CHAPTER NO. XIII

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On the basis of in depth analysis of data gathered as also the understanding and insight gained in course of survey of literately field study, the following noteworthy conclusions have emerged:-

RECRUITMENT POLICY

• The recruitment and selection policy of the BHEL, in its actual from varies from category to category, and in fact, is not uniform. However in actual practice, lot of leverage is permissible in exceptional cases.

• The policy of selection in all the functional areas (i.e. Engineering, Accounts, Law, Chemists, Non Technical cadres etc.) is to initially select the person on the Junior level and provide opportunities for promotion to senior levels.

• The initial selection is made either from the open market or from the Employment Exchanges or through Electricity Services Commission.

• The selection to the Senior position is made from within the organisation where seniority and merit (confidential reports) play a vital role.

• The study shows that there is little mis match in the policy and actual practice of selection.

• The majority of the employees seem to be satisfied with the selection policy of the BHEL and favours its continuance. However, a very few of the employees have criticized the policy for its favourism and neglecting the merit in appointment to the senior posts.

Induction

• There is a proper induction policy of the BHEL for majority of the positions. (excluding the lower level positions)

• There is no gap in the policy and actual practices regarding the induction procedure.

• Majority of its employees are satisfied with the actual policy and procedure being adopted by the BHEL.

TRAINING

• The BHEL has proper facilities of training to its employees. It has a separate Training wing and five training canters fully equipped for providing training to different categories of employees.
Apart from departmental training, there is a provision of sponsoring its employees to various other training and Executive Development programmes, special technical Training is also being arranged by outside agencies also.

The study also shows that the employees of the BHEL are well aware of the policy and usefulness of the training and of opinion that there is no gap in the policy and the actual practices, being adopted in the organisation.

Majority of the its employees of supervisory or above cadre have attended foundation courses, refresher courses and the Senior level executives have attended several special technical training and management training and management development programmes.

The majority of its senior & Middle level persons have further showed good opinion about training and only a few of lower grade officers and employees were not fully satisfied.

**CONDITIONS OF WORK**

**HEAT LIGHT AND VENTILATION**

The power plants of the BHEL are covered under the provisions of The Factories Act 1948 and as such all the provisions applicable under the heading of heat, light, safety of The Factories Act 1948 are applicable on the power plants.

The employees at other than the power projects are governed by the policy of BHEL.

Though there has been found a very little gap in th policy and actual practice with regard to working conditions at the power plants, the policy of BHEL has been found to be comfortable at majority of other places, where its employees are employed.

Although the majority of its employees were satisfied with the working conditions, some of the employees at the lower operational level were not satisfied as they were not being provided with the right quality of the safety devices.

**WELFARE**

The BHEL has a policy of providing a number of welfare facilities to its different kinds of employees. These welfare facilities are mostly common for different categories of employees.
• There is little mismatch in the policy and the actual practices with regard to welfare facilities to its employees.

• Although a large group of its employees were satisfied with the policy but still a good member of its employees were of opinion that the same can still be improved further.

I did a deep study of welfare schemes provided by BHEL Jhansi. I talked with concerned officers and collected various information regarding welfare facilities given to employees.

During the study it is found that various welfare facilities are being provided to BHEL employees.

(1) There are nine types leaves given to the employees, these are sufficient to employees need. Most of the organizations do not provide more than four or five types of leave. The value of “leaves and holidays” in maintaining and increasing industrial efficiency as well as in improving the Employer-worker relations can not be over emphasised.

(2) There are various insurance schemes which relives employees from tensions. They get sufficient amount at the time of retirement or death which ever is earlier.

Medical core and health facilities for industrial workers from an integral part of labour welfare programme in all the countries of the world.

(3) Medical benefits provided to employees are also very good. They don’t have to spent even a single penny on treatment of their family, and their own including parents. In BHEL Medical facility is totally free. In most of the companies fix portion is reimbursed, its not totally free. In case of serious illness most of the employees can get treatment in private and good government hospitals be cause they can reimburse full expenditure from the company.

(4) The BHEL provides good working environment to their employees. It is found in the replies collected from the employees of BHEL. Mostly all the employees are satisfied with the working environment of BHEL.

(5) Education is one of most important aspect of development of Human being and thus of country else. In BHEL educational facilities to employee dependent are satisfactory. There are four schools running in the colony campus to impart education to the students Educational facilities upto senior secondary classes are easily available in the BHEL township campus.

(6) Recreation facilities in BHEL are good but not to the satisfaction level of the employees.

(7) Sports facilities in BHEL are very good. Mostly all the employees are satisfied with facility.
(8) Sanitation conditions are an important aspect towards the health because the term "health" is a positive and dynamic concepts and implies more than an absence of sicknes. The good health ensures availability of a physically fit and stable man power for social and economic development. In this field BHEL is giving excellent considerations. BHEL employees are generally satisfied with this facility.

(9) Industrial safety and social security has assumed Importance because of large-scale industrialization BHEL takes full responsibility in the case of employee accidents while at work. BHEL is also providing social security measures which includes schemes of social insurance and social assistance as well as some schemes of commercial insurance. Executives are satisfied with this facility but supervisors and Artisans are not satisfied with the facilities provided by the BHEL in this regard.

(10) Transportation facility provided by the BHEL is satisfactory and employees likes Simple rules and subsidy on charges.

(11) BHEL employees are satisfied with the conveyance policy of BHEL but some of the supervisors and Artisans are not satisfied with this policy.

(12) Canteen and creches facilities plays an important role in motivating the employees towards work and keeping their morale high. Employees are satisfied with the canteen facility and on the other hand not satisfied with the creches facility provided by the BHEL.

(13) Grievance Handling machinery is not playing satisfactory role in the BHEL as per the words of respondents. Leave Travel Concession facility in BHEL is remarkable and respondents are highly satisfied with this facility and Loans/ advances facility is satisfactory in BHEL.

(14) In their replies to the question, whether the welfare schemes provided by BHEL is competitive to other public sectors some employee feels that welfare schemes are competitive enough with other public sectors and some feels that these are not competitive enough.

(15) BHEL employees wishes some new schemes are to be introduced. These are – Pension Scheme. Overtime scheme, Productivity allowance etc.

SUGGESTIONS

In this section it issued to give a few tentative suggestions based on the findings of the present study because every study or research is done to find out some proper policies for the study area or for the areas similar to the study area.

With the help of the discussion of different chapter we can conclude some suggestions for the betterment of the employees of BHEL Jhansi. Welfare facilities given to BHEL employees are enough but still there are areas where more attention is to be given.
1. Allowances given to employees are good in number but the amount given to an employee is 10% of pay or to a maximum of Rs. 450. This amount is very less now a days.

2. Late night snack allowance given to employees is Rs. 15/- per night. This should be increased because a worker is working for whole night and getting very less amount for refreshment. It will motivate the employees towards a better work in night shift.

3. The amount of almost all the allowance should be increased to a certain limit. Kit allowance paid to employees going abroad is Rs. 300/- only which is too less, it should be increased according to the need of employees.

4. Canteen facilities is being given to employees, care should be taken on its hygienic conditions. The container from which snacks is being served should be changed and should be kept clean. In this regard proper instruction should be given to canteen workers.

5. Sanitation conditions should be made remarkable by giving more attention. These should be a dust bin near each department. Garbage should be removed weekly from the campus.

6. Creches, where working women leave their children for the whole day is very small. The size of room should be big and it should be kept clean. There should be a small kitchen. Curtain should be charged and more attention should be given to its cleanliness food provided to children should be cooked in kitchen itself. It is very difficult for one lady to manager children. There should be at least two ladies to take care to children.

7. The grievance handling machinery should be improved, so that the employees works with maximum efficiency and high morale to achieve the organisations targets.

8. Another major point to be improved for the betterment of employees is safety measures. There should be proper arrangement of safety and security tools.

9. There should be one proper shopping complex for the benefits of employees and his/her family. If a person wants to buy good items they have to rush to the city which cause in convenes to them. In other words, it is proposed to open a shopping complex like "Super Bazar" where all the items of needs, are available.

10. BHEL should introduce some new welfare schemes for the betterment of employees such pension schemes, Overtime schemes, Productivity allowance etc.

   It the above mentioned point should be improved, efficiency of employees should be made remarkable and so the BHEL Jhansi which ultimately results in achieving more production target.
WAGES / SALARIES

- The BHEL has a policy of fixing the wages and salaries as per negotiations in between the management and the employees.

- There is a provision of revision of wages and salary structure after an interval of every five year.

- The D.A. to its employees is given and revised as per Price Index whereas the D.A. to its officers is given on the basis of percentage.

- The majority of employees are satisfied with the policy of wages/ salaries. However they are of opinion that the revision of wages/ salaries should be done in time i.e. on becoming due.

INCENTIVES

- Although there is no clear cut policy of giving any incentives to its employees either on generation of power or distribution or maintenance and on revenue realization, yet there is a policy of providing some incentives on unloading of coal, on oil saving and on achieving plant load factors.

- These incentives are applicable only on the employees, posted at the power plants and as such they do not cover most of the employees.

- There is no gap in the policy and actual practice with regard to incentives, being provided to its employees.

LEAVES & HOLYDAYS

- The BHEL is providing the same leaves and holidays as it is being providing to the employees of the State Government.

- The policy regarding leaves and holidays is same for all categories of its employees.

- There is no gap in the policy and actual procedure with regard to leave and holidays.

- The majority of its employees are satisfied with the policy of leaves and holidays.

SOCIAL SECURITY

- The BHEL is not only providing all the facilities as being provided under various Acts, but is also providing some other voluntary security schemes.
The provisions of the social security cover all the categories of its employees and is the same for all of them.

There is no gap in the policy and the actual practice, being adopted in this regard.

Majority of its employees are satisfied with the policy of social security.

**PROMOTION**

- The BHEL has a promotion policy for all kinds of its employee.

- Since, the BHEL is reaching to the stage of stagnation, the promotions are not very much. It is basically occurring to replace the retiring employees.

- In this situation the management of BHEL has provided a time scale promotion to all kinds of its employees.

- The study shows that though the employees are getting the scale at time of being eligible, they are not fully satisfied with the time scale.

- Since most of the employees are getting time bound promotions based on seniority, there is no gap in the policy to this extent. however the positions where seniority cum merit formula is applicable, some favoritism and malpractice have been found to be prevailing.

- The lack of promotional avenues is leading to frustration.

**PRODUCTIVITY:**

Globalisation of markets & liberalization process has brought in severe competitions amongst industries and enterprises. Emerging paradigms of over coming & surpassing competitions can be attacked by achieving higher productivity. Enhanced personal productivity, can serve as an important tool in this direction. Optimisation and networking of Human Resources Development (HRD) such as manpower planning, motivation, welfare, working condition, social security managerial development, etc will have to be organized along with setting over own bench mark to be successful in the international market.

Productivity is a key indicator of performance and to enhance personal productivity, we should take up more and more productivity improvement projects (PIPIS) and implementing same objectively by establishing linkage with company’s, vision, mission & values. Planning and implementation of productivity projects is vital step towards improving the productivity of an organization.

In the present lines characterized by highly competitive environment and rising customer expectations, productivity is not merely a matter of choice but a basic necessity for survival of late, we are in the process of introducing sophisticated, state of art technology and adding costly machines tools and Human Resources to enhance the capabilities of the plant. At this juncture, therefore it is becoming increasingly
imperative for us to offset these cost by way of maximizing efficiency of our operations and cutting down wasteful expenditures at every step of our operations and efficiency. This can be achieved, by improving Harmonic Human Relations resulting higher productivity. It is realized that majority of employees are satisfied with the selection procedure & Induction programs. The proper induction policy has been adopted in BHEL and there is no gap between policy and actual practices maximum employees are satisfied with the actual policy and procedure being" adopted by BHEL. As for as training and development programs is concerned there is a adequate, training facilities which is important to the employees for executive development programs besides, special technical & management training facilities are being provided for the executive & supervisory cadre. Hence it results in to improve the productivity. So far working condition is concerned in BHEL, it is found that the there is a very little gap between the policy and actual practices. The majority of employees were satisfied with the working conditions. Regarding welfare facilities it is found that facilities are common for different categories of employees. There is a little mismatch between the policy and actual practices so it hardly affect on productivity with regard to welfare facilities, most of the employees are satisfied with the facilities but good number of employees were of the opinion that facilities can still be improved further. Policy regarding leave and holidays is same for all categories of employees. There is no gap between the policy and actual practices with regard to leave and holidays. Majority of people are satisfied and in lieu of that productivity is being improved.

It is matter of satisfaction that more and more of employees are participating in taking up productivity quality and technological improvement projects which are essential improving productivity and achieving business excellence, it is nothing but due to technical and good harmonic Human relation of the employees at BHEL. The relevance and usefulness of this approach has been demonstrated beyond doubt by the fact that in BHEL, Haridwar number of our employees have won awards both at corporate and National levels in the field of productivity, safety, quality circle, Energy conservation, and suggestion and work excellence. The productivity saving for the financial year 2002-2003 are saluted for utilizing the productivity budget of Rs 38-92 crores for the year. It is highly desirable that the BHEL has to conduct productivity movement with greater vigor and involvement of all our employees. Further it is noticed that a comprehensive auditing and reward system for 5-5 scheme has been formulated and lunched with a view to achieving continual improvement in work culture and self discipline which is defined as that "discipline is the BEDROCK of efficiency. A man is never truly efficient unless and until he is himself disciplined" whereas B stands for behavior, E for efficiency, D for duly, R for regularity, O for obedient, C for character & K for kindness. Through systematic approach towards better house keeping, healthy environment, mistake preventive working environment and reduction in various types of losses & wastages across the entire spectrum of our operations. Synergies the productivity movement.

In beside that the researcher noted down few facts, those are very helpful to improve productivity. Researcher finds out after survey that responders is were of the opinion that the performance appraisal system is very essential and it should be given top priority and it should be more clear to them. Most of the respondents are opinion that performance should be evaluated half yearly rather than yearly. Some of them weighted that appraisal report should be shown to them and they should be given to cross question. Some of the respondents feel that the system reflect not only the performance of the employees but also their loyalty and contribution towards
companies goals. Some efforts should be made to eliminate the human factors and rater’s biasness, the system should give the feedback regarding self development and carrier planning factors should be given training about the methods of evaluation. Areas of strengths and weaknesses should be analyzed. Proper feedback should be given for poor performance so that the person can improve him self in the near future in term of increase in productivity. Weakness of workers should be shown only to them so that they should not have any short of ill feeling in day to day working environment. After analyzing a far said factor, I found my self to be able to suggest some suggestions in lieu of improving productivity in the following manner.

As per my opinion I would like to recommend that performance appraisal should always be provide four so that employees gets motivated; performance of the better output in term of improve the productivity. Management should stabling clear job standards which may help the employees to understand, what skill they should improve to make them selves more competent and promo table.

During the survey conducted by the researcher to assess level of satisfaction of the employees of BHEL Hardwar & Jhansi as well. The researcher find out that most of the employees are basically satisfied with the salary provisions, housing facilities, educational facilities, duration of work, provisions of P.F., recreational club facilities, subsidies rated canteen facility and yet in need of proper handling and care tendency improvement and participate in work culture in relation to these provisions.

As per the findings the employees are fully satisfied with their job performance. As such there is no conflict is existing at different tiers of the organization, creation things as highlighted earlier required proper monitoring.

Hence researcher arrived at the final conclusion that the employees are satisfied with the nature of the job, policies and work culture; they are striving genuinely towards the accomplishment of the desired target which impacts in the form of Human Relations directly on the Industrial productivity.