Abstract

The previous chapter presents the empirical investigation of the recruitment practices prevailing in BHEL and NTPC of the Indian public sector undertaking. The researcher conducted an exploratory survey of the employees of BHEL and NTPC to get the clear picture regarding the status of the recruitment practices prevailing in the selected organizations. The responses of the employees of both the companies are converted into percentage form to interpret them in easy terms. The hypotheses for the study framed on six different dimensions of recruitment practices have been tested and verified by using a statistical tool namely student’s t-test. The present chapter has been prepared to discuss the findings of the study conducted by the researcher and to offer suggestions for improving the pattern of recruitment practices in public sector understanding. The directions for future research in the respective area of concern have also been given at the end.

India is one of the fastest growing economies across the globe, and the public sector understanding is the one sector which has been developing at a rapid rate, contributing a major share in nation’s development. The growing importance of this sector has attracted the attention of the researcher to select this organization for the study. In this thesis, the researcher deals with the description of the research thesis, findings of the works and suggestions which have been proposed for pursuing the future research in the respective direction. The main objective of the study is to analyses the comparative study of BHEL and NTPC of Indian public sector undertaking regarding the recruitment practices. The researcher conducted an investigation for checking the degree of positively in the implementation of recruitment practices in these sectors. The case study selected by the researcher consists of BHEL and NTPC.

The study divides the thesis into eight chapters. A brief outlook of the integral thesis at a glance is presented below to overview the whole lot of works complied by the researcher.

The first chapter deals with the conceptual and theoretical framework of recruitment. In this chapter, the researcher has provided an overview of recruitment and public sector undertaking in India. With the advent of technology and the passage of
time, academicians, researchers, and the organizations have recognized the importance of human resource. In today's world, this resource of production has occupied the pivotal significance across the globe. The development and growth of any organization and/or a nation is linked with the development of its people.

**The second chapter** deals with the review of literature. The literature is related to the recruitment practices in different industries, on different aspects with different perspectives, in order to understand the work patterns, to clarify the concept and to gauge the research gap for the study. There are a number of research studies on the different aspects of recruitment practices with special reference to BHEL, Hardwar. It is nevertheless found that there is a still dearth of research studies mainly focusing on the recruitment practices in BHEL in post liberalization and globalization era. The present study has been conducted against this backdrop. The research methodology adopted by the researcher has also been discussed in this chapter. The objective of the study is to compare the status of recruitment practices in BHEL and NTPC, in India. This thesis has been basically carried out to analyze the recruitment practices environment that exists in the BHEL and NTPC. The scope of the study is designed keeping in mind the certain questions whose answers have been attempted to be traced by the researcher in this study. The present study in this context provides the difference regarding these recruitment practices among the employees at different levels of management in the selected organizations and secondly, provides the grounds based on which employees feels satisfied or dissatisfied. These were the focal points which provide the direction for the research and the review of literature leads to the research gap which enabled the objective assessment for the construct

**The third chapter** relates to the development of public sector undertakings. This chapter comprises of growth and development story of the public sector undertaking in India. Public sector undertakings’ has been recognized the world-over as an important tool for socio-economic development for a nation. It is one of the prime support services needed for rapid growth and modernization of various sectors of the economy. It has become especially important in recent years because of enormous growth of information technology and its significant potential for the impact on the rest of the economy. The public sector undertaking, which has the multiplier effect on the economy, has a vital role to play in economy by contributing to the increased efficiency. Public sector
undertakings in India have registered a phenomenal growth during last few years, propelled largely by the unprecedented growth which is not only beneficial for the sector but also has a multiplier effects over the entire economy. Consequently, this chapter outlines the development and growth outlook of the public sector undertakings in India.

The fourth chapter deals with the profile and case study of public sector undertaking- BHEL. In this chapter the researcher focuses on the missions, visions, objectives of the selected companies in public sector undertaking. As a case study BHEL, Haridwar has been selected by the researcher for the purpose of an empirical analysis.

This work force is spread over four different classes, generally recognized by the Government as Class I, II, III and IV. There are about 15 broad discipline categorized under the three main headings of (a) Engineering (b)Geo-Sciences and (c) Administration and other support services.

To ensure optimum growth of officers and staff of the BHEL, an enlightened personnel policy has been evolved by the BHEL under the recruitment and promotion Regulations, 1980. All the positions in the BHEL are filled by, direct recruitment, promotion of employees already in services of the BHEL, borrowing the services of persons from the central Government or the State Government or PSUs or local or other authorities and any other methods, as may be decided by the BHEL at the meeting for reasons to be recorded in writing for appointment to any post of persons possessing special merits, qualifications or experiences.

The vacancies are notified to the employment exchange in accordance with the provision of the employment exchange Act, 1959 or advertised in daily newspapers having circulation in major parts of the country and in such daily newspaper in regional languages as the BHEL may consider suitable.

All the applications for direct recruitment are scrutinized by the appointing authority which is empowered to reject such applications of the candidates which do not fulfil the criteria laid down by the BHEL in Scheduled, I and II of the recruitment and promotion regulations, 1980. The selection committee consisting of at least three members is constituted to select a suitable candidate. The selection committee adjudges the suitability of a Candidate on the basis of written examination, practical test or
interview or any combination of these. The selection committee submits a lists to the appointing authority, recommending the names of the candidates who found suitable for appointment in order of merit.

All cases of promotions are considered by a promotion committee duly constituted in accordance with the orders issued by the BHEL in this behalf and the committee consists of not less than three members. The number of employees to be considered for such vacancies shall not be less than twice the number of vacancies sought to be filled. It may hold a written examination or practical test or interview or any combination of there in accordance with the procedure for determining the merit as laid down by the BHEL at least two month in advance of the date of the said selection.

Thus, the promotion committee has to submit its recommendations to the appointing authority after arranging the names in order of merit in case where merit is the selection criterion and in order of seniority in cases where seniority, cum fitness is the selection criterion. The employee is informed of his non-selection in the cases of promotion.

In making appointment of various positions, either by direct recruitment or promotion, the BHEL provides reservation and other concessions to candidate belongings to the SC/ST and other special categories of person in accordance with the order issued by the Central Government from time to time. Besides, the BHEL may also provide reservation to a person, who is a dependent of a deceased employee of the BHEL.

The Government has accepted the recommendation of the Malaviya Committee that the employees of the BHEL should be able to expect at least two promotions during the entire period of their services. However, where examination are prescribed for advancement from a given level to the next higher level such tests will be required to be passed in order to make a person eligible for promotion.

Often, promotion is on probation for a period of one year, which can be extended at the discretion of the competent authority.

**The fifth chapter** emphasis on the profile of public sector undertaking a case study of NTPC In this chapter the researcher focus on the missions, visions, objectives of the selected companies in public sector undertaking. As a case study, NTPC have been selected by the Researcher for the purpose of an empirical analysis.
NTPC Limited is the largest Indian state-owned electric utilities company based in New Delhi, India. According to the Forbes global magazine NTPC is ranked at 348th in 2000 for 2011 in the world. It is an Indian public sector company listed on the Bombay Stock Exchange in which at present the Government of India holds 84.5% (after divestment of the stake by Indian government on 19 October 2009) of its equity. With an electric power generating capacity of 40,174 MW, NTPC has embarked on plans to become a 75,000 MW company by 2017.

The total installed capacity of the company is 36,514 MW (including Joint venture) with 16 coal based and 7 gas based stations, located across the country. In addition under JVs (Joint Venture), 6 stations are coal-based, and another station uses naphtha/LNG as fuel. By 2017, the power generation portfolio is expected to have a diversified fuel mix with coal based capacity of around 27,535 MW, 3,955 MW through gas, 1,328 MW through Hydro generation, about 1400 MW from nuclear sources and around 1000 MW from Renewable Energy Sources.

Further, NTPC has also adopted a multi-pronged growth strategy which includes capacity addition through green field projects, expansion of existing stations, joint ventures, subsidiaries and takeover of stations.

The sixth chapter focuses on the relationship between HR Practices on organizational commitment and job satisfaction. In this chapter, the researcher is focusing on the relationship between HR Practices on organizational commitment & job satisfaction. The outlook to Human Resource Management in India has witnessed sea-changes in the last two decades. The Economic liberalization in 1991 has created a hyper-competitive environment. As international firms entered the Indian market bringing with them innovative and fierce competitiveness, the Indian companies were forced to adopt and implement innovative changes in their HR practices. Increasing demand for skilled performers forced the companies to shift focus on attracting and retaining high-performing employees in a competitive marketplace. Human Resource Management involves the policies and practices for dealing with human resource aspects of management such as planning, selection, recruitment, orientation, development, training, job analysis, compensation, labor relations and performance appraisal. The human resource management comprises of the policies, systems and practices influencing attitude, behavior and performance of employees. In order to explore the
association between HR practices and job satisfaction, there has been extensive literature over the sound effects of HR practices on job satisfaction. The job satisfaction is a key variable mediating or intervening any positive link between human resources practices and organizational performance.

The seventh chapter deals with the analysis of recruitment practices in public sector undertakings- a comparative study of BHEL and NTPC. In this chapter, the researcher has focussed on the empirical survey of Recruitment Practices in public sector undertaking in India. A comparison between BHEL and NTPC has been shown in this chapter. The total number of employees chosen for the study was 500 but there were some respondents who have not responded. Therefore, the ones whose responses were found to be appropriate and complete has been consulted for analysis. Thus, the sample frame of the work is confined to 500 employees. Out of these 400 responded properly and 300 were selected for the study. The instrument developed for administering the survey was based on the model questionnaire with some modifications relevant to the public sector undertakings. There were 35 statements in the questionnaire to be answered by the sample respondents. A Five point Likert's rating scale was used in the questionnaire. There were six dimensions based on which the questionnaire has been developed and the hypotheses of the study have been established. Student's t-test has been used for the analysis of the study.

The eighth chapter relates to the findings and suggestions: In this chapter the researcher provides the summary of the entire research thesis and deals with the findings of the study. Various suggestions offered by the researcher for, future implications on the subject have also been discussed in detail. In a nutshell, this chapter provides an overview of the manner in which the General practices of recruitment are executed in the selected companies i.e. BHEL and NTPC.

The main findings of the Study are as follows:

The main objective of the study empirically examines the recruitment practices prevailing in the public sector undertaking in India with special reference to the BHEL and NTPC in India. A survey was conducted with a questionnaire comprising of 35 questions relating to the practices of recruitment, which is further divided into Six categories of variables namely, role of the human Resource department, recruitment
policies, selection, advertising, short listing, job satisfaction are mentioned. The selected companies for the research in public sector undertaking are Bharat Heavy Electricals Limited and National Thermal Power Corporation. The hypotheses of the study are based on the above said dimensions and the status of the stated variables is analyzed at all the levels of employees in both the organizations. A comparative study is conducted and the interpretation is made from the responses given by the employees from the selected organizations.

The Kaiser- Meyer- Olkin (KMO) has been applied by the researcher for analyzing the validity of the results. It has been observed that the overall results are almost satisfactory in both the organizations regarding the practices of recruitment at all the levels of employees but there exist some differences in the work.

On the basis of the present study, the overall finding has been drawn;

- The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Role of human resource department” in BHEL and NTPC stands rejected and alternative hypothesis is accepted.

- The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Recruitment Policies” in BHEL and NTPC stands accepted and alternative hypothesis is rejected.

- The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Selection” in BHEL and NTPC stands accepted and alternative hypothesis is rejected.

- The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Advertising” in BHEL and NTPC stands rejected and alternative hypothesis is accepted.

- The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Short listing” in BHEL and NTPC stands rejected and alternative hypothesis is accepted.
The null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of “Job Satisfaction” in BHEL and NTPC stands rejected and alternative hypothesis is accepted.

The main findings of this research pave the way for several research areas and have the potential of becoming a base for auxiliary research. Since the study is empirical in nature, the conclusions have been drawn on the basis of personal views and perceptions of employees in the concerned companies. Recruitment is a process of total development of the work force and the management of any organization must keep itself adamant with the development of their work force in order to meet the edge of the competition.

**Suggestions for Public Sector Undertakings**

The researcher has observed various loopholes during the analysis of the present study and has given the various suggestions. The suggestions have been divided into two categories. The first category is specifically based on the analysis of the present study and the second category provides the general suggestions for organizations implementing recruitment practices.

Since the present study is a comparative assessment of the Recruitment practices in public sector undertaking, two sample companies, namely, BHEL and NTPC were chosen for the purpose of empirical analyses. The researcher observed some differences in the prevailing recruitment practices of both the companies. Hence, the improvements in Recruitment practices in both the sectors have been suggested on different lines.

The following are the specific suggestions for improving the pace of Recruitment practices in public sector undertakings.

- On the basis of responses of employees at managerial and non-managerial levels in BHEL, the Researcher came to this conclusion that the success of an organization depends highly upon the manner in which it recruits, motivates, and retains its human resource. Organizations need to adopt a strategy that could improve the employee's quality of work life to satisfy both the organizational objectives and employee needs.
The present study highlights that the top management of BHEL must provide adequate welfare measures and a good working life to their employees especially at the managerial level.

The employees need to be treated more humanely and in a friendly manner which could inculcate in them a sense of responsibility and trust.

Open communications, equitable reward systems, healthy and congenial working conditions and a friendly environment which is free from any kind of bureaucracy will impact the performance of employees positively.

Job rotation should be done and appropriate job description should be given to the employees for betterment of their performances and getting clarity of job.

In addition to improve the work system, designing of programmes which could ensure development of employees skills, the reduction of occupational stress and the development of more co-operative Labor-management relations will be helpful in improving the quality of work life and welfare measures in BHEL.

Organizational development also needs to be focused by the top management in their company at both the levels of employees. The strong support from top-level managers should be provided to the employees of the company, by understanding their issues, by having discussions with them, by encouraging employees to offer new and creative ideas for work, by promoting cooperation and team-spirit in the organization, these issues could be sort out accordingly.

In order to make training and development measures more effective the top management can find out the ambiguities of the employees by developing proper communication with them and observing their performances.

Appropriate training programs and seminars may perhaps be arranged to educate the employees and prepare them to face the dynamic changes of the global business environment.

Special training programmes should be undertaken for developing a professional cadre of managers in the various functional areas of management.
Where performance appraisal is turned out to be low in the organization, the management could improve it by developing a defined and explicit system for appraising employees. The system would delineate the performance criteria that an employee must achieve in order to receive a certain rating.

The organization could also implement the 360 degree feedback appraisal system and this appraisal of performance inculcates a motivational force among an employee to perform better. Hence it is extremely important to adopt different modes to evaluate the performance and appraise them from time to time by the management for the betterment of the organization.

Participative management addresses the relationship between the organization and its workers and stakeholders. The results revealed that participative management is found to be good at non-managerial level but at managerial level the response is average.

To improve the participation in management, knowledge development and training programs must be arranged by the top management to provide skills with a technique of group decision making and problem solving. It will promote the sense of responsibility sharing among the employees and may develop in them the confidence for leadership thereby enabling the employees to understand and contribute to organizational performance.

In addition to it, a Rewards and recognition systems that are based on the performance of the organization should be designed to encourage employees to obtain information, improve their performance and to enhance teamwork. Power sharing practices could also be implemented to ensure the development particularly in decision making, either through parallel structure practices, such as, quality circles, committees, survey feedback, suggestion systems, and work design.

The management should delegate more responsibilities to their juniors, involve the employees in discussions of issues and problems of the company and welcome their suggestions and opinions open-heartedly. Nominate the representatives of employees to have a voice in decision-making and maintain a
friendly and humble attitude towards them resulting in a congenial and cohesive working environment with competent, responsible and loyal team of employees in the organization.

- A complete understanding calls for a model in which employers jointly select screening strategies along with recruitment strategies to proceed for gaining the goals.

- In addition to the recruitment choice, employers have at their disposal a wide array of mechanisms for screening applicants before making a hiring decision. They might conduct interviews, check references, or require a performance test or a sample of work. Employers who can screen applicants relatively cheaply may not find it worthwhile to draw applicants from a high match-quality pool, preferring instead to generate applicants quickly and screen them “in house”. So it is quite plausible that in choosing a recruitment strategy, the employer’s capacity to screen the resulting applicants will be a relevant factor.

- In a way of providing good measures to the non-managerial level of employees the managerial ones are being neglected, therefore it is required to pay consideration towards the improvement of working life of the managerial level employees in the company. Though the company is very careful about the policies and practices in the organization, these employees are somewhere being ignored which the company needs to be restored.

- The organizational climate directly influences the performance of the employees therefore; the management must ensure a satisfactory working climate to its employees especially at managerial level.

- The management of the company must arrange for adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities.

- The main implication of this research for recruitment practices system is that the management should involve managerial as well as non-managerial employees in overall Recruitment practices system. The present study strongly
suggests that to implement the Recruitment policies effectively in either of the organization in Public or Private sector it is the responsibility of the management to focus on areas like welfare measures, training and development, performance appraisal and quality of work life.

**General Suggestions**

In addition to aforementioned specific suggestions, the general Suggestions for other organizations and industries that could be helpful for the management to improve their Recruitment practices are-

- In public sector undertakings, the management should emphasize on the present personnel policies and include all those matters which affect the employees and govern their services, such as promotions, trainings, perquisites and allowances, welfare measures, etc.

- The managerial autonomy of public enterprises should be preserved through greater delegation of power and by reducing the number of civil servants and bureaucrats on their boards of directors.

- The management should practice job rotation in the organization which maintains the zeal among the employee to work sincerely and to learn new things with a sense of responsibility.

- The top management should guide their lower subordinates for their career growth and advancement. The top management should make such policies which ensures the employees development and make sure that the employees are aware with the policies so formulated. The top management should guide their subordinates and cooperate with them to enable the good team spirit and openness in the organization.

- A well-integrated sound training policy should be implemented in the organization. Although the training activities are undertaken by the companies, but still there is a need arises to redesign the training system in an innovative manner to introduce highly specialized programs so me that it improves skills, knowledge and expertise of the employees in the functional areas.
A scientific system for performance appraisal should be introduced which could identify the key performance areas (KPA's), and the qualitative and quantitative requirement of the job. Besides, a proper rating system should be evolved to present a concrete picture of the appraisal conducted.

The management should explore the possibilities to introduce new Recruitment practices mechanism with advanced techniques.

**Directions for Future Research**

The present study presented a comparative analysis of Recruitment in public sector undertaking with special reference to BHEL and NTPC on the basis of an empirical study. But there could be different aspects also that could be undertaken for future research. Different aspects of recruitment practices like performance appraisal in public sector undertaking industry, or a study of total quality management (TQM) in public sector undertaking in India can be focused in future research. Likewise, there are other numerous variables also that can be taken for further analysis. As in this study all management levels of employees are covered in BHEL and NTPC, so in future research the recruitment practices at any one level, or at three levels (Top level, middle level, lower level), or with different case study the same practice could be performed. The study of recruitment climate could also be undertaken in the same companies or in different companies. A number of case studies with larger sample size can also be considered in this regard or with different aspects in same industry i.e. Public sector undertaking. Moreover, the same study could also be undertaken in future in some other industries like Shipping Industry, Garment Industry, Tea Industry, Leather Industry, Sports/Entertainment Industry etc.