CHAPTER - VI

PROFILE OF THE RESPONDENTS,
EMPLOYMENT INDUCTION POLICIES & PRACTICES
CHAPTER VI

PROFILE OF THE RESPONDENTS, EMPLOYMENT INDUCTION POLICIES & PRACTICES

(I) PROFILE OF THE RESPONDENTS:

1. INTRODUCTION

Since the employees of any organization constitute the backbone of its operational efficiency, studies on human resource management to take into account the personality variables of the respondents while examining the personnel policies and practices. The profile of respondents is considered crucial also because of the fact that demographic and social variable reveal the personality make up, the educational background, the economic condition etc., all of which are relevant for analyzing their personal and operational efficiency and other important job related attitudes and values. the important variables of the respondents’ profile have implication, for staffing, i.e. recruitment, employees selection, training, employee relations and labour relation.

The present chapter aims at highlighting the basic information about the respondent’s personality profile, including their sociological-cultural characteristic with a view to furnishing a generalized picture of the respondent’s sociological background.

(A) SEX OF THE RESPONDENTS: -

Information relating to sex of the respondents was gathered to know about level the dominance of male over female respondents. The data gathered about the sex distribution of the respondents is given in table 6.1. An analysis of the data reveals that at the org male dominance exists as only male members occupy the important offices and no female member among them has been designated to any high ranking office so far. It means that in decision-making process female representation is virtually absent.

The data shows that at the top level (executives in Administration & tech rank) males (100%) dominate the offices followed by middle level officers’ (98%) being superintending, Executive and Assistant Engineers. Among lower level officers level officers and supervisory cadre male staff (99%) hole various posts while female employees constitute only 01 percent in different non-engineering departments. Amongst the non-gazetted technical and non-technical members of the org similar male dominance exists. The female employees of this level constitute only 4.4 percent of the total under this head.

While analyzing the female representation in the Registered Trade Unions we find that office bearers only male representative (100%) are elected to the various posts and no female member has been designated to any post for union activities which indicates that they have been kept separated from the union administration activities.

This from above explanations relating to number of male and female employees in different occupation of BHEL it can be concluded that male implies (96.6%) dominate over a very small number of female counterparts (3.4%). It is obvious that variation female employment with regard to male employment in BHEL in administrative and operative functions is highly differentiated as out of a total of
400 sampled employees male employment is highest (100%) at the top mgt and lowest (66%) at non-gazetted technical/non-technical posts in comparison to female employment as high (71%) at non-technical offices and low (0%) in the org and senior level technical offices.

**PROFILE OF THE RESPONDENT**

**TABLE NO. 6.1**

*(TABLE SHOWING SEX WISE DISTRIBUTION)*

<table>
<thead>
<tr>
<th>Category of Employee Factors</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>Male</td>
<td>8</td>
<td>40</td>
<td>392</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>-</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
</tr>
</tbody>
</table>
(B) **AGE GROUP OF THE RESPONDENTS**

Information relating to the age-group of the respondents was gathered to know about at about at what age the respondents have been getting the opportunity to work in different categories. This information is also important from the angle that three are various factors, like enthusiasm, level of aspiration, experience, (linked with various stages of age, adult, young, mature & old age) zeal, motivation are linked with the age.

The data gathered about the age-group of the respondents is given in Table 6.2 and an analysis of the data in the said Table reveals that the factual position of BHEL employees varies from 18 year to maximum 58 years, which is the annotation stage or retirement period. According to the data given in the table 6.2, all members of the org in the age group of 49-58 years. This shows that at the org level, only seniors in age have access. In gazetted rank, among officers of different technical occupation most of them are in the age group of 49-58 followed by middle level engineers (74%) in 38-49 age group and young officers (8%) in 18-28 age groups.

Similarly in ‘non gazetted rank’, technical staff most of the (52%) respondents are in the age group of 29-38 years followed by a staff (31.3%) who represent 18-28 age group. Only 4 percent staff in this category is in the age group of 49-58 years.

Among the workers of org 1/3 members are in the age group of 39-48 and the rest of them (66.6%) are in age group of 29-38 years. Among of office and members of Registered Trade Unions most of them (48%) are in middle age group followed by workers (46%) placed in (29-38) age group and elderly union leaders (6%) working at super annotation stage.

On the basic of above analysis it can be inferred that among BHEL employee’s major portion (54.5%) is of ‘adult workers’ followed by middle age employees (27%) and young staff (11%) respectively. However representation of elderly people is 7.5 percent only us comparison to dominance of adult staff (54.5%) whose number is larger in all departments of BHEL. Hence it can be concluded that operational responsibility is shared maximum by adult and young employees of the Board.
## PROFILE OF THE RESPONDENT

### TABLE NO. 6.2
(TABLE SHOWING AGE GROUP OF THE RESPONDENTS)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>AGE GROUP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-28</td>
<td>-</td>
<td>-</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td>29-38</td>
<td>-</td>
<td>-</td>
<td>296</td>
<td>16</td>
</tr>
<tr>
<td>39-48</td>
<td>-</td>
<td>-</td>
<td>64</td>
<td>16</td>
</tr>
<tr>
<td>49-58</td>
<td>8</td>
<td>40</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>100</td>
<td>40</td>
</tr>
</tbody>
</table>
(C) **MARITAL STATUS**

Information related to marital status of the respondents was gathered to know about the various requirements of the respondents with regard to their present and future problems related to physiological, financial position and for social security measure.

The data gathered about the marital status is given in Table 6.3. An analysis of the data reveals that in the org all members are married. In ‘gazetted rank’ among ‘high level technical officials’ ratio of married male-female is 8:2 followed by the number of bachelors (12%) and widowers (2%).

In ‘non gazetted rank’ among ‘technical staff’ most of them (87%) are married followed by least number of bachelors (6%) widowers (3.33%) and window (0%) respectively has also been a noticeable fact that most of the widows/ widowers are in higher age groups at the verge of retirement. Similarly among trade-union members and representatives most of office bearers (96%) are married and few widower (4%) are among male members.

Thus, on the basis of the analysis of the above data it can be concluded that in the org highest number of respondents have been married employees (88%) followed by bachelors (56%), widowers (3%) widows (1%) and separated/ divorced (1%) respectively. Hence, while planning for compensation policy and other wage benefits factor is considered important.
<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merital Status</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>4</td>
<td>32</td>
<td>344</td>
<td>40</td>
</tr>
<tr>
<td>Bachelor</td>
<td>-</td>
<td>-</td>
<td>48</td>
<td>-</td>
</tr>
<tr>
<td>Widow</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Widower</td>
<td>-</td>
<td>4</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Saperated/Divorsee</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>40</td>
<td>400</td>
<td>40</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Office Bearers of Regd. Trade Unions

Total: 1600
(D) **EDUCATIONAL STRATA**

Information related to educational and professional qualification of the respondents was gathered to know about the number of education, professionally and technically qualified respondents of various categories. This information also necessary from the view that org, is basically a technical organization and as such technical and professional qualification. The data gathered are given in Table 6:4. The analysis of the data reveals that among all personnel, number of professionally qualified officers/staff is comparatively higher (75.5%) than the number of formally educated employees (23.25%) who are mostly in non-gazetted technical/ non-technical category.

According to the data, all the members of the org are professionally qualified, preferably in engineering disciplines and having several years of working experience. In gazetted rank, among ‘technical officers’ all senior officers are engineering graduates. Among superintending Engineers, Executive Engineers and Assistant Engineers highest number (95%) represents Engineering Degree holders followed by very few (5%) Diploma holders in Engineering or different technical trades. In ‘non-Engineering Departments’, number of professionally qualified staff (20%) is less then their counterparts (80%) who are formally educated up to graduation.

Amidst non-gazetted rank, among Board’s technical members highest numbers (84%) followed by least number of those staff (16%) who are educated formally up to high school or trained in other certificate courses.

In ‘non-technical’ group, the number of professionally educated staff is very small in comparison to other technical groups Among them highest number is of intermediates (49.3%) followed by matriculates (28%) graduates (16%) and post graduates (6.6%)respectively. Similarly among office bearers and members of registered Trade Unions around 34 per cent workers are having Diplomas in different trades while only 24 percent, workers are formally educated up to graduation and their number is quite comparable (8%) to their Post Graduate Colleagues (16%).

On the basis of the above facts it could be concluded that BHEL employees are predominantly trained and professionally well equipped. The recruitment policy for obvious reasons places emphasis on professional degrees/ diplomas rather than no non-technical qualifications. The non-technical persons are hired for various position that required little or no technical qualifications.
## PROFILE OF THE RESPONDENT

### TABLE NO. 6.4
(TABLE SHOWING EDUCATIONAL & PROFESSIONAL QUALIFICATIONS)

<table>
<thead>
<tr>
<th>Category of Employee Factors</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>EDUCATIONAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School or Below</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Intermediate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Graduate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>PROFESSIONAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Diploma Holder</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Engineer Degree</td>
<td>8</td>
<td>40</td>
<td>20</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Qual.</td>
<td>-</td>
<td>-</td>
<td>8</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>600</td>
</tr>
</tbody>
</table>
(E) LENGTH OF SERVICE

The information relating to length of service of the respondents in the BHEL was gathered to know about the seniority of the respondents and the levels of belongingness, familiarity with various rules and procedure of the organization and also to the turnover ratio. It is also believed that the BHEL, being a good pay-master, employees generally have not resigned from the services. The data gathered in this regards given in Table 6:5. An analysis of the data in above table reveals that the members of the org almost belong to 31-40 years of service with rich experience. Among gazetted category (technical / non-technical officials) most of the senior engineers (80%) are having 31 years and above service length and rest (20%) are mostly in 21-30 years service group, followed by high number of middle level engineers (51%) with 11 years service experience, few (18%) with 21 years service experience and least (3%) with31 years and above service length. In ‘non-technical category’ the highest number (48%) is of those who are having working experience for 21 years and above followed by 20% of those placed in 10 years working experience.

As regards the length of service among ‘non-gazetted, technical employees. The highest numbers of employees (28%) are placed in the group of 11 years of service followed by technical employees (25.3%) placed in 21 years of experience and rest (21%) having the working experience of more than 31 years. Among non-wage Board members, around 1% employees posses service length in between 10 to 30 years. Similarly among trade union members highest number is of those representatives (46%) whose service length is of more than 21 years followed by least number of members (48%) who possess seniority with 11 years of service.

Thus it can be concluded among BHEL employees most of them (35.75%) have considerable working experience of more than 11 years. It is these employees who hold dominant positions in various departments and would enough clout in decision-making.
## PROFILE OF THE RESPONDENT

### TABLE NO. 6.5

(TABLE SHOWING LENGTH OF SERVICE OF THE RESPONDENTS)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Factors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>LENGTH OF SERVICE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-10 Years</td>
<td></td>
<td>112</td>
<td>8</td>
<td>148</td>
<td>72</td>
</tr>
<tr>
<td>11-20 Years</td>
<td></td>
<td>204</td>
<td>16</td>
<td>172</td>
<td>76</td>
</tr>
<tr>
<td>21-30 Years</td>
<td></td>
<td>8</td>
<td>72</td>
<td>16</td>
<td>152</td>
</tr>
<tr>
<td>31-40 Years</td>
<td></td>
<td>8</td>
<td>32</td>
<td>12</td>
<td>128</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
</tr>
</tbody>
</table>
(F) FAMILY SIZE

The information related to family size of the respondents was gathered to know the need the respondents with regard to their family members. The size of the family is taken as an important consideration in determining the social security measures, motivation level and for creating various other welfare facilities by the organization. The data gathered in this regard is given in Table 6.6. The analysis of the data reveals that the org. BHEL members family size is quite small as compared to the families of officers in different category who are having average of maximum five members and minimum one in their families. Among ‘gazetted technical officers’ highest number (14.75%) of middle level senior engineers having average 3 to 4 family members and least number (26%) of the have eight and above family members. The number of youngsters is comparatively small comprising of 12% who live alone as being bachelors.

Similarly in ‘non-gazetted rank among technical / non-technical employees’ highest number (56%) is of technical employees whose family comprises of three to four members followed by least number of their counter parts (8.6%) whose family consists more than eight members.

Among ‘non-technical staff’ in various departments highest number (50.8%) is of those who have small family consisting of three to four members, Followed by leased number of their counterparts (4%) who have large family of more than eight members. However among ‘non-wage Board members’ most of them (75%) have small family consisting of maximum three to four members. Among trade union members highest is of those office bearers (34%) who have small family of three to four members and the least number of such workers who have large family consisting more than eight members.

While comparing the data it can be concluded that among BHEL employees, most of them (54%) own small family of three to four members followed by middle age employees (37%) whose own large family of five to seven members. The number of younger employees who did not have family being bachelor is very few (8.5%).
# PROFILE OF THE RESPONDENT

**TABLE NO. 6.6**

*(TABLE SHOWING NUMBER OF FAMILY MEMBERS OF THE RESPONDENTS)*

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Family Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td></td>
<td></td>
<td>48</td>
<td>56</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>136</td>
</tr>
<tr>
<td>3-4</td>
<td></td>
<td></td>
<td>12</td>
<td>236</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>336</td>
<td>152</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>108</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>864</td>
</tr>
<tr>
<td>5-7</td>
<td></td>
<td></td>
<td>8</td>
<td>20</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>108</td>
<td>156</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>72</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>498</td>
</tr>
<tr>
<td>8 &amp; Above</td>
<td></td>
<td>8</td>
<td>8</td>
<td>4</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>104</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
</tbody>
</table>

132
II. EMPLOYMENT, INDUCTION POLICIES & PRACTICES

1. RECRUITMENT & SELECTION

RECRUITMENT

After the manpower planning it is the next activity in the procurement function. Recruitment forms the first stage in the process, which continues with selection and ceases with the placement of the candidate.

Robbins, s.p. has described it as “Recruitment is a process to discover the sources of manpower to meet the recruitment of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

The second point in this regard is to find out the availability of the skill required for a particular job. For example: If a firm required fully trained workers, it may have no choice but to locate near competitors.

The firm's positions in the labour market i.e. the firm's own size, location and reputation has availability to attract the labours.

Economic condition is to decide what kind of employees are available in a particular position and how they are usually employed.

(1) If a new employee is taking the first job he is likely to take the various jobs during first 5 or 6 years of employment.
(2) The unemployed workers who have been laid off because of slack times, poor performance are usually nor preferred by the company because they may return to their original employers. If the requirement is of special skills it is advisable to look for those employees who are already working in the similar positions of another firm and looking for a better job.
(3) In some cases the raiding technique is applied for recruitment of professionally competent but dissatisfied with some thing or other in the organization. Raiding is a technical term used for attracting some employees of other organizations.
2. **SELECTING THE METHOD OF RECRUITMENT**

The various sources available for recruitment of the employees can be broadly classified in two categories.
(a) Internal sources
(b) External sources

1. **INTERNAL SOURCES:**

When a vacancy occurs, if some body from within the organization is upgraded, transferred, promoted or some times demoted, it is called the internal source. there are certain advantages of recruitment through internal source it improve the moral of employees, the evaluation of the presently employed persons can be done better than the outsider, promotes loyalty among the employees and cheaper method it has certain drawbacks like it discourages new blood from entering an organisation, lack of innovations etc.

2. **EXTERNAL SOURCES :**

The external sources of recruitment are mentioned below:-

3. **DIRECT HIRING**

This has reference to those who come to the door of the company looking for the employment.

4. **FRIENDS AND RELATIVES**

Friend and relatives of employees are another good source of supply and some companies prefer to utilize this source extensively.

5. **ADVERTISEMENT IN NEWSPAPERS:**

The corporation needing manpower to fill certain job, advertises the available job, likely pay, duties and responsibilities of the job-job specification and also man specifications in a newspaper, magazine or journal and invites applications.

6. **UNIONS :**

This is another source of recruitment and in some industries such as Trade Unions have provided the employer the necessary number of workers.

7. **EMPLOYERS OR TRADE ASSOCIATIONS:**

Meetings, conferences, seminars, and other social functions organized by these associations are another source through which the firms try to recruit the needed people.
8. **PROFESSIONAL ASSOCIATIONS AND JOURNALS**

These are yet another source for finding some professional and technical people.

9. **FROM OTHER FIRMS:**

Recruiting personnel from other firms is a popular practice. There are corporations which have made a name for themselves in training and developing people, particularly executives.

10. **MANAGEMENT CONSULTANTS:**

Specialized executive selection services are offered to the companies by many consultants. Executive search is really big and fascinating business in U.S.A. and is getting importance in India also.

11. **RADIO AND TELEVISION:**

By way of giving advertisement in radio and T.V. some companies are recruiting their employees.

12. **EMPLOYEMENT AGENCIES:**

There are a number of private employment agencies, who register for the employment and can furnish a list of suitable candidates when sought by employers from their data bank.

13. **DEPUTATION**

Deputation refers to sending an employee to another organisation for a short duration of two or three years. Deputation is a pretty common method of recruitment in the public sector organisation government agencies in India.

3. **RECRUITMENT PRACTICES IN INDIA**

The different sources for recruitment in India have been classified thus:

(i) Within the organisation;
(ii) Badli or temporary workers;
(iii) Employment agencies;
(iv) Casual callers;
(v) Applicants introduced by friend by friends and relatives in the organisation;
(vi) Advertisement and
(vii) Labour contractors
According to survey of public and private sector employers by Prof. Rudra Basavaraj, the following methods were used to recruit employees:

(a) In the public sector (steel units), the major sources of recruitment in order of preference are -

(i) Casual callers or employment seekers;
(ii) Newspaper advertisements;
(iii) Scheduled tribes and scheduled castes;
(iv) Employment exchanges;
(v) Other public undertakings;
(vi) Internal advertisement;
(vii) Displaced persons;
(viii) Employee recommendations; and
(ix) Institution.

In the public sector (heavy engineering), the sources for non-supervisory staff are-

(i) Employment exchanges;
(ii) External advertisement;
(iii) Internal advertisement;
(iv) Central training Institute;
(v) Introduction by the liaison officer of a corporation;
(vi) Deputation personnel; and
(vii) Transfers from other public undertakings.

(b) In the private sector, The survey disclosed that the procedures, though formulated, were not institutionalized in character. In some organizations, preference was given to sons and relatives of employees and to local people. In order of preference, the major sources are:

(i) Advertisements;
(ii) Employment exchange;
(iii) Relatives and friends;
(iv) Casual callers; and
(v) Employee recommendations.

In India, the popular sources of recruitment are listed by Indian Institute of Personnel Management:

(i) Within the organization;
(ii) Badli or temporary workers;
(iii) Employment Agencies.
(iv) Casual callers;
(v) Friends and relatives
(vi) Advertisement and
(vii) Labour contractors
4.(A) **SELECTION**:

Selection is a negative process, as it attempts to eliminate applicants, leaving only the best to be placed in the organization.

Dale Yoder has explained it as, The hiring process is one of many ‘go, no-go’ gauges. Candidates are screened by the application of these tools. Qualified applicants go on to the next hurdle, while the unqualified are eliminated. The various important considerations in the process of selection as explained by Yoder, Dale are given in the chart on next page.

**STEPS INVOLVED IN SELECTION**:
The various stages involved in the selection process are as following:-

1. Initial or preliminary interview or screening
2. Application form
3. Psychological tests
4. Interview
5. Final selection

1. **INITIAL OR PRELIMINARY INTERVIEW OR SCREENING**:

   It is a sorting process in which prospective applicants are given the necessary information about the nature of the jobs in the organization. The necessary information then is elicited from the candidates relating to their education, experience, skill, salary demanded, the reasons for leaving their present jobs, their physical appearance, age, “drive” and fluency in speech. If a candidate meets with the requirements of the organisation, he may be selected for further action.

2. **APPLICATION FORM**:

   It is the most common method used for collecting desired factual information from an applicant in a form convenient for evaluating the applicant’s qualification. These are basically three purposes of application forms; preliminary, screening, aid in interview and a selection device in its own right.

   The information sought in application form may vary according to level of position and the organisation. Similarly the various types of applications may be for a particular position of an organisation. However in general the information on the various points like name, date of birth, address, sex, mental status, physical conditions, educational qualifications, experience acquired, extra curricular activities and references are sought in the application form.
3. **PSYCHOLOGICAL TESTS**

It is the most sophisticated tool of measuring human characteristics and individual differences that form the very basis of industrial psychology. These tests may be classified as follows:-

(i) **APTITUDE OR POTENTIAL ABILITY TESTS**

Such tests are widely used to measure the latent ability of a candidate to learn new job or skill. It enables us to find out whether a candidate, if selected, would be suitable for a job which may be clerical or mechanical.

The various types of tests of tests and their relative use for different positions are given as under:

(a) Mental or Intelligence tests measure the over all intellectual activity or the intelligence quotient (I.Q.) of a person and enable us to know whether he has the mental capacity to solve new problems.
(b) Mechanical Aptitude tests measure the capacity of a person to learn a particular type of mechanical work—they measure a person's capacity for spatial visualization, perceptual speed, manual dexterity, visual-motor coordination, or integration, visual insights, etc. They also measure specialized knowledge and information of techniques, arithmetical problem solving ability and technical vocabulary.
(c) Psychomotor or skills tests measure a person's ability to do a specific job. They are administered to determine mental dexterity or motor ability and similar attributes involving muscular movement, control and co-ordination. They are of primary importance in the selection of workers who have to perform semiskilled and repetitive jobs, such as bench assembly work, packing, testing and inspection and watch assembly.

(ii) **ACHIEVEMENT TESTS**

They measure the skill of knowledge which is acquired as result of a training programme and on-the-job experience.

a. Tests for measuring job knowledge, which may be oral or written hand and in operating calculators, adding machines, dictating and transcribing machines, and simple mechanical equipment, such tests are useful for office workers, mill supervisors, stenographers, public utility employees, sales girls, inspector, etc.

b. Work Sample Tests demand the administration of the actual job as the tests. A typing test provides the material to be typed and notes the time taken and mistakes committed.

(iii) **PERSONALITY TESTS**

These tests aim at measuring those basic make-up or characteristics of an individual, which are non-intellectual in their nature.
a. Objective tests which measure neurotic tendencies, self-sufficiency, dominance-submission, and self confidence. These are scored objectively. They are paper and pencil tests or personality inventories.
b. Projective tests are those in which a candidate is asked to project his own interpretation into certain standard stimulus situations. They way in which he responds to these stimuli depend on his own values, motives and personality.
c. Situation tests measure an applicant’s reaction when he is placed in a peculiar situation; his ability to undergo stress and his demonstration of ingenuity under pressure.
d. Interest tests:- These tests aim at finding out the types of work in which a candidate is interested. They are inventories of the likes and dislikes of the people of some occupations, hobbies and recreational activities.

4.(B) INTERVIEWS

“Interviewing” is meant “deliberate, active listing with a purpose to draw the other person out, to discover what he really wants to say and to give chance to express himself freely”. According to Scott and others, “an interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons.

An interview is an attempt to secure maximum amount of information from the candidate concerning his suitability for the job under consideration.

A- Type Of Interviews

Generally interviews fall in five categories:

a. Patterned or highly organized interviews;
b. Non-directive, free or quite unorganized interviews;
c. Depth or discussion interviews;
d. Situational or problem-type interviews or leaderless group discussion interview;
e. Stress interviews

Patterned Or Structured Interview:

This is the most common method of interview, It is based on the assumption that, to be most effective, every pertinent detail bearing on what is to be accomplished, what kind of information is to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, must be worked out in advance.

Non-Directive Or Free Interview:

In such a interview, the applicant is asked some very general questions, and he may reply to these in any way he lies for a considerable length of time. Generally, the candidate is encouraged to express himself on a variety of subjects, on his
expectations and motivations, background and upbringing, interests, even political predilections, etc. The interviewer look for trades of character and nature of his aspirations and his strengths and weaknesses and potentials.

**Depth Or Discussion Interview:**

The typical subjects discussed at such interviews include the candidate's home life, education, previous experience, aptitude, recreational interests, and hobbies. The interviewer provides instructional information about his organization, the nature of work, pay, opportunities for advancement, and demands likely to be made on the employee.

**Group Or Discussion Interview:**

The interviewees are given certain problems and are asked to reach a specific decision within a particular time limit. The applicants enter in to group discussions, knowing that the interview is a test but do not know which qualities are being measured or tested. The assumption underlying this type of interview is that "the behavior displayed in the solution of the problem is related to potential success in the job. The object is to see how well individuals perform on a particular task or in a particular situation."

**Panel Or Board Interview:**

In this type of interview, a candidate is interviewed by number of interviewers. Questions may be asked in turn or asked in random order as they arise on any topic.

**Stress Interview:**

In the stress interview the interviewer assumes a hostile role toward the applicant. He deliberately puts him on the defensive by trying to annoy, embarrass or frustrate him. The purpose is to find out how a candidate behaves in a stress situation—whether he looses his temper, gets confused or frightened.

The selection procedure must take into consideration the public policy and operate within the frame-work of the provisions of the state or central statutory controls. Public policy may prohibit any kind of discrimination against any person on grounds such as colour, race, sex, creed or caste. Public policy may prohibit employment of children or even women in certain industries or limit the hours when women may work in a plant.

Selection in India to some extent is governed by the labour legislations enacted for the benefit of the working class. We have seen the significance of Employment Exchanges Act 1959 in providing opportunities to those who otherwise may not be in a position to work on certain positions.
5. **RECRUITMENT POLICY AND RULES**

4.1 **OBJECTIVES**

1. To plan the manpower requirements and budgeted requirement of the requisite human resources with necessary qualifications, skills, aptitude, merit and suitability in accordance with the organizational requirements.

2. To focus on the placement of employees in jobs to which they are best fitted physically, mentally and temperamentally, where they have strong expectations of being well adjusted to their work and to the working environment.

3. To adapt and fulfill the socio-economic commitments of the government to the unfortunate/minority sections of the society as a part of the social objectives.

4.2 **RECRUITMENT PLANS**

In recruitment, primary emphasis is upon advanced planning for manpower recruitment. The strength of the service and of each class of posts there in shall be such as may be determined by the board from time to time. The board may create from time to time such additional, permanent or temporary post as may be found necessary.

6. **BOARD OF DIRECTORS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.K. Jain</td>
<td>Chairman &amp; managing Director</td>
<td>Bharat Heavy Electrical Limited, BHEL House, Sirifort, New Delhi-110049</td>
</tr>
<tr>
<td>K.K. Jaswal</td>
<td>Additional secretary &amp; financial advisor</td>
<td>Ministry of Commerce &amp; industry, Department of industrial policy &amp; Promotion Udyog Bhavan, New Delhi-110011</td>
</tr>
<tr>
<td>Pradeep Kumar</td>
<td>Joint Secretary</td>
<td>Ministry of heavy industries &amp; public, Department of heavy industry Udyog Bhavan, New Delhi-110011</td>
</tr>
<tr>
<td>J. Jayaraman</td>
<td>Ex-CMD, Cochin refineries limited</td>
<td>Ashwin apartment, 39/4 C.P. Ramasamy road, Chennai – 600018.</td>
</tr>
</tbody>
</table>
Dr. J.J. Irani  Managing director  
Tata Iron & Steel company limited  
Jeevan Barati, tower-1, 10th floor  
124, Connaught circus, New Delhi – 110011.

Shekhar Datta  E/8 Sea Face Park, Bhulabhai Desai  
Road Mumbai – 400026

Mr. Tarjani Vakil  Ex-CMD, EXIM Bank  
A-1 Ishwar Das mansions, nana Chowk Mumbai – 400007

Ishan Shaker  Director (Personnel)  
BHEL, BHEL house Siri Fort  
New Delhi-110049

Virendra Kumar  Director (E, R&D) BHEL  
BHEL, BHEL house Siri Fort  
New Delhi-110049

H.W. Bhatnagar  Director (IS&P)  
BHEL Integrated office complex  
New Delhi-110003

R.C. Aggarwal  Director (Power)  
BHEL, House  
Siri Fort, New Delhi – 110049

7.  PROCEDURE OF RECRUITMENT AND SELECTION ADAPTED BY  BHEL (IN PRACTICAL ASPECT)

Firstly the source is decided from where the applications can be invited.

Job specifications and qualifications are then decided that the applicant must have.

Approval is taken from the concerned authority n then after that advertisement are given for the post mentioning therein the job title, job summary, allowance, pay scale, how to apply etc. are provided in the advertisement with date to apply.

A committee is then formed which consist of a representative of human resource. Representative of the specialized area. Etc.

Committee give it’s recommendation. Generally the ET level, executive of finance etc. is governed by corporate level.

After the scrutiny of the applicants a selection committee is formed which consist of A chairman, Member of appointment board (generally retired chairman).

Representative of sc/st and other minority group Representative of human resource department.
Head of specialized department.

The committee makes the criteria about the suitability, experience and judge according to these factors n gives marks. Recommendation is given by selection committee.

The date of interview is then fixed.

The result then comes in the concerned department and approval is taken from the competent individual about the employee.

Medical is preferred before 1 month n if he’s fit he fills the appointment forms and the different data.

Approval from authority about the posting is taken

Orders are taken out.

He’s given a staff number.

His file is send to concerned department in the executive cell or operation cell.
8. SATISFACTION SURVEY ABOUT RECRUITMENT & SELECTION POLICY OF BHEL

Note:- Please specify your reasons
Designation (Only for Executives)
Department ...........................................
Age ....................................................

1. To what extent, you have got the knowledge about existing recruitment and selection policy in BHEL.

   Fully ☐ Partially ☐ Slightly ☐ Nil ☐

   Reasons ...........................................................................

2. Are you satisfied from the existing recruitment and selection policy of BHEL.

   Yes ☐ No ☐ Partially ☐

   Reason...........................................................................

3. Communication system for recruitment and selection policy is as per your expectation?

   Agree ☐ Partly Agree ☐ Disagree ☐

   Reasons...........................................................................

4. Recruitment and selection policy used in BHEL is transparent to all level of organization.

   Agree ☐ Partly Agree ☐ Disagree ☐

   Reasons...........................................................................

5. Which Source according to you is the best source of recruitment.

   News papers (Local/State/National) ☐
   Employment Exchange (Govt./Private/Both) ☐
   Advertisement on (TV/Radio/Both) ☐
   College Campus & Institutions ☐
   Other (Mention its)..................................................................
9. ANALYSIS AND INTERPRETATION OF DATA

Knowing about the awareness of recruitment and selection policy of BHEL, some of the questions were asked from the employees having an executive level in the company. One of those questions was;

9.1 To what extent, you have got the knowledge about existing recruitment and selection policy of BHEL?

In answer to this question to the executives of BHEL, it was found that 52.5% of employees in BHEL have full knowledge about the recruitment and selection policies of BHEL and even in that 38.09% of the employees knew it because they have either dealt with the function previously or are dealing in present.

The rest of 61.91% of the employees who have the full knowledge know it because of the personnel manual or through circulars or notice board or through other people in the company itself.
33.22% of the employees of BHEL has a partial knowledge about the recruitment and selection policies, which are prevalent in the organization.
14.28% of the employees are those who have slight knowledge of recruitment and selection policy, which is nearly equal to nil.

Conclusion

Although the top level of BHEL is fully aware of the recruitment and selection policy of BHEL, for the executives of BHEL we can say that most that most people are not fully aware of the recruitment and selection policy. although a personnel manual has been provided to every department of BHEL and the employees are free to access that document at any time, the employees due to their personal negligence and ignorance do not study the personnel manual & hence do not have the knowledge of recruitment and selection policy.

The second question that was put up before the executives was:
9.1(1) PERCENTAGE OF AWARENESS AMONG THE EMPLOYEES OF BHEL (EXECUTIVES) ABOUT THE RECRUITMENT AND SELECTION POLICY

9.1(II)
9.2 Are you satisfied from the existing recruitment and selection policy of BHEL?

On the basis of random sampling the data that has been obtained is:

47.61% of the people are fully satisfied with the recruitment and selection policies of BHEL. Partially satisfied employees occupy 38.09% of the total employees. Only 11.90% of employees are not satisfied with the recruitment and selection policy.

And 2.38% of the employees do not have adequate knowledge to comment on this question.

Conclusion

It has been found that normally line executives who are engaged in production or any other section generally do not take interest in the recruitment and selection policies. It is also known from the other surveys in various in various other organizations among the rest although some of the employees are not satisfied because of the reservation level and some other factors but as the recruitment and selection policy is framed by an expert committee and that too in head office in Delhi, it is the same in the same in all the branches of BHEL.

It is a government policy and has to follow government norms and conditions thus it’s procedure and term & conditions are clearly defined and it is also modified as and when needed according to the government recommendation.

The third question that was asked was:
9.2(I) PERCENTAGE OF SATISFACTION LEVEL OF THE EMPLOYEES (EXECUTIVES) FROM THE RECRUITMENT AND SELECTION POLICY OF BHEL

9.2(II)
9.3 **Is the communication system for recruitment and selection policy as per your expectation?**

It is observed that the satisfaction level of communication system of recruitment and selection is full 52.38% of the total taken employees. 35.71% of the employees are partly satisfied with the communication system. They think it has still to be improved. 9.5% of employees are not at all satisfied with the communication system.

And 2.38% of employees did not give their comments on this question.

**Conclusion**

However this is taken as on record that BHEL provides a personnel manual to every department and from time to time information on the notice board, circulars, advertisements are passed to inform the employees about the recruitment and selection policies and if any recruitment is done in the organization.

As BHEL is a very big organization, it is nearly impossible to maintain a person to person contact and it is also not possible to concern the employees specifically about every rule regarding communication of policy take up by the company so again so again this is due to ignorance of the employees, that they do not get the information about recruitment and selection.

The fourth question which was put up as:

![Chart](chart.png)

**9.3 PERCENTAGE, WHICH SHOWS THE SATISFACTION LEVEL OF THE EMPLOYEES (EXECUTIVES) FROM THE COMMUNICATION SYSTEM OF RECRUITMENT AND SELECTION POLICY**
9.4 Recruitment and selection policy use in BHEL is transparent to all level of organization?

In answer to this question we came to know that 50% of the employees agree that the recruitment and selection policy is transparent in BHEL.

33.33% of the employees partly agree. According to them policies are not fully transparent, various kinds of date are not disclosed.

11.90% of employees disagree that the policies are transparent.

And 4.76% of the employees did not give their opinion about this question.

The next fifth question that was put up before the executives was:

9.4 PERCENTAGE REVEALING THE OPINION OF THE EMPLOYEES ABOUT THE TRANSPARENT OF THE RECRUITMENT AND SELECTION POLICY
9.5 Which source according to you is the best source of recruitment?

Among the sampled employees 57.61% of the people assumed that the news paper (local, state & national level) and advertising on TV & radio is the best sources for recruiting the best candidates.

28.09% of the employees gives preference to the employment exchange & college campus and,

Only 14.30% of employees did like to the other sources of recruitment and selection policy (like recommendations, consultant & casual callers etc.)

Conclusion

The advertisement for jobs is subject to legal actions i.e. some of the sources are necessary for the company to adapt like news paper, employment exchange etc. But the company should also keep in mind other sources which are getting popular today such private employment exchange, On-line recruitment system campus selection etc. to absorb more, fresh & well qualified talents in the organization.

The sixth question was:

9.6 Should the dependents of a deceased employee be given priority at the time of recruitment /selection?

Through this question we came to know that 64.20% employees were agree to given the priority to the deceased employee’s dependents, 28.57% employees were partially agree and 7.14% employees were not satisfied through this priority.

Conclusion

BHEL follows the norms of the Government as we can see that majority of employees agree that there should be priority given to dependents on humanitarian grounds of the deceased employee, BHEL has also in it’s policy has mentioned that such type of preference will be given.

Out while giving such priority the organization should keep in mind that the person recruited such be fit and qualified for that post as much as possible so that the organization’s work level should not suffer and the family of the deceased employees also gets benefit.

The next eight question was :

9.7 Dose the better recruitment and selection policy plays an important role in increasing the productivity of the organization?

Out of total sample covered by me, I found that 90.47% employees were agree through this view, 7.14% employees were partially agree and rest of them means 2.38% employees were not satisfied.
Conclusion

It is a fact that the well framed recruitment and selection procedure affects the productivity of the company, i.e. if the proper kind of persons are not recruited for the right job at the right time, the work may suffer cause of low productivity leading to losses for the company.

The ninth question was:

9.8 **Decision taken regarding recruitment and selection policy by the top level are systematically communicated to you for further process or implementation?**

Out of total respondents covered by me. 40.47% were agree, 35.71% were partially agree and rest of them i.e. 23.80% employees were disagree through this question.

Conclusion

Through the observation, I reached this conclusion that the any kind of amendment has been taken by the top level are properly communicated to the lower level for implementation without any discrimination.

The tenth question was asked as:

9.9 **Dose the organization conduct any appropriate induction and training programme after selection.**

Out of total observation 88.09% employees were agree through the induction and training programme of the organisation, 11.90% employees were partially agree and the no anybody has been found disagree through the induction and training programme of BHEL Organisation.

Conclusion

Through the sampled observation, I fond that generally most people are satisfied through the organization’s induction and training programme which the company provided to their fresher candidate and existing employees for enhance their intellectual and skills development and less people see there partly satisfied through the training programme. Employees getting permanent are required to undertake training for a particular period of time. This helps the employees to increase their efficiency and productivity of the company.

The last question was as:

In the view of changing environment do you think that the job specification mentioned in the personnel manual for certain category of post needs review.
Regarding this question, 64.28% employees said Yes, 28.57% employees said The
twelfth question was as:

9.10  Do you think that outside interference influence the recruitment and
selection process in BHEL.

Out of total sampled, 28.57% employees were agree through this question, 38.89% employees were partially agree and rest of them means 28.57% were disagree and 3.97% people have not knowledge about this question.

Conclusion

The answer has not been received clearly on this question. Although the policy is framed by the Government but it is not totally free from influence from outside, but that too at a very minor level because, these policies if not followed properly can lead action.

No and rest of the sample i.e. 7.14% employees given no reply about this question.

10. POLICY OF SELECTION AS UNDERSTOOD BY THE
RESPONDENTS:

Information regarding policy of selection as understood by the respondents was
gathered to know about their level of knowledge in this regards and data gathered
from there are being incorporated in table 6.7.

An analysis of Table 6.7 reveals that though various sources of selection are being
used for selection of different categories of employees in BHEL but usually only
upper level positions are filled in through recruitment from within as in case of Board
members and other top executives. In gazetted cadre among technical officers, almost
all chief engineers (100%) are selected from within through departmental promotion.
However in the middle level S.E./E.E./A. Engineers and senior chemists, class I

Officers (32%) are selected through departmental promotions followed by class-II
Engineers (62%) who are recruited from the open market through employment
advertisements. Such a practice of recruitment clearly indicates that in gazetted rank
for junior engineers, the Board still prefers to recruit fresher (62%) from open market
as it is desirable. The senior level engineers (48%) are recruited through promotions,
which seem quite logical seeing their nature of work.

In gazetted /non-technical rank it is not feasible to recruit efficient officers from
within; hence the Board prefers to have them mostly from open market (70%) for
Accounts, Law and Personnel departments. Similarly, in ‘non-gazetted technical/non-
technical cadre’ most of the technical staff (31%) are recruited from departmental
promotion followed by a large number (33.3%) of them from open market also. On
the other hand, only few (34%) avail their selection posts granted by BHEL followed
by a least number (7.33%) being recruited directly through Employment Exchange. In
‘non-technical grade’ the highest number (26%) is of such staff who have been
selected through Employment Exchanges whereas least number (53%) staff get entry
into this category because of seniority/ promotion. However, a large number of
fresher (12%) are selected from the open market also.
In the selection of ‘non-wage Board staff’, however, all employment Sources are adopted. Similarly, among office bearers and members of Registered Trade Unions recruitment is from all sources but employment exchange is preferred as (34%) members are recruited from this source followed by (36%) members who have been recruited through departmental promotion only (3%) of them get selection post while smallest number (8%) have been recruited through electricity Service Commission and (16%) from the open market.

From the above analysis, it can be concluded that BHEL recruitment & selection policy in its actual from is heterogeneous in nature as well as quite liberal. In selection, more emphasis is given on recruitment from within through promotion (32.25%) where as over all (36.2%) employees have been selected from open market. Seniority & Merit as factors are also given due consideration. Recruitment on deputation system is negligible. Employment Exchange is a major source of selection followed by BHEL’s Electricity Service commission. Recruitment through the system of within promotion is favored in selection to the senior posts in all departments of BHEL.
# EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

**TABLE NO. 6.7**

*(TABLE SHOWING POLICY OF SELECTION OF DIFFERENT CATEGORIES OF THE RESPONDENTS)*

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>A</td>
</tr>
<tr>
<td>Sources of Selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Market</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Exch.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental Promotn</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity Service Commission</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection Post</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>248</td>
<td>28</td>
<td>200</td>
<td>72</td>
<td>4</td>
<td>32</td>
<td>584</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>44</td>
<td>156</td>
<td>4</td>
<td>68</td>
<td>272</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>40</td>
<td>8</td>
<td>212</td>
<td>32</td>
<td>72</td>
<td>364</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>152</td>
<td>4</td>
<td>156</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>146</td>
<td>40</td>
<td>4</td>
<td>16</td>
<td>204</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>12</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total** 8 40 400 40 600 300 12 200 1600
11. SOURCES OF ACTUAL SELECTION OF THE RESPONDENTS :-

Starting from the premises that there can a variation between the policy of selection and its actual implementation, information was gathered regarding the sources through which the respondents were actually selected and data collected in this regard presented in Table 6:8 reveals that all the Board members were selected as per the policy and showed satisfaction about the selection procedure of the BHEL for Board members.

Regarding ‘gazetted rank technical / non technical officers’ most of the middle level engineers (78%) were selected from open market followed by (22%) who were selected from within through departmental promotion. However, all the SEs/Ees were selected through departmental promotion only.

Among ‘non-technical staff’ number of such employees (40%) equal number were recruited either from open market or through departmental promotion. Only (20%) employees at this rank were selected by Electricity Service Commission.

In ‘non-gazetted rank’ (34%) staff were selected from within through departmental promotion followed by little higher number of those (55.3%) who were selected by Electricity Commission. However, the number of such employees are quite low (12%) who were selected directly through Employment Exchange, followed by double number of their counterparts who have been recruited from open market through employment advertisement.

In non-technical category highest number has been of those (41%) who were selection through electricity service commission and least number is of those (9.3%) who are recruited from employment exchange. A considerable number of employees (29%) in this rank have been recruited from open market. Similarly 33.3% of non-wages Board staff are recruited from all the above sources.

Among the office bearers of Registered Trade Union (30%) members were selected from open market followed by little high number of those (34%) who are recruited through Electricity Service Commission and (38%) of them have been recruited from Employment Exchange.

On the basis of above analysis it is evident that most of BHEL staff (25.7%) were recruited from within while giving promotion in comparison to their counterparts (36.75%) who are selected from open market. On the basis of above it can be concluded that the most of employees have been selected initially on the position of entry level only and most of the other positions are being filled by promotions.
### EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

**TABLE NO. 6.8**

*(TABLE SHOWING POLICY OF SELECTION OF DIFFERENT CATEGORIES OF THE RESPONDENTS)*

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Sources of Selection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open Market</td>
<td>312</td>
<td>16</td>
<td>108</td>
<td>88</td>
<td>4</td>
</tr>
<tr>
<td>Service Commission</td>
<td>8</td>
<td>212</td>
<td>124</td>
<td>4</td>
<td>68</td>
</tr>
<tr>
<td>Deputation</td>
<td>40</td>
<td>88</td>
<td>16</td>
<td>208</td>
<td>60</td>
</tr>
<tr>
<td>Employment Exch.</td>
<td></td>
<td></td>
<td></td>
<td>72</td>
<td>28</td>
</tr>
<tr>
<td>Selection Posts</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>600</td>
</tr>
</tbody>
</table>
12. **OPINION ABOUT SELECTION PROCEDURE**:

It has been considered that though there has not been much difference in the policy of selection as laid down by the BHEL and the actual practice of selection of employees of various categories, yet there can be certain practices with which the employees might not be satisfied with the actual procedure of selection entry level and at promotion level also.

The information with regards to opinion of the respondents about the selection procedure was gathered category were as Good, very Good, Poor and Very Poor. The gathered is given in Table 6.9.

An analysis of the data reveals that all the members of the Board expressed their satisfaction terming as good on selection process being followed in BHEL. Among gazetted officers too overall (85% senior and middle level engineers expressed positive attitude towards selection policy, followed by (12%) of them were of the opinion that policy has been very good. However (13%) of the respondents are not satisfied with such selection policy. Among ‘non-technical gazetted staff’ most of them (100%) expressed their opinion as good.

Similarly, in ‘non-gazetted rank’s large number of technical staff (82%) have opined the policy as good in comparison to only few number of such staff (6.7%) who expressed negative view about the selection policy and opined to be as poor followed by little high number of their counter parts (11.3%) who were of opinion that the policy is very good. On the other hand all ‘non-wage Board members’ have good opinion about current selection practices. The members of Registered Trade Union hold a similar view.

On the analysis of above data it can be concluded that the selection policy and procedure being followed by BHEL are found to be satisfactory as (87%) employee have favorable attitude with (7.25%) of them saying that the policy is very good. Only (5.75%) dissatisfied employee will of negative opinion and opined that the policy has been very poor. Thus the general opinion about selection policy is good as majority of the respondents favour the continuance of the same policy in future also.
<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td>8</td>
<td>20</td>
<td>320</td>
<td>40</td>
</tr>
<tr>
<td>Very</td>
<td>8</td>
<td>40</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td>12</td>
<td>40</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Very poor</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. **REASONS OF DISSATISFACTION REGARDING THE SELECTION POLICY:**

Though data given in earlier table reveals that most of the BHEL employees have good attitude towards the selection policy followed in the BHEL, however some of them were found to have negative view stating the policy as bad. Those are mainly from gazetted cadre technical officials and non-gazetted technical staff.

According to the data given in, Table6.10 all Chief Engineers (100%) criticized Board’s selection policy on the reasons of undue favoritism was for the kith and kins of the senior members of the Board. Similarly among middle level engineers 70 per cent officers were of opinion that this policy neglected merit factor as it factors seniority and time bound promotion. A few number of them (30%) also blamed it for undue favourism.

Among ‘non-gazetted technical staff’ most of them (100%) criticized this selection policy on the reasons of undue favourism given specially in promotion cases.

Thus, it can be concluded that the current selection policy has been criticized mainly for its favourism and neglect of merit in appointment to the senior posts.
# EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

## TABLE NO. 6.10
(TABLE SHOWING THE FACTORS CREATING BAD OPINION AMONG THE RESPONDENTS)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Board Members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Engineer</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>SE/EE/AE Chemists &amp; Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Law&amp; personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wage Board Tech.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Tech.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New wage Board</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>40</td>
<td>40</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FACTORS**

- Favoritism
  - Total 64
- Marit has no value
  - Total 28
14. REASONS IN FAVOUR OF SATISFACTION OF THE RESPONDENTS WITH THE EXISTING SELECTION POLICY

On the analysis of forgoing data given in Table 6.11 it has been concluded that (94.25%) of the respondents were satisfied with the existing selection policy.

The information was gathered to understand the various reasons of satisfaction of the employees about the selection procedure. the data gathered from the respondents given in Table 6.11.

An analysis of the data given in Table 6.11 reveals that most of the Board members describe the selection policy ‘good’ as selection happens to the unbiased. The similar view was expressed by the chief Engineer of the Board. However, They had favored seniority and merit as important factors to be taken into account in the selection process.

In the middle level management most the senior and junior engineers (63.3%) favored this policy because of its unbiased nature, a least number (11.1%) favored this policy on the basis of seniority and merit factor. However, (25.5%) officers desired it to be based on service length preference.

On the other hand among ‘non-gazetted technical/ non-technical’ staff a large number of employees (84.2%) preferred this policy on the basis of its time bound promotion feature. Though only least number (8.5%) workers favored this policy on its unbiased character. All ‘non-technical staff’ members of this category appreciated this policy on similar reasons. Similarly, (100%) non-wage members and Union representative/members have also showed preference for the policy on the basis of its unbiased character.

On the basis of the above it can be concluded that the selection policy of BHEL has been favored mostly because of it’s unbiased feature as (52.7%) employees have expressed positive attitude followed by (29.5%) who favored a time bound promotion factor.

Only (5.75%) workers favored this policy on length of service factor in comparison to those (3.75%) who preferred this policy on seniority to this policy has been the unbiased feature and the time bound promotion factor.
## EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

### TABLE NO. 6.11

(TABLE SHOWING THE FACTORS RESPONDENTS FOR SHOWING GOOD OPINION BY THE RESPONDENTS)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>FACTORS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unbiased Selection</td>
<td>8</td>
<td>8</td>
<td>228</td>
<td>40</td>
<td>48</td>
</tr>
<tr>
<td>On the length of service</td>
<td>92</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seniority and Merit</td>
<td>20</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Bound Promotion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>28</td>
<td>360</td>
<td>40</td>
<td>560</td>
</tr>
</tbody>
</table>
15. **SUGGESTION FOR FURTHER IMPROVEMENT IN THE SELECTION METHOD** :-

Every system has a chance of further improvement in due course of time. The information regarding further improvement in the selection procedure was gathered keeping in mind that in the public sector the selection methods practically are sometimes governed by some other factors also like political interference, favoritism, bureaucratic style of functioning etc.

The information gathered had a aim of suggesting one measures to improve it further. The data collected from the respondents are being incorporated in Table 6.12.

An analysis of the data reveals that all the Board members (100%) who are the policy makers also are of opinion that the selection procedure is appropriate.

The positive is somewhat different in the case of ‘Gazetted-technical’ senior level where only (10%) of the respondents showed satisfaction with the selection policy and rest have suggested that the system can still be improved. (40%) of the respondents have suggested that the performance appraisal system need be changed followed by (30%) of the respondents suggested that favoritism should be avoided and (20%) respondents were of opinion that merit should be given more weight age.

In the case ‘Gazetted-middle management cadre’ only (6%) of the respondents could not suggested anything, but (46%) of the respondents were of opinion that performance appraisal systems needs improvement (26%) opined that merit should be given due weight age and (19%) suggested that favoritism should be avoided. Similarly in the case of ‘Gazetted-other officers’ cadre (30%) were of opinion that appraisal system needs improvement (30%) were of opinion that merit should be given due consideration and (20%) said that favoritism should be avoided and (20%) suggested that there should be some direct entry also.

In case of ‘non-gazetted-wage Board technical & non-technical’ cadre the (36.4%) suggested improvement in the appraisal system followed by (22.6%) suggested to avoid favoritism and (21.3%) suggested to given more weight age to merit and only (0.4%) suggested direct entry also.

The Union members were not fully satisfied with the existing selection procedure and they had different opinion. (48%) of them suggested to avoid favoritism and (36%) suggested to improve appraisal system and only (8%) of them suggested to given more weight age to merit as well as direct entry only.

While analyzing the whole data it can be concluded that most of the respondents (38.2%) suggested to improve the appraisal system followed by (24.7% suggested to avoid favoritism and (20.7%) were of opinion that merit should be given due weight age. Only (4.3%) suggested direct entry system and (11.5%) were satisfied with the present system.

Thus it can be concluded that the appraisal system should be designed so as to net the objectives considerations only and to avoid the favoritism.
# EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

**TABLE NO. 6.12**  
(TABLE SHOWING THE SUGGESTIONS GIVEN BY THE RESPONDENTS FOR IMPROVEMENT IN THE SELECTION POLICY)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Suggestions no favouritism</td>
<td>12</td>
<td>76</td>
<td>8</td>
<td>108</td>
<td>96</td>
</tr>
<tr>
<td>Performance appraisal should be made on proper adjective considerations</td>
<td>16</td>
<td>184</td>
<td>12</td>
<td>228</td>
<td>100</td>
</tr>
<tr>
<td>Merit should re given greater weightage</td>
<td>8</td>
<td>104</td>
<td>12</td>
<td>152</td>
<td>40</td>
</tr>
<tr>
<td>There should re some direct entry also</td>
<td>12</td>
<td>8</td>
<td>40</td>
<td>16</td>
<td>76</td>
</tr>
<tr>
<td>The policy is appropriate</td>
<td>8</td>
<td>4</td>
<td>24</td>
<td>72</td>
<td>64</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>600</td>
</tr>
</tbody>
</table>
16. **INDUCTION LEVEL**

The recruitment to various posts is normally made only at the levels indicated below.

The recruitment of post at other than induction levels is normally met from amongst the board.

Following are the induction level for different cadre of board’s officers/employees:

(i) Engineers (E&M) - Asstt. Engineers (E&M)
(ii) Engineers (Civil) - Asstt. Engineer (Civil)
(iii) Subordinate (E&M) - Junior Engineer (E&M)
(iv) Subordinate (Civil) - Junior Engineer (Civil) Engineering Services
(v) Accounts Officers - Accounts officer/Asstt. A/C Accounts Officer.
   Accounts Staff - Assistant Accountant.
(vi) Chemist - Chemist Grade -I/
   - Chemist Grade -II/
(vii) Boards Secretariat - Lower Division Asstt. (LDA)
(viii) Ministerial Staff - Routine Grade Clerk (RGC)
   - Stenographer
   - Draftsman
   - Tracers
   - Ferro Boy
(ix) Operating Staff - Operating staff scale I
   - Operating staff scale II
   - Operating staff scale III

17. **POLICY OF INDUCTION AS UNDERSTOOD BY THE RESPONDENTS**

The information in this regard was gathered to know the awareness of the respondents and importance for the induction in various categories of employees. The importance of inductions is comparatively more in the technical and big organization. As such it was considered that BHEL being the technical and big organisation must have a good and proper induction programme. The data collected are being incorporated in Table 6.13.

An analysis of the data reveals that all the Board members (100%) opined that BHEL still requires selected and specialized induction practices for its employees. Similarly all senior Engineers (100%) advocated for the same. However, in middle level management class some engineers of superintending rank (30%) opined that no formal induction is required while most of the Executive Engineer (19%) stated that a proper system of induction should be adopted in BHEL. Few Asstt. Engineers (40%) as well as lower level technical staff (30%) stated that “BHEL has any concept of systematic’ induction.
In non gazetted rank all wage Board members (100%) favored for a systematic induction process. However non-wage members (100%) do not see any benefit in induction at BHEL.

Among the office bearers and members of Registered Trade Union, few office bearers (%) felt no requirement of formal induction while some members (26%) totally denied for any benefit of induction; But some of bearers and members (10%) still felt scope for selected induction process. Thus we see that most of the BHEL personnel give emphasis to a systematic induction process at BHEL.
EMployment & Induction Policies and Practices

Table No. 6.13

(Table Showing the Induction Policy for Different Categories of Employees)

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th></th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>No induction is required</td>
<td>12</td>
<td>12</td>
<td>108</td>
<td>132</td>
<td></td>
</tr>
<tr>
<td>Induction is provided</td>
<td>360</td>
<td>600</td>
<td>52</td>
<td>1012</td>
<td></td>
</tr>
<tr>
<td>No concept of induction</td>
<td>16</td>
<td>16</td>
<td>60</td>
<td>20</td>
<td>112</td>
</tr>
<tr>
<td>Selected training is required</td>
<td>8</td>
<td>40</td>
<td>240</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>600</td>
</tr>
</tbody>
</table>
18. METHODS/MEDIA OF INDUCTION :-

The information with regard to various methods adopted by various categories of employees of BHEL was gathered to know about their suitability to various categories of employees. This information is also important as the BHEL is a technical organization and as such proper induction methods must be used. The data gathered has been incorporated in Table 6.14.

An analysis of data reveals that all the Board members (100%) were inducted through formal training and induction programme. Similarly all Chief Engineers also have the same opinion. However, few chemists and other (4%) were inducted without any formal induction. Among Accounts and staffs the (30%) were inducted properly and (70%) were inducted without formal training and induction programme. In non-gazetted rank most of the technical wage Board members (65.3%) were inducted properly at the time of appointment while non-technical members (33.3%) were inducted properly. Among office bearers and members of Registered Trade Union nearly half of the bearers and members (46%) were inducted properly and (54%) were not inducted properly. Thus on the basis of above, it may be concluded that while (63%) of the total staff were inducted properly and only (22.5%) staff were inducted without any proper induction programme and as such it is satisfactory.
<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-------</td>
</tr>
<tr>
<td></td>
<td>Board Members</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>A</td>
</tr>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sources of Selection</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Through formal training and induction</td>
<td>8</td>
<td>40</td>
<td>384</td>
<td>12</td>
<td>392</td>
</tr>
<tr>
<td>Directly without any induction</td>
<td>16</td>
<td>20</td>
<td>104</td>
<td>100</td>
<td>12</td>
</tr>
<tr>
<td>With little Exposure on induction</td>
<td>8</td>
<td>104</td>
<td>100</td>
<td>212</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>600</td>
</tr>
</tbody>
</table>
19. OPINION OF RESPONDENTS ABOUT INDUCTION PROCEDURE:

The information with regard to opinion of the respondents about induction procedure was collected to know the efficiency and achievement level of the induction programme, being followed by BHEL. The information has been categorized in four different classes as Good, Poor. The data collected has been incorporated in Table 6.15.

An analysis of the data reveals that all the Board members (100%) have opined that induction process in all is good and have been effective. However, among technical staffs all Chief Engineers (100%) were in favour that induction process is good and reasonable while few Executive Engineers (2%) reacts negatively and describes it to be poor. Similarly, some Accounts personnel (60%) assumed that induction practices are good in BHEL. But some of Law & Personnel people (40%) criticized these practices stating to be poor.

On the other hand in ‘non-gazetted rank’ most of the technical wage Board staff (100%) stated it as good. Only some non-technical wage Board members (22%) perceived these practices as poor. All non-wage Board members of BHEL (100%) have positive view-‘good’ towards induction practices in BHEL.

The office bearers of Trade Unions about (66%) stated it good and the rest of them (34%) criticized the prevailing induction practices on different grounds. However, seeing the average opinion of BHEL personnel it can be concluded that on going induction practices are reasonable and good.
## EMPLOYMENT & INDUCTION POLICIES AND PRACTICES

### TABLE NO. 6.15
*(TABLE SHOWING THE OPINION OF THE RESPONDENTS ABOUT THE INDUCTION PROCEDURE)*

<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Factors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>OPINION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good</td>
<td>8</td>
<td>40</td>
<td>392</td>
<td>24</td>
<td>1448</td>
</tr>
<tr>
<td>Very good</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td>8</td>
<td>16</td>
<td>60</td>
<td>68</td>
<td>152</td>
</tr>
<tr>
<td>Very poor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>400</td>
<td>40</td>
<td>1600</td>
</tr>
</tbody>
</table>
20. **REASONS OF FAVOUR / DISFAVOR TO INDUCTION PROGRAMME** :-

The information about the reasons of showing favour/ disfavor of the respondents towards induction programme was gathered to find out the actual benefit of it, as being felt by the employees and to improve the induction programme if necessary. The data collected has been incorporated in Table 6.16.

An analysis of data reveals that all the Board members (100%) advocated for induction practices because in it proper knowledge of work is provided to the staffs. The similar opinion is given by all the Chief Engineers.

Most of the Superintending and Executive Engineers (88%) advocated the need of proper induction on the basis of above reason. While a few Asstt. Engineer (4%) and chemists (6%) felt need of it as it provides knowledge of working procedure and familiarity with work technology. Only (2%) of them did not feel any need induction as they get nothing from it. The same opinion is of some accounts and law personnel (10%).

In non-gazetted category (50%) of technical wage Board members felt requirement of systematic induction as it provides knowledge of working procedure or familiarity with new technology respectively. Similarly, (80%) non-technical members favored it for getting proper knowledge of work through induction, All the non-wage Board members have the similar view.

However, (10%) of office bearers of Registered Trade Unions have bad opinion towards BHEL's induction as it has not make any sense of familiarity with work. But some of them (32%) favored for such training and induction practices as it facilitates knowledge of the work and familiarity of the work procedure at BHEL.

Thus it can be informed that most of the BHEL staff and employees (63%) have positive and good opinion of the induction practices being followed at BHEL.
<table>
<thead>
<tr>
<th>Category of Employee</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Proper knowledge is provided</td>
<td>8</td>
<td>40</td>
<td>352</td>
<td>24</td>
<td>240</td>
</tr>
<tr>
<td>Provides knowledge of system</td>
<td>16</td>
<td>12</td>
<td>300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provides familiarity with technology</td>
<td>24</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>40</td>
<td>392</td>
<td>36</td>
<td>600</td>
</tr>
</tbody>
</table>