Chapter - II

Dimensions of Human Resource Management
Today, Human Resource Management Plays in an important role for the human resource development. Because, the human resource is the most important factor in an organisation for its success. The present part discusses the meaning and nature of HRM, objectives, role and functions, planning, training and development, job-analysis, job description and contemporary challenges of HRM in general and the various aspects of HRM in ONGC in particular.

I. Meaning, Nature and Scope

In fact, the people are the source of all productive effort in an organisation. Organisational performance depends upon individual performance. If the efforts of every single individual are co-ordinated and directed towards the realisation of well-established objectives, the synergy so achieved would demonstrably transcend the sum total of individual performances. An enterprise, in its most basic form, is an assemblage of human beings banding together for mutual benefit. Consequently and inevitably, the enterprises is made or unmade by the quality and behaviour of its people. The distinguishing factor of an enterprise, is irrefutably, the ability of its human resources to face up to challenges and use its vast, potential to deliver required results. For all other resources, whether land or capital, to be effectively utilised, it is the human resources which have to be properly and adequately activated. The human resources approach is developmental. Based on the perception that people are the central resource in any organisation and in any society, it concerns itself with the growth and betterment of employees towards higher levels of capability, productivity and satisfaction.
The hallmark of the traditional management approach was direction and control of employees for the achievement of pre-determined goals whereas the human resources approach is supportive. In other words, it abets and facilitates the individual’s capacity for realising his full potential. At the same time, it creates an environment where he is motivated and constantly encouraged to perform at the peak of his capabilities. According to Davis, “Essentially, the human resources approach means that better people achieve better results”.¹ When provided with real opportunities for self-improvement and enhancement of interpersonal and technical skills, employees will be stimulated to give off their best. This will, no doubt, translate itself into tangible results in greater operating effectiveness. At the same time, the supportive environment will provide much higher job satisfaction. The manager’s role, too, will undergo a transformation. From control and direction of employees, he will move to supporting their growth and performance and enlisting their sustained cooperation and involvement. The human resources approach is organisation-wide and multidimensional. Its scope encompasses the entire enterprise and it is based on theory and research from many disciplines, including the study of human behaviour. Wendell French, using the process-systems technology has evolved an apt definition: "Human resource management is the systematic control of a network of interrelated processes affecting and involving all members of an organization”². We may, therefore, say that Human Resource Management (HRM) is an approach based on four fundamental principles.³

1. Human resources are the most important assets of an organisation and their effective management is the key to its success.
2. This success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with, and make a major contribution to, the achievement of corporate objectives and strategic plans.

3. The corporate culture and the values, organizational climate and managerial behaviour that emanate from that culture will exert a major influence on the achievement of excellence; this culture must, therefore, be managed.

4. Finally, HRM is concerned with integration - getting all the members of the organisation involved and working together with a sense of common purpose.

The major components of HRM are today, widely recognized as:

   a) Human Resources Planning
   b) Recruitment, Screening and Selection
   c) Training and Development
   d) Performance Appraisal and Promotion
   e) Job Analysis and Design
   f) Quality of Work Life, Safety and Health, and
   g) Organisational Culture

Hence Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the
processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.⁴

**Human resources**

Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings in a productive enterprise. The 2000 revision of ISO 9001 in contrast requires identifying the processes, their sequence and interaction, and to define and communicate responsibilities and authorities. In general, heavily unionized nations such as France and Germany have adopted and encouraged such job-descriptions especially within trade unions. One view of this trend is that a strong social consensus on political economy and a good social welfare system facilitates labour mobility and tends to make the entire economy more productive, as labour can move from one enterprise to another with little controversy or difficulty in adapting.

An important controversy regarding labour mobility illustrates the broader philosophical issue with usage of the phrase "human resources": governments of developing nations often regard developed nations that encourage immigration or "guest workers" as appropriating human capital that is rightfully part of the developing nation and required to further its growth as a civilization. They argue that this appropriation is similar to colonial commodity fiat wherein a colonizing European power would define an arbitrary price for natural resources, extracting which diminished national natural capital.
The debate regarding "human resources" versus human capital thus in many ways echoes the debate regarding natural resources versus natural capital. Over time the United Nations have come to more generally support the developing nations’ point of view, and have requested significant offsetting "foreign aid" contributions so that a developing nation losing human capital does not lose the capacity to continue to train new people in trades, professions, and the arts.

II. Objective of Human Resource Management

Objectives are pre-determined goals to which individual or group activity in an organisation is directed. Objectives of personnel management are influenced by organisational objectives and individual and societal goals. Institutions are instituted to attain certain specific objectives. The objectives of the economic institutions are mostly to earn profits and of the educational institutions are mostly to impart education and/or conduct research so on and so forth. However, the fundamental objective of any organisation is survival. Organisations are not just satisfied with this goal. Further, the goal of most of the organisations is growth and/or profits. Institutions procure and manage various resources including human to attain the specified objectives. Therefore, basically the objectives of human resources management are drawn from and to contribute to the accomplishment of the organisational objectives. The other objectives of Human Resource Management are to meet the needs, aspirations, values and dignity of individual employees and having due concern for the socio-economic problems of the community and
the country. The objectives of Human Resource Management in general may be stated as follows:\textsuperscript{5}

i) To create and utilise an able and motivated workforce, to accomplish the basic organisational goals.

ii) To establish and maintain sound organisational structure and desirable working relationships among all the members of the organisation by designing jobs and by establishing responsibility, accountability and authority for each job in relation to other jobs.

iii) To secure the integration of individual and groups within the organisation by co-ordinating the individual and group goals with those of the organisation.

iv) To create facilities and opportunities for individual or group development so as to match it with the growth of the organisation.

v) To attain an effective utilization of human resources in the achievement of organisational goals.

vi) To identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employees’ benefits and social security and measures for challenging work, prestige, recognition, security, status etc.

vii) To maintain high employee morale and sound human relations by sustaining and improving the various conditions and facilities.

viii) To strengthen and appreciate the human assets continuously by providing training and developmental programmes.

ix) To consider and contribute to the minimization of socio-economic evils such as unemployment, underemployment, inequalities in the distribution of income and wealth and to improve the welfare of the
society by providing employment opportunities to women and disadvantaged sections of the society, etc.

x) To provide an opportunity for expression and voice in management.

xi) To provide fair, acceptable and efficient leadership, and

xii) To provide facilities and conditions of work and creation of favourable atmosphere for maintaining stability of employment.

Management has to create conducive environment and provide necessary prerequisites for the attainment of the personnel management objectives after formulating them.

III. HRM Programmes

Having looked at the responsibilities and the objectives, it is time to look at the specific programmes of HRM which, when taken up comprehensively, lead to the complete and satisfactory implementation of the HRM system. We may broadly identify six clear programmes.  

1. HR Organisation involving
   a. Organisation design and development
   b. Motivation and leadership
   c. Management of organisation culture.

2. HR Planning involving
   a. Forecasting manpower needs
   b. Forecasting manpower supply both within and without the enterprise.
   c. Arriving at a net plus or minus position.
   d. Initiating required policies and steps.
3. **HR Information System Involving**
   Creation of a wide database for up-to-date information on all aspects.

4. **HR Development involving**
   a. Training
   b. Guidance
   c. Career management
   d. Skill up-gradation

5. **HR Relationships involving**
   a. Dealing with individual and collective problems
   b. Grievance redressal machinery
   c. Negotiation with trade unions and staff associations
   d. Attempts to increase cooperation and trust and increase employee involvement.

6. **HR Utilisation involving**
   a. Attempting to increase productivity
   b. Method study
   c. Work study
   d. Job analysis
   e. Job enrichment, etc.

**IV. Business Practices and Functions**

Human resources management comprises several processes. Together they are supposed to achieve the above mentioned goals. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by the following line-managers or other departments.
1. Workforce planning
2. Recruitment
3. Induction and orientation
4. Skills management
5. Training and development
6. Personnel administration
7. Compensation in wage or salary
8. Time management
9. Travel management
10. Payroll
11. Employee benefits administration
12. Personnel cost planning
13. Performance appraisal

The objective of human resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner. Human resource management serves the following key functions:

1. Selection
2. Training and development
3. Performance evaluation and management
4. Promotions
5. Redundancy
6. Industrial and employee relations
7. Record keeping of all personnel data.
8. Compensation, pensions, bonus etc in liaison with payroll
9. Confidential advice to internal 'customers' in relation to problems at work, and
10. Career development.

Human Resource Management (HRM) consists essentially of four functions - acquiring, developing, motivating and retaining human resources. The acquisition function starts with planning for the number and a category of employees required, and ends with staffing. The development function has three dimensions - employee training, management development, and career development. The motivation function includes identifying the individual motivational needs of employees and finding ways to motivate them. The retention function is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization.

Traditional approaches to personnel management emphasize command and control. These have now given way to new approaches characterized by greater freedom and support to the employees. Many successful companies today empower their employees to manage most aspects of their work. Though an organization's physical assets are major factors in determining its success, it is now believed that its employees or human resources are equally critical assets. The successful management of an organization's human resources is an exciting and dynamic task, especially at a time of increasing competition, when companies are facing newer and more complex challenges.
V. Human Resource Planning

Human resource planning, is in effect, a systematic approach to ensure that the right people will be in the right place at the right time. It may be looked upon as a strategy for the acquisition, utilisation, improvement and preservation of an enterprise's human resources. The purpose is to evolve a process by which an organisation can move from its current human resources position to its desired human resources position, doing things which result in both the organisation and the individual receiving maximum long-run benefit. Without doubt, this has to be an integrated approach in which the planning aspects of the personnel function are performed in order to have a sufficient supply of adequately developed and motivated personnel. Only then can forecasting of human resources requirement and human resources availability be taken up with the object of matching this demand and supply. Human resources planning then, can be seen as a set of activities designed to make available the necessary number of people with the necessary qualifications in order to realise the organisation's goals along with the interests of individual employees.

Need for Human Resources Planning

The upsurge of interest in Human Resources Planning in recent years has been brought about by a number of influences that have underscored the utility of this powerful tool as an imperative in enterprise management. These influences are briefly outlined below: ⑦
1. **Technological Change**

The rapid change in the technology of work has created a situation the world over, and particularly in India, where potential employees with appropriate skills are frequently not available in the labour market. Employers across the board, therefore, are gradually waking up to the fact that they must plan the recruitment and training of candidates for posts well in advance of their becoming vacant.

2. **Decreasing or Increasing Growth of Organizations**

The manner, the pace and the direction in which an organisation is growing also dictates the need for a human resource plan. Years of comfortable growth may give rise to slower growth prospects or even reduced growth prospects. Conversely, there might be an immediate expectation of accelerated growth. Either way, if the organisation has not planned its manpower levels and requirements in accordance with growth expectations, it is likely to run into considerable difficulties and costs.

3. **Size**

The need for human resource planning is increasingly being perceived as being directly proportional to the size of the organisation. The larger the size, the greater, the need. Size brings with it, the attendant features of complexity, variability, uncertainty, and requires that careful planning be done to obviate chaos.
4. **Irregular Age Structure**

Many organisations are saddled with situations where the actual age distribution of employees is irregular because of the manpower policies of the past. Such irregular age distributions frequently occur where organisation size has changed rapidly or recruitments have taken place in only a few age groups. In situations where the proportion of older employees to younger employees is skewed, one has to forecast future human resource requirements as well as availability, both qualitatively and quantitatively. Alternative policies have to be developed in order to obtain a better age distribution, for instance, by recruitment in different age groups, flexible retirement ages, training and development, together with changes in career prospects.

5. **Labour Costs**

Since the cost of manpower is a major factor in the price of most goods and services, since pay and establishment costs constitute a major proportion of the budgets of most enterprises, and since there is the constant pressure for enhanced productivity, managers need to examine means of controlling labour costs. This process has been reinforced by legislation as well as court pronouncements which give workers great security of employment and a minimum level of wages. The effect, in most cases, has been that labour costs, from being a variable cost, have become a quasi-fixed cost in the operation of an enterprise.
6. The Human Resources Decision-Making Process

Decisions, with regard to human resources policies have a great impact on the organisation and on individual employees. Therefore, such impacts have to be studied in detail. Moreover, many deliberations at various levels, such as at top or middle management, work councils, etc., increase the demand for information about the consequences of alternative human resource policies, capacities of training institutions, finance and so on. Good manpower planning can provide this information by forecasting requirements and availability of personnel, both quantitatively and qualitatively.

7. Development in Planning Methods

Planning, both as an approach and as a necessity, is now well established at the corporate level as well as in functional areas such as marketing, production, and finance. A host of mathematical models and techniques of quantification developed by operational researchers and statisticians have given to manpower planning, a framework and a definitive approach.

8. Attrition

Even when there are no significant changes in the growth, expansion, or down-sizing of an enterprise, the phenomenon of attrition or wearing out would occur. That is, because of wastage, turnover, separations, retirement or mobility (on account of transfers, promotions, etc.) gaps would inevitably emerge, needing to be filled up.
9. **Lead Time**

By anticipating the need for various types of skill requirements and levels of personnel, well in advance, a manpower plan will be able to provide adequate lead time for recruitment, selection and training. Human resources planning becomes all the more crucial because the lead time for obtaining the required personnel is often a dilatory process and the needed skill or experience may not readily be available. Non-availability of suitable manpower or undue delays in getting required people results in postponements, time and cost overruns, reschedulings, interruptions, stoppages both in ongoing and projected programmes and these inevitably lead to inefficiencies, escalating costs and reduced profitability.

**VI. Training and Development**

Training is concerned with increasing technical knowledge, skills and abilities. But, education is broader in scope. Its purpose is to develop individuals in all areas. It is concerned with increasing technical, managerial and general knowledge and total environment. Education is for the development of individual’s understanding of culture, value, ethics, social and other aspects in addition to technical and managerial skills, knowledge and abilities. Thus, education is broad in scope. Every organisation should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Training is not something that is done once to new employees: it is used continuously in every well run establishment. Further, technological changes, automation, require up-dating the skills and knowledge. As such, an organisation has to retrain the old employees.
Indian economy is opened for the rest of the globe. There would be heavy competition for Indian industries from foreign industries. Indian industries would be forced to maintain total quality and adopt latest technology. Training assumes greater significance in view of these changing conditions. Training is inevitable as it develop the skills and knowledge of employees and enables them to take up challenging jobs. Further, new employees cannot be placed on job without training. Training also helps the employees whose performance is below expectations and standards. Training builds up self-confidence in the employees. Skills, knowledge and abilities acquired through training develops total human resources of the organisation. The Personnel Manager formulates the following training objectives keeping the company's overall objectives in mind:

1. To prepare the employee both new and old to meet the present as well as the changing requirements of the job and the organisation.
2. To prevent obsolescence.
3. To impart the new entrants the basic knowledge and skill they need for an intelligent performance of a specific job.
4. To prepare employees for higher level tasks.
5. To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
6. To build up a second line of competent officers and prepare them to occupy more responsible positions.
7. To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that, may arise from over-specialization.

8. To develop the potentialities of people for the next level job.

9. To ensure smooth and efficient-working of a department.

10. To ensure economical output of required quality, and

11. To promote individual and collective morale, a sense of responsibility, cooperative attitudes and good relationships.

**VII. Job-Analysis**

A comprehensive job-analysis programme can be used as a foundation and as an essential ingredient for all the functions and areas of personnel management and industrial relations. A brief description of uses of job analysis are given below:9

1. **Employment**: Job analysis is useful as a guide in every phase of employment process like manpower planning, recruitment, selections, placement, orientation, induction, and in performance appraisal as it gives the information about duties, tasks and responsibilities etc.

2. **Organisation Audit**: Job information obtained by job analysis often reveals instances of poor organisation in terms of the factors affecting job design. The analysis process, therefore, constitutes a kind of organisation audit.
3. **Training and Development Programmes:** Description of duties and equipment used is of great help in developing the content of training and development programmes. Needs of training and development are identified with the help of job description. Further, the training programmes are also evaluated with the standards of job analysis.

4. **Performance Appraisal:** Instead of rating an employee on characteristics such as dependability, there is now a tendency toward establishing job goals and appraising the work done toward those goals. In this type of appraisal, a job description is useful in defining the areas in which job goals should be established.

5. **Promotion and Transfer:** Job information helps in charting the channel of promotion and in showing lateral lines of transfer.

6. **Preventing Dissatisfaction and Settling Complaints:** Job information can be used as a standard in preventing and settling complaints related to work load, nature of work, work procedure etc.

7. **Discipline:** Job information can be used as a standard when discipline is being considered for standard performance.

8. **Restriction of Employment Activity for Health Reasons and early Retirement:** When employees are unable to maintain the standard job performance due to old age or health hazard, they may opt for early retirement or the organisation may retrench their services. In such cases, job information is helpful to the employees and their supervisors to think objectively. In some other cases, some mutually satisfactory
rearrangements of subsidiary duties might make it possible to retain older employees whose intelligence, general experience, reliability make them valuable assets. Job information becomes a standard in this situation also.

9. **Wage and Salary Administration:** Job analysis is the basis for job evaluation. Basically, wage and salary levels are fixed on the basis of job evaluation which takes into consideration the content of the job in terms of tasks, duties, responsibilities, risks, hazards etc.

10. **Health and Safety:** Job description provides the information about hazards and unhealthy conditions, accident prone areas in the job etc. It helps the management to provide health and safety measures.

11. **Induction:** Job description is the basis for induction as the employee is provided with the information about the job.

12. **Industrial Relations:** A job description is a standard function to solve industrial disputes and to maintain sound industrial relations. If an employee attempts to add or to delete some duties from the ones listed in job description, the standard has been violated. The labour union as well as management is interested in this matter. Controversies often result, and a written record of the standard job description is valuable in resolving such disputes.

**VIII. Job-Description**

Job description is an important document which is basically descriptive in nature and contains a statement of job-analysis. It serves to
identify a job for consideration by other job analysis. It tells us what should be done, and why it should be done, and where it should be performed. The purpose of job description is to serve to identify a job for consideration by job analysis. Other purpose is to tell the employee what should be done and why it should be done etc. to provide information to employee about his salary, terms and conditions of work, nature of work, working conditions etc. The job description normally contains the following informations.  

1. Job title  
2. Organisational location of the job  
3. Supervision given and received  
4. Materials, tools, machines and equipment worked with.  
5. Designation of the immediate superiors and subordinates  
6. Salary level; pay, DA and other allowances, bonus, incentive wage, method of payment, hours of work, shift and break.  
7. Complete list of duties to be performed-separated according to daily, weekly, monthly and casual, estimated time to be spent on each duty.  
8. Definition of unusual terms.  
9. Conditions of work: Location, time, speed of work, accuracy, of work: Location, time, speed of work, accuracy, health hazards, accident hazards.  
10. Training and development facilities, and  
11. Promotional changes and channels.
Guidelines for Job-Designing

While designing the jobs, the personnel manager should follow certain guidelines. They are:

i) Mechanical and technical factors of the job and simplifications of the mechanical factors.

ii) Consideration of social factors and providing the scope for satisfaction of social needs of the job incumbent.

iii) Providing scope for social interaction, exchange of social problems, views and attitudes with superiors, subordinates and peers.

iv) Providing scope for identifying deficiencies of job incumbents and satisfying them, and

v) Providing scope for identifying psychological needs like esteem, need for challenging work etc., and satisfying them.

As discussed earlier, scientifically structured job design as suggested in the above model, motivates the employees for higher efficiency productivity and generates job satisfaction than the one designed on the basis of traditional engineering system. Specification should be introduced, in job design so that the needs of the employees for accomplishment, recognition, psychological growth etc., can be satisfied. Personnel departments use a variety of methods to improve job motivating potential such as job rotation, job enlargement and job enrichment.
Job Enrichment

Job enrichment, as is currently practiced all over the world, is a direct outgrowth of Herzberg's two factor theory of motivation. It is therefore based on the assumption that in order to motivate workers, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. The basic idea is to restore to jobs the elements of interest that were taken away under intensive different from horizontal loading, referred to earlier. Horizontal loading does not enrich the task. Washing dishes, then silverware, and then pots and pans does no more to satisfy and provide an opportunity to grow than washing only dishes. Under job enrichment there is a conscious effort to build into jobs a higher sense of challenge and achievement. In a job enrichment programme, the worker decides how the job is performed, planned, and controlled, and makes more decisions concerning the entire process. The job enrichment approach to boring jobs is to give the individual employee more autonomy in the job. Employees decide how the job will be performed and receive less direct supervision on the job. Consequently, the employee receives a greater sense of accomplishment as well as more authority and responsibility.

Techniques of Job-Enrichment

1. Increasing the responsibility of the activity.
2. Providing wider scope, more sequence and increased pace of the work.
3. Giving a natural unit of work either to an employee or group of employees.

4. Providing the freedom of work by minimizing controls when the employees are clearly accountable for attaining defined goals.

5. Allowing the employees to set their own standards or targets.

6. Providing the employees the control information and allow them to monitor their own performance.

7. Encouraging employee participation in planning, innovations and creations.

8. Introducing new, difficult, creative tasks to the employees, and

9. Assigning the specific projects to the individuals or groups that will enhance their expertise.

**Steps in Job-Enrichment**

1. Selecting those jobs which permit close relation between motivation and job performance.

2. Introducing on a pilot scheme basis.

3. Starting with the assumption that these jobs can be changed.

4. Brainstorming a list of changes that may enrich the jobs.

5. Concentrating on motivational factors such as achievement, responsibility, self-control etc.,

6. Trying to change the content of the job rather than changing the employees from their jobs.

7. Providing adequate training, guidance, encouragement and the help, and

8. Introducing with care as job enrichment programmes may be resisted by employees.
IX. Contemporary Challenges in HRM

As we move into the twenty-first century, there can be little doubt that human resource management faces some of the biggest challenges since its definition as a separate staff function some ninety years ago. This renewed vigour is a result of numerous environmental, organisational and cultural influences which have forced human resource management to be transformed from a narrowly defined speciality into a more strategic function. Changing social and political trends and recent economic developments around the world help account for the growing importance of the human resources department to the organisation. These trends and developments also intensify the importance of all managers’ roles in selecting and managing human talent. They represent ongoing challenges in contemporary HR management and may be broadly classified as follows:  

i. Higher Levels of Education and Expectations

Members of today’s work force are better educated, have higher aspirations about participation and have more expectations about equity and just dealings in the work situation. As levels of education have continued to increase within the population, and therefore the work force, values and expectations among employees have risen. Technically qualified personnel with diplomas or degrees have proliferated. This has resulted in an emphasis on increased participation by employees at all levels.
ii. Changing Workforce Demographics and Lifestyles

Another important challenge for human resource management is the changing nature of the workforce. Specifically, the dramatic increase of women and the reserved categories as also the minorities has resulted in the need for organisations to re-examine policies practices and values. The proportion of women in the workforce has increased dramatically and will continue to do so.

iii. Corporate Reorganisation

In the free economies of the world, acquisitions and mergers, instances of one corporation purchasing another or two corporations joining forces have displayed a distinct upward graph and in the new, liberalised Indian economy, these trends have already begun to acquired a distinct visibility.

iv. Economic Conditions

Economic conditions, both at home and abroad, have a strong influence on human resource management. International competition among organisations is becoming more intense with each passing day. Increased management and entrepreneurial capability in many countries, strong competition for energy and raw materials, the breaking down of trade barriers, have all intensified competition.
v. Technology Explosion

Technological innovations and improvements are also creating rapid change. Automation, robotics and computerisation have grown at amazing speed. The old concepts of work have undergone dramatic changes. The transistor, the micro-chip, the laser beam, the personal computer (with the recently introduced lap-top version), the cellular telephone, the fax machine have all contributed to the continuously changing nature of products and jobs.

vi. Quality of Work Life

In the contemporary working world, more and more employees and managers are interested in, and concerned about, the ‘quality of work life’ – a concept that encompasses the entire range of organisational life, particularly as it is reflected in human resource management. Broadly speaking, the scope of QWL straddles the following items:

a) Adequate and fair compensation
b) Non-discriminatory social integration in the workplace
c) Due process and privacy
d) Appropriate balance of work
e) Codetermination or the concept of giving workers a formal voice in managerial decisions.
f) Interpersonal skills and teamwork
g) Employee development
h) Job-enrichment and job-rotation
i) Responsiveness to employee concerns

j) Safe and healthy work environment, and

k) Opportunity for continued growth and security

vii. Parliamentary and State Legislation

There have been a number of legislative initiatives both in the States and at the Centre which are influencing, and will continue to influence, HRM policies and programmes in a big way. Measures such as the various reservation enactments and rules, the Maternity Benefit Act amendments, the Minimum Wages Act, regulations as to the use of child labour, special facilities extended to the physically handicapped (including job-reservations) - these and others, need careful attention and handling.

viii. Achievement of Competitive Advantage

Modern HRM practices must aim at achieving what has come to be known as ‘competitive advantage’. In a very simple sense, competitive advantage refers to the unique benefits that an enterprise can offer to its customers – benefits that will differentiate it from its rivals. The benefits can range from lower prices for equivalent services offered by competitors, higher quality of products, superior after-sales service, guarantees on trouble-free performance or even special extra advantages that justify a premium price. When buyers perceive the uniqueness of products or services, the consequence is competitive advantage.
ix. The Bottom Line

Another ever-present reality in today’s organisations is the need to substantiate the cost-effectiveness of programmes, approaches and policies. More and more, top management is stressing the importance of being able to know in financial terms, the extent to which the benefits of a policy or programmes outweigh the costs. Although human resource programmes can and do have a significant impact on profits, not enough has been done so far to evaluate them in these terms. But, this has to change and quickly. A staff department such as HR, must be able to demonstrate that what it does, is vitally important to the success of the enterprise and that the procedures it suggests, provide positive results. Otherwise, and quite rightly, the HR department will be perceived as nothing more than one of “happiness vendors”. The HR staff must be able to demonstrate realistically, the impact of their programmes on the key indicator of corporate health – the bottom line.

In summary, the field of human resource management, rapidly changing and evolving as it is, faces the turn of the century with tremendous challenges looming ahead. HR professionals must measure up to these multi-dimensional challenges with deep comprehension of the issues involved, adequate foresight and an unflinching determination to take the challenges in their stride. If, on the one hand, therefore, there is an enhanced realisation of the critical importance of HRM in organisational effectiveness, there is also, on the other, vaulting expectations that HRM practitioners must be able to fulfil.
X. Human Resource Management in ONGC

Today, ONGC is the flagship company of India; and making this possible is a dedicated team of nearly 40,000 professionals who toil round the clock. It is this toil which amply reflects in the performance figures and aspirations of ONGC. The company has adapted progressive policies in scientific planning, acquisition, training and motivation of the team. At ONGC, everybody matters and every soul counts. ONGC has a unique distinction of being a company with in-house service capabilities in all the activity areas of exploration and production of oil and gas and related oil field services. Needless to emphasize, this was made possible by the men and women behind the machine. Over 18,000 experienced and technically competent executives mostly scientists and engineers from distinguished Universities/ Institutions of India and abroad from the core of our manpower. They include geologists, geophysicists, geochemists, drilling engineers, reservoir engineers, petroleum engineers, production engineers, engineering and technical service providers, financial and human resource experts, IT professional and so on.

Human Resources Vision

To attain organizational excellence by developing and inspiring the true potential of company's human capital and providing opportunities for growth, well being and enrichment.
Human Resources Mission

To create a value and knowledge based organization by inculcating a culture of learning, innovation and team working and aligning business priorities with aspiration of employees leading to development of an empowered, responsive and competent human capital.15

Human Resources Objectives

1. To develop and sustain core values
2. To develop business leaders for tomorrow
3. To provide job contentment through empowerment and accountability
4. To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job
5. To foster a climate of creativity, innovation and enthusiasm
6. To enhance the quality of life of employees and their family
7. To inculcate high understanding of 'Service' to a greater cause16

Human Resources Strategy

1. To meet challenging demands of the business environment, focus of the HR Strategy is on change of the employees 'mindset'.
2. Building quality culture and resources
3. Re-engineering and redeployment for maximizing utilization of HR potential
4. To build and upgrade competencies through virtual learning, opportunities for growth and providing challenges in the job.

5. Re-strengthening mutual faith, trust and respect.

6. Inculcating a spirit of learning and enjoying challenges, and

7. Developing Human Resource through virtual learning, providing opportunities for growth, inculcating involvement and exposure to benchmarking in performance.\textsuperscript{17}

**Role of Human Resource**

1. Alignment of HR vision with corporate vision

2. Shift from support group to strategic partner in business operations

3. HR as a change agent

4. Enhance productivity and performance by developing employee competency and potential

5. Developing professional attitude and approach, and

6. Developing 'Global Managers' for tomorrow to ensure the role of global players.\textsuperscript{18}

HR policies at ONGC revolve around the basic tenet of creating a highly motivated, vibrant and self-driven team. The Company cares for each and every employee and has in-built systems to recognize and reward them periodically. Motivation plays an important role in HR development. In order to keep its employees motivated, the company has incorporated schemes such as Reward and Recognition Scheme, Grievance Handling Scheme and Suggestion Scheme.
An integral part of ONGC’s employee-centered policies is its thrust on their knowledge up-gradation and development. The Institute of Management Development, which has an ISO 9001 certification, along with seven other training institutes, play a key role in keeping the workforce at pace with global standards. The institute of Management Development is the premier nodal agency responsible for developing the human resource of ONGC. It also focuses on marketing its HRD expertise in the field of Exploration and Production of Hydrocarbons. ONGC sports Promotion Board, the Apex boy, has a Comprehensive Sports Policy through which top honors in sports at national and international levels have been achieved. The following are the various aspects of HRM in ONGC.19

I. Human Resource Management

a. Recruitment
b. Probation
c. Promotion
d. Seniority

II. Pay

a. Scales of Pay
b. Dearness Allowance
c. Date of Increment
d. Pay Fixation
III. Allowances

a. House Rent Allowance
b. House Rent Recovery
c. Leased Accommodation
d. Self Leased Facility
e. Maintenance Charges for Lease/Self Lease
f. Drilling Allowance
g. Hard Duty Allowance
h. Offshore Compensation Allowance
i. Additional Offshore Compensation Allowance
j. Operational Allowance
k. Shift Allowance
l. Food Compensatory Allowance
m. Additional Cash Allowance (Nourishment Allowance)
n. North Eastern Allowance
o. Remote Locality Allowance
p. Tribal Area Allowance
q. Hill Compensatory Allowance
r. Karaikal Special Compensatory Allowance
s. Charge Allowance
t. Professional Allowance

u. Overtime Allowance
v. Job Linked Allowance
w. Kit Maintenance Allowance
x. Washing Allowance
y. Productivity Allowance
z. Special Allowance to Fire Staff
IV. Allowances for Medical Staff
   a. Non-Practising Allowance
   b. Trip Allowance

V. Conveyance Allowance
   a. Conveyance Reimbursement
   b. CMRE vus-a-vis use of Company Arranged Vehicles
   c. Conveyance Allowance to Physically Handicapped
   d. Car Insurance Reimbursement

VI. Travelling Allowance
   a. Entitlement
   b. Local Travel Charges on Tour
   c. Daily Allowance
   d. Transfer TA
   e. Payment of TA on First Appointment
   f. Reimbursement of Taxi Hire Charges to Inspection Staff

VII. Other Reimbursements
   Reimbursement of out of Pocket Expenses
   a. Reimbursement of Stitching Charges
   b. Fidelity Guarantee Policies
   c. Reimbursement of Membership Fees of Professional Institutions/Societies
   d. Reimbursement of cost of Brief Case/Portfolio Bag
   e. Cellular Phones to Executives
   f. Reimbursement of Residential Telephone charges to executives
VIII. Incentive and Reward Schemes

a. Performance Incentive Scheme
b. Incentive to Promote Small Family Norms
c. Incentive for not having any issues during first four years of marriage
d. Incentive for Acquiring Higher Qualification
e. Reserve Establishment Honorarium
f. Recognition of Meritorious Work
g. Group Awards
h. Suggestion Scheme

IX. Leave

a. Casual Leave
b. Special Casual Leave
c. Earned Leave
d. Half Pay Leave
e. Good Health Reward Scheme
f. Commuted Leave
g. Leave Not due
h. Extra-ordinary Leave
i. Study Leave
j. Quarantine Leave
k. Accident and Disability Leave
l. Maternity Leave
m. Paternity Leave
n. Compensatory Leave
X. Advances

a. Conveyance Advance
b. House Building Leave
c. Computer Leave
d. Lump sum Leave

XI. Welfare Measures

a. Leave Fare Assistance
b. Travel by Private Taxi in Hilly Areas
c. Holiday Home Facility
d. Educational Facilities:
   1. Central School
   2. Children’s Education Allowance
   3. Merit Scholarship
   4. Journey Fare
   5. Special Award Scheme
   6. Hostel Subsidy
   7. Transport Subsidy
   8. Reimbursement of Admission Fee
e. ONGC Scholarship to SC/ST Students
f. Medical Facilities
g. Reimbursement of cost of Spectacles / Contact Lenses
h. Laser Treatment for Myopia
i. Reimbursement of cost of Dark Glasses/Goggles for visually Handicapped Employees
j. Reimbursement of cost of Hearing Aid
k. Treatment for Infertility
l. Medical facilities to Retired Employees
m. Composite Social Security Scheme
n. Compensation for accident while on duty
o. Financial Assistance for death/permanent disablement due to accident while on duty/H2S exposure
p. Financial Assistance for death/permanent disablement due to accident while on duty in operational areas (for casual / contingent workers/term based employees/para-medical staff directly engaged by ONGC)
q. Mementos to Retired Employees
r. Ex-gratia Scheme for pre-1959 employees
s. Employees Welfare Committees
t. Ladies Club
u. Sports
v. ONGC Himalayan Association
w. Employees Cooperative Societies
x. Gratuity
y. CPF
z. PRBS

XII Special Facilities

Special facilities for NE States
XIII. Discipline

a. ONGC (Conduct, Discipline and Appeal) Rules, 1994
b. Suspension
c. Sexual Harassment of Female Employees
d. Data Security Guidelines
e. Grievance Procedure
f. Appeals Committee

XIV Separations

a. Forwarding for Applications of Employees for Posts outside the corporation
b. Resignation
c. Termination of Service
d. Superannuation
e. Premature Retirement Scheme
f. Terminal Benefits on Separation

Thus, the researcher has made an attempt in this chapter on the details of meaning and nature of HRM, objectives, role and functions, planning, training and development, job-analysis, job-description and the contemporary challenges of HRM in general and ONGC in particular. Such understanding over the HRM leads the researcher to describe the motivation and job-satisfaction which are the results of HRM, in next chapter.
References


5. ONGC, Project Guidelines for HRM, pp-5-6.


8. ONGC, Project Guidelines for HRM, p-119.


14. ONGC, HR Manuals-Policies and Guidelines.

15. Ibid


17. Ibid

18. Ibid