an effective reaction to an individual's work situation, and has been described as a positive emotional response resulting from appraisal of one's job. One of the aspects that can lead to dissatisfaction is one's attitude towards one's job. job attitude can be defined as an overall feeling about one's job or career or in terms of specific facet of

the job or career and can be related to specific outcomes, such as productivity.

Subramanian, V. (2005) expressing his views regarding recruitment and selection of employees stated that any organization which gives a fair share of attention to the recruitment and selection of its people is bound to get good returns. Recruitment and selection should be viewed in the wider context of the organizational future. What are the strategic objects and hence what capabilities will the enterprise need in the future? Must be the questions the organization should always address itself to. Therefore, an important strategic issue to consider is how the recruitment and selection activity can contribute to long term business goals.

G.V.Chalam and L. Srinivas (2005) in this paper made an attempt to explore the basic gender disagreement with respect to HRD Climate in 20 branches of SBI at Andhra Pradesh. Findings of the study showed that women employees have much more concern on HRD climate than men. They come up with high level of satisfaction in respect of HRD Practices. Female Employees had higher degree of pleasure toward HRD Climate. It was also revealed that women respondents closely observed and followed the Human Resource development climate of the Bank and were also very loyal toward bank regarding their commitment toward work.

Maitin, T.P. (2003) In his article "Dynamic Human Resources" stated that, out of wide variety of resources which participated in the process of organizational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilization and their profitable utilization, which increases performance of organization. The role of human resource as great intellectual assets in management is too valuable to accelerate the rate of economic progress.

Malik and sur (2003) in their study on "Human Resource Accounting in India"

observed that the progress of any organization is absolutely dependent on the skillful utilization of its human resources. Even in the modern world, an organization may own adequate financial resources and acquire physical resources with latest technology as it needs, it would find difficult to manage its affairs, if the human organization of the concern is not strong enough. However, the strange irony is that in India most of the organizations do not recognize it properly. They do not adopt human resource accounting (HRA) although it could contribute significantly both to internal and external management decisions. HRA also helps the people of the organization in improving their performance and bargaining capacity. It makes each of them conscious about the ratio between his contribution towards the betterment of the concern and the expenditure incurred by the concern on him.

Vidya A. Salokhe (2002) conducted a study on HRD, observes that "Human Resource Development (HRD)" signifies an effort aimed at qualitative improvement of human beings in their specific role as assets of an organization. HRD intrinsically recognizes that, "People" are the organizations singularly important and valuable resources and that they need to be developed in terms of their knowledge, skill and attitude for achieving their personal as well as organizational goals. Because only dynamic people can built dynamic organizations, only competent and motivated people enable an organization achieve its goals.

Mishra and Bhardwaj (2002) in their research entitled –HRD climate: An empirical study among private sector managers‖ examined the nature and extent of HRD climate over the hieratical levels in large private sector organizations located in eastern parts of India. A sample of 107 managers at senior, middle, and lower levels is taken. The standardized questionnaire on HRD climate developed by Rao and Abraham (1990) was used consisting of a 5-point scale to measure the three categories i.e. general climate, OCTAPAC culture and HRD mechanisms. For analyzing results mean scores and

percentage scores of each item was calculated, and t-test was applied to verify the results. The conclusion was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further

the authors recommended that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for imparting training to the employees.

T.V. Rao (1999) in his book entitled ‒HRD audit‖ describe the framework and methodology of HRD audit. This is landmark work which makes corporations to conduct an internal audit of their human resource functions. HRD score card has been developed and tested by Dr. Rao. HRD dimensions are very essential for the contribution toward organizational performance, HRD systems maturity, HRD competencies, HRD culture and values, and HRD linkages to business goals. Many corporations have started investing in HRD. They have started new human resource development, given top level positions to human resource persons, created reasonable budgets and expect the HR function to give a strategic advantage to their corporations..

Udai pareek &T.V. rao (1999) in ‒designing & managing human resource system‖ depicts the fluctuating trends in designing & managing human resource system. Recognize the importance of HRD and the limitations of personnel department. Many organizations have established new HRD department. This book treats human resource system. This work includes some new additions namely career planning & development, induction training, socialization, mentoring etc. This also gives information about professional bodies and academic institutions active in the field of HRD.

Venkateswaran (1997) conducted a study entitled ‒A note on HRD Climate‖ revealed that early identification of human resource potential and development of their skill are the main tasks of the HRD department. The study based on the response of 132

executives of large public sector unit of engineering organization. The study proves the existence of favorable HRD climate in the organization. The results of the study revealed that the HRD dimensions increases the employee interest in the work place thereby eliciting a higher level of performance.

Mathur et. al (1996) in a study on work culture try to differentiate the internal work culture of public and private sector organizations in India. He examined the how the external socio-cultural environment and enterprise variables influence the internal work culture, which in turn has an impact on human resource management practices. He resulted that as compared to public sector organizations, the internal work culture of private enterprises put greater stress on internal locus of control, future orientation of planning, and employee participation in management and thereby result in better performance. It was further point out that HRM Practices in private sector utilized more effective motivational techniques like feedback, performance based reward, supervisory control, autonomy etc as compared to public sector.

V.   DATA ANALYSIS AND INTERPRETATION

1. Organisation's HR executives are fully aware of the business needs and strategies this statement was full agreed by 67% of respondents,13% opted for agree,13% opted for neither agree nor disagree,3% opted partially disagree and remaining 4% are fully disagree.

2. Efforts are taken to generate awareness amongst the employees about the organisations financial position, customers' needs, quality of product/service, cost etc. This Statement is fully agreed by the 70% of the respondents, 15% respondents opted for agree, 5% for neither agree nor disagree, 6% partially agree and 4% completely disagree the statement.

3. The organisations human resource requirements are systematically ascertained and an appropriate plan is

formulated for satisfying the requirements. This Statement is 72% of the respondents are fully agreed this statement,8% of respondents are agreed the statements with some conditions,12% respondents are neither agree nor disagree,5% respondents partially disagree and 3%are completely disagree.

4. The type of employee contract preferred by your organisation 68% of people responded to permanent,18% of people responded to contractual basis,12% of people responded to temporary job basis and finally 2% of people responded to part time job basis these views are collected based upon their personal opinion.

5. For the importance given to the certain issues to work flows, 60% of respondents opted for efficiency,25% opted for innovation and creativity,3% opted for flexibility,2% opted for broad job classes and 10% opted for detailed work planning.

6. The degree of usage of the following the context of the employee selection for this statement 50% of respondents opted for psychological tests,30% opted for performance tests,5% opted for realistic job previews,10% opted for trainability and 5% opted for team based selection.

7. With respect to the provision of wide network of computerised human resource information system with the latest software in the organisation, it was fully agreed by the 85% of people, 10% of the people agreed this statement,3% neither agree nor disagree,1% opted partially disagree and fully disagree.

8. As far as the opinion on basic objective of your organisation's induction programme is concerned, 78% of the respondents opted for increasing commitment toward the work and organization,9% opted for clarifying psychological issues,6% opted for settling new employees,5% opted for reducing the cost and time and 2% opted for simple ritual.

9. Areas that are used to identify training needs in the organisation which was responded that 50% of the respondents opted for individual needs, 40% opted for group needs and 10% opted for organisational needs.

10. Performance standards are carefully developed on the basis of employees opinion this statement is fully agreed by the 60% of the respondents,20% of people just agreed,10% of pople neither agree nor disagree,8% of people partially agree and 2% of people completely disagree this statement.

11. Performance appraisal system is extended to all members of the organisation. This statement is fully agreed by 80% of the people,10% agree by the respondents,2% neither agree nor disagree,6% partially disagree and 2% fully disagree by the respondents.

12. Identify the areas where the results of performance appraisal system are primarily used.70% of the respondents are opted for determining reward and compensation,10% opted for human resource planning,10% opted for employment development and remaining 10% opted for enhancing motivation.

13. The person who actually is responsible for assessing the performance of employees in your organisation for this statement 65% opted for immediate supervisior,20% opted for subordinates,5% opted for peers,2% opted for self,8% opted for customer.

14. The organisation has a formal policy of career planning and development,60% of the respondents are fully agreed this statement,20% opted for agree,12% opted for neither agree nor disagree,5% opted for partially disagree and 3% opted for fully disagree.

15. There are distinct career paths and internal promotion norms within the organisation,50% of the people opted for fully agree,20% opted for agree,10% opted for neither agree nor disagree,15% partially disagree and 5% respondents opted for fully disagree.

16. It is quite different to dismiss a permanent employee from the organisation ,45% of the respondents are fully agree with this statement,25% are just agree,5% are neither agree nor disagree,10% opted for partially disagree and 15% of respondents opted for fully disagree.

17. The focus of job design for each of the items from this statement 65% of the respondents opted for individually enriched,15% opted for self-managing teams and 20% opted for cross functional teams.

18. The focus of the benefit components and employee assistance programmes of your organisation are: 40% of the respondents opted for security and health,5% opted for payment for time not work,10% opted for employee service,5% opted for coping with personal problems,15% opted for coping with stress related problems,5% opted for cafeteria/flexible benefits and 20% opted for others like transport facility, holiday trips etc

19. As regards to recruitment, 30% opted for while planning about human resource,30% opted for when there is vacancy,15% opted while expansion of the organization,10% opted for depending upon the present strategies of the organization and 15% opted all the above.

VI.   SUGGESTIONS

1. Company may keep first aid box in all departments.

2. I suggest to increase benefit components more on coping with stress related problems, it would increase the efficiency of work flow in the organization.

3. It is suggested that more importance would be given to written method of communication to reduce miss communication in delegation of work.

4. Importance not only given to good communication skills but also work skills in recruiting for effective output in the organization

5. These COVID -19 safety measure has to keep a policy in organization in regular.

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