filters through which he/she views management situations within organizational context. Managerial beliefs, attitudes and values can affect organizations positively or negatively. Managers portray trust and respect in their employee's indifferent ways in different cultures. This is a function of their own cultural backgrounds. For example, managers from specific cultures tend to focus only on the behavior that takes place at work, in contrast to managers from diffused cultures who focus on wider range of behavior including employees' private and professional lives. Trompenaars and Hampden-Turner (1998:86) have conducted a survey to find out whether the employees believe their companies should provide housing to the employees. It was found out that most managers from diffused cultures believed that company should provide such facility (former Yugoslavia 89%, Hungary 83%, China 82%, Russia 78%), whereas less than 20% managers from specific cultures such as UK, Australia, Denmark, France, etc. agreed on the same.

ATTITUDES

Attitudes are also known as "frames of reference". They provide the background against which facts and events are viewed. It becomes necessary to know the attitudes of members of an organization because they have to perceive specific aspects like pay, hours of work, promotion etc, of their job life in the wider context of their generalized attitudes. Attitudes are also known as "frames of reference". They provide the background against which facts.

EMPLOYEE WELFARE

Employee welfare is in the employee, the employee and the society as a whole. For the employee, welfare measured help to contact the
negative effect of the factory system. These measures enable the employee & his family to lead a good life. Welfare facilities like housing medical & children's education, recreation etc. help to improve the family life of productivity of labor. Employee welfare is also in the interest of the larger society is the health, happiness & efficiency of each individual represents the general well being of all, well-housed, well-fed & well looked after. Labor is not an asset to the employer but server to raise the standards of industry & labor in the country.

Employers provides better welfare facilities to the employees so that they can take care of their physical, mental & psychological well being of the employee. Accordingly to a I.L.O. repot 'workout' welfare may be understood as including such services facilities & amenities which may be established in, or in the unity of undertaking to perform their work in health & congenial surroundings & to avail of facilities which improve their health & bring-high morale, welfare measure are in addition to regular wages & other economic benefits available to employees under legal provision & collective beginning, welfare measures may be provided no only by employees by the govt., trade union and other agencies too. The basic purpose of employee welfare is to improve the lot of the working class & thereby make a worker a good employee and a happy citizen, employee welfare is an essential part of social welfare, if immovable adjustment of an employee's work life & family life to the community or social life.
WELFARE POLICIES

Due to the importance of employees in the organization the welfare aspect has become the main subject of concern for the employees. So for procuring and retaining the employees the best facilities are provided to the employees for the higher productivity and to gain loyalty and raise morale of the employees. Through the welfare department in BEL Ghaziabad has come up with several statutory as well as non-statutory benefits. So the basic concern of the study is that if the employees are really aware of welfare aspect, which is linked with their social, psychological and physical well-being. It however, largely depends on the welfare department of an organization to make the employees aware and realize about its working procedure and its relevance.

So with this objective the survey was done with at least 100 employees of a few selected divisions of BEL Ghaziabad, in order to gather information of the awareness among the employees regarding the different welfare policies, and to analyze their perception and level of satisfaction with these welfare policies. This research was carried out on a random basis so as to provide relevant information to the management about the views; recommendations of the employees of different cadres so as to provided necessary information to the management in fulfilling the organizational objectives and can take corrective steps towards it.
SUGGESTIONS

- The company should appraise the performance of the workers by giving them some incentives, which motivate them to work to their fullest capacity and to motivate them to work more and show good and better results.

- For the top management of the company it should offer them holiday package, appraise performance by recognizing their work in meetings etc. This will help to raise their moral and they can work better. They don't want financial help as they earn enough to maintain their status. They want their work recognition.

- For the lower group the company can increase their wages, give them pension schemes, provide them medical facilities etc. because they want financial help from the company to insure their proper living.

- They should keep changing the raters for the performance appraisal system from time to time so that they don't become bias at anytime from any employee.

- The method of the company should be changed periodically so that the employees have no chance to complain for the method.

- The criteria decided upon which the performance has to be rated should not be fixed it should be changed from time to time.

- The standards of the rating should be very specific, clear and concise.

- There should be the feeling of teamwork in the organization.
- The system should be cost effective and it should suit the budget of the company.

- The performance, which is been measured, should be verified and measurable afterwards also.

The above are a few suggestions, by following which BEL Ghaziabad can establish better relations between HRM & Productivity.
AN APPRAISAL OF RELATIONSHIP BETWEEN
HUMAN RESOURCE MANAGEMENT AND
PRODUCTIVITY

(A CASE STUDY OF BEL ELECTRONICS LTD, GHAZIABAD)

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SUMMARY

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AN APPRAISAL
OF
RELATIONSHIP BETWEEN
HUMAN RESOURCE MANAGEMENT
AND
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SUMMARY
Pt. J.L. Nehru, the first Prime Minister of India saw the public sector and its rapid, progressive and relentless expansion as not only the path to socialism but also the mechanism to bring about India's industrialization and modernization. As a result, the public sector was assigned a place of commanding height in the Indian economic scene.

The main objective of the present study is to explore the nexus between HRM and productivity in BEL. The study is confined to the public sector because of its domination in Indian economy. However, the growing criticism about its disappointing profitability and efficiency has made the study all the more necessary and relevant. In India, the major part of investment in public sector, at over 80%, went into enterprises producing goods, mostly basic and capital goods, and the remaining into services. The study has, therefore, limited itself only to the selected public sector manufacturing enterprises belonging to the Central Government.

CONCEPT OF HUMAN RESOURCE MANAGEMENT

Since the Industrial Revolution, the modern factory system has dramatically and drastically changed the personnel management system which has now become a complete philosophy, known as Human Resource Management in the context of today's competitive world of globalization, free trade and market economy. It is necessary to manage and develop human resources in any organization. The days of 'rule of the thumb' are over and now it is believed that 'good management means getting effective results with the people'. Some people consider management and personnel management as two sides of the same coin but this is not so. Human Resource Management is multidimensional in nature. It is a very challenging job. It is not merely concerned with the acquired knowledge and skills as exemplified in the talents and aptitudes of its employees; but also with managing a social system which has to improve continuously to meet the latest development and challenges in the modern industries.
OBJECTIVES OF THE STUDY

Employee does the work for remuneration and lends to think whatever remuneration is received, work done by him is sufficient. Employer think quantity of work is not sufficient against the amount of remuneration paid. There must be some measures by which the quantity of work be increased without increasing the number of employees. In our managerial term we call it productivity. To increase the productivity employees have got to be motivated because only motivated employees can measures upto or ever give more in return than the expectation of employers.

This was the reason that organizations employed strategies that could motivate large population. External global changes after the technological revolution forced organization to reconsider their strategies of getting more from their people. Technology made the jobs easy, objective, and transparent. It also enhanced the level of efficiency within time and quality. As a result, employees engaged with such jobs required up-gradation of their skills to align with technology.

It is obvious to see better performance from the employees who attach themselves to the jobs they do and organization they work for, irrespective of their stable or contractual relationship. Therefore, organizations must create a culture, where its leaders (managers) should be able to apply their human skills more humanly and effectively to get best productivity. This may not change their formal relationship but certainly will enhance informal relationship and overall performance. The universe of the present study is BEL Ghaziabad and its main objective is to explore the nexus between HRM and Productivity in this unit. It is an humble attempt -
To understand how global, technological, legal-political, and social forces influence the relationship between HRM and productivity.

To appreciate the significance of theories and metaphors for HRM and productivity.

To explain the changing social contact between organizations and employees in terms of managing uncertainty and organizational commitment, develops such atmosphere in which managers might encourage more team working learning and innovation in their work environments through developing relationship in attitudes/values, leadership, structure, and communication;

To study the job satisfaction and organizational commitments in the organization.

BEL Profile

BEL was set in 1954 with the vision of attaining self-reliance in defense electronics. It was primarily set up to meet the specialized defense electronics needs of the armed forces.

At present it has 9 production units established at different parts of the country. They are Bangalore, Ghaziabad, Pune, Taloja (Maharashtra), Hyderabad, Panchkula (Haryana), Chennai, Machlipatnam (A.P.), Kotdwara (Uttarakhand).

In the mid 60's, while reviewing the Defense requirement of the county, the government focused its attention to strengthen the air Defense system, in particular the ground electronics system support, for
the air Defense network. This led to the formulation of a very major plan for an integrated Air Defense Ground Environment System known as the Plan ADGES with Prime Minister as the presiding officer of the apex review committee. At about the same time, Public attention was focused on the report of the Bhabha Committee on the development and production of electronic equipment. The Ministry of Defense immediately realized the need to establish production capacity for meeting the electronic equipment requirements for its Plan ADGES.

BEL was then entrusted with the task of meeting the development and production requirement for the Plan ADGES and in view of the importance of the project it was decided to create additional capacity at a second unit of the company.

**BEL Ghaziabad**

In December 1970 the Govt. sanctioned an additional unit for BEL. In 1971, the industrial license for manufacture of radar and microwave equipment was obtained. Commencement of construction activities and production was launched in 1974.

The organizational set up of the company is different from department to department some departments specially related to the human resource development are:

- **HRD Department**

  Main objective of this department is to provide training program for the employee, unpaid trainee, and apprentices. HRD department provides 70 types of technical training programs & 36 types of managerial programs and 9 types of special programs.
➢ Welfare Department -

Main duty of Welfare Dept. is the welfare of the employees like uniform distribution, canteen facilities, cultural and sports activities, medical facilities, maternity and paternity benefits. This department also provides school facilities for the children of the employee. This department also provides scholarship for the children of the employee. This department also provides scholarship for the higher education of the maximum two children of an employee. Welfare department also provides crèches facilities to their employee so that they can work in a very good mental and behavior-al environment.

➢ Industrial Relation Department -

This department is headed by AGM (P&A). The aim of the department is to solve out of the employee & to make & hormonal relation between the employee and the management. The main duties, which are assigned to this department are maintaining discipline within the organization, to provide representation in different participate forms. This department helps to make and to hold meeting of the worker with the management.

➢ Personal department -

The main function of this is to take disciplinary action, review of punishment, conciliation of cases, career plans, correspondence with CO/Govt. and with outside agencies. Matters related to bonus, PPI/IMPI/incentive scheme etc. meeting with Trade Unions. To solve the redresser of the employee grievances, absenteeism cases etc. matter related to contract labor, medical cases and the implementation of worker, participation in management scheme.
➢ Safety Department -

There is also a safety department, which works for the safety of the whole company. The main aim of this safety department is to provide safety measures to the workers to save them from various hazards. This department provides them helmet, Gumboots and globes mask coasts etc. so that they can save themselves in their respective department where they work in very inconvenient atmosphere.

➢ Establishment Department -

The main function of the establishment department is the recruitment and selection. And provide the essential data to account department and EDP department for effective and efficient work. This department plays very important role in Bharat Electronics Ltd. This department also provides the N.O.C. (no objection certificate) for employees who want to do job some where else. Establishment department also provides the lone facilities whether home lone, car lone, and education lone.

HUMAN RESOURCE POLICY IN BEL

This company provides very good working conditions to the workers and their employees. There are air conditioners in every department. Some departments are air cooled here. There are some divisions where the production processes going on are also air-cooled. This company provides very hygienic and very clean atmosphere so that the workers can work here easily and without tension.
The employees also feel very comfortable and very peaceful at workplace. They provide safety measures also to the workers and the employees of the company. There are more than 2500 employees. For these employees, there are two shifts for the production process. Working conditions are key factor for any organization to establish the objective. If working conditions are not so good or effective, no organization can achieve its goals.

**PERFORMANCE APPRAISAL**

Performance Appraisal is a process supporting the use of HR in an organization. It is possibly management most powerful tool of controlling performance and productivity of HR in the organization. Appraisal is not to be considered as an end itself but only as a means. By itself it achieves nothing but it helps the organization evaluate the overall effectiveness of its own programme of management development. Performance appraisal becomes a permanent part of an employee's record in the company. It becomes a systematic and objective way of judging the relative worth or ability of an employee in performing his task. Hence, it helps to identify those who are performing their assigned task well and those who are not and the reasons for such performance.

BEL Ghaziabad like any other industry in public or in private sector has to rely heavily on rating the performance of employees for varied purposes:

1. To assess the ability of the individual in order to make the best use of his talent in the present job.
2. To find out areas of weaknesses in order of develop him for improving his performance.
3. To provide for management succession by judging the potential of an individual.
4. To effect changes in the organization by transfers, demotion or promotions so as to fix the individuals in the setup according to their ability.

5. To help in their training and development by identifying strengths and weaknesses of individuals.

6. To act as an incentive to the individual by telling him the exact knowledge about his performance in order to generate efforts for improving it.

**TRAINING AND DEVELOPMENT**

For the training and development activities, BEL Ghaziabad has a separate department which imparts regular indoor and outdoor T & D programmes to the employee al the HRD aspects are BEL is in the process of formulating a comprehensive training directive in the line with the corporate office policies. The centre for T & D is organized in terms of the infrastructure so as to say auditorium, classrooms, computer aided training rooms, training aids and staff. The faculty of T & D is capable to impart the training to both Ex and Non - Ex. However their core competency is in technical or operational training. For imparting the specialized training in designing and managerial skill the HRD largely depend upon on the outside resources. The HRD department looks after the two types of programme.

**SECURITY DEPARTMENT**

BEL being a Defense unit has a very strong security department. The head office of BEL i.e. Bangalore unit, provides a book of guidelines to all the units, which have to be followed accordingly, however the units suiting to be intricacies of their own complexes can make slight alterations in them. The security of the three things is to follow in this department.
2. Security of material.
3. Security of information

**Security of personnel**

The employees who undertake the sensitive projects have to submit themselves to the police to avoid the misconduct's, misbehavior of the employees, a secret inspection is done by the security personnel. Sometimes, certain employees have to go overseas in concern with the confidential office work, in which regard, a report is being prepared about them by the security personnel. A time to time report of thefts, are being sent to the head of the personnel department. The foremost work done by the security department is dispensing the knowledge of fire fighting, the employees are taught the timely and above all the right use of the different fire extinguisher i.e. water. Carbon dioxide cylinders and the containers of sand, these fire extinguishers are kept in all divisions in an adequate amount.

**Security of Material**

The security department keeps a check on both the types of material i.e. returnable as well as non-returnable. A gate pass is made for both the types of materials to let the go out of the company. The security also keeps a check that the property of the company is not misused for the personal purpose by the employees.

**Security of Information**

The security personnel's keep a strict vigilance that non-information is carried outside the companies in the form of floppies, c.d. etc. an access control is also there on the people coming inside the company. The police
force in the security randomly verifies all the employees, laborers only after which they are issued their identity cards. The security personnel's are all the time patrolling inside the company. On the job timing of the security man for the employees working in shift are:

<table>
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<tr>
<th>Essential A shift</th>
<th>5 AM to 1 PM</th>
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<tbody>
<tr>
<td>Essential B shift</td>
<td>1 PM to 9 PM</td>
</tr>
<tr>
<td>Essential C shift</td>
<td>9 PM to 5 PM</td>
</tr>
</tbody>
</table>

The junior officers of the security department come in the shifts for the duty. Occasionally, the AGM can visit the company after 9 o'clock in the night. However, apart from all these duties, they have to follow the duties of the management as well.

- It helps specify what is right and wrong about the employee's performance

Phases of performance appraisal system

- Performance appraisal forms for prohibition
- Performance appraisal forms for trainee
- Performance appraisal forms for permanent employee (self assessment, HOD rating, immediate boss rating)

Productivity in BEL Ghaziabad

BEL's approach to the productivity movement recognized the importance of employee's role and has the following characteristics:

1. Identification of projects areas possessing the highest potential for increasing productivity.
2. Identification of projects and formulation of annual plans.
3. A formal structure for productivity monitoring at all levels.
4. Voluntary efforts of the employees coupled with projects identified in the above areas with fixed responsibilities.
5. Training of manpower and creation of awareness among the employees.

WORK BEHAVIOUR IN HUMAN RESOURCE MANAGEMENT AND PRODUCTIVITY AT BEL GHAZIABAD

Thanks to globalization and large scale industrialization behaviour in an organization has become a special subject of study. It is the knowledge of human behavior at work. Previously, the behavior of the employees was simple and predictable, but now it has taken complicated and diversified shapes within an organization. It is not only of academic interest, but is also of practical importance. It has therefore become necessary to learn about human behavior within an organization for improving its performance.

Human behavior is developed not in a vacuum but is shaped every time by the behavior of others and environmental factors. The behavior of a worker depends on the behavior of his boss. If the supervisor is more friendly, trusting, informal, approachable and competent, the productivity of worker will increase and they will undertake more challenging job. The systematic evaluation of the effective performance of their jobs. Behavior is caused and directed towards some specific goals. Behavior is predictable by understanding people and situations. Different behavior is exercised by different people. Beneath these differences, there are some common behavior traits which may ordinarily be exercised by people. Therefore, it is possible to predict behavior. The systematic study of behavior may help to predict behavior accurately. The cause and effect analysis, quantification of two variables of behavior and experimental research provides important information about behavior and its influencing factors.
The commonsense observation of behavior may or may not be correct as revealed by rigorous analysis and scientific research.

INDIVIDUAL BEHAVIOUR

Individual employees are the focal points of an organization. They work in the organization to satisfy their needs, egos and experiences. Each employee has his own physical, psychological and social needs for which he uses his own traits and experiences. His work behavior is influenced not only by his biological inheritance, but is also affected by his interactive environment, viz. family relationships, racial background, social setup, religious beliefs, technological innovations and so on. Individuals are made up of all these factors, although they have their own perceptions, learning and personality to shape their behavior. Their desires, needs, wants, attitudes, drives, goals and experiences have specific work behavior. Individual behavior can be unfolded by studying and understanding individuals in the above context. It requires knowledge of psychology and sociology. There may be a number of psycho-social and economic factors shaping human behavior at work. The study, research and use of these factors help management to mould and modify the behavior of employees for achieving organizational objectives through increasing their efficiency and effectiveness.

Behaviour of individuals, groups and organizations have a great influence on the productivity process because their attitudes, values beliefs, knowledge, desires, goals and other factors directly affect the productivity. Infact, they are reflected in the very process of productivity.

CONCEPT OF WORK BEHAVIOUR

In every culture, there are different sets of attitudes and values which affect behavior. Similarly, every individual has a set of attitudes and beliefs