

HUMAN RESOURCE MANAGEMENT: A CASE STUDY OF BIHAR STATE ELECTRICITY BOARD

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ABSTRACT

This is an undoubted acceptance that an organization cannot be run without the quality Human resource available with it. Perhaps for any organization the Human Resource is the utmost important as well as the most valuable asset for any organization whether it is privately owned or Government. A set of Dynamic and well competent human resource which is highly motivated too builds up the differentiated organization and makes it possible for the organization to achieve its goals. The performance and the productivity of an organization are actually proportional to the quantity as well as quality of its human resource. In short the human resource management includes activities which are actually designed to motivate as well as coordinate the Human Resource Asset in the organization. In fact, government report shows that approximately sixty percent of national income is used to compensate its employees. In addition to wages and salaries, an organization often make sizeable investment in their human resources by way of recruiting, hiring, and training people to fulfill its need for well trained and experienced staff. Bihar State Electricity Board (BSEB) is a state-owned electricity regulation board operating within the state of Bihar in India. BSEB was established in 1958 as a statutory corporation under the Electricity (Supply) Act, 1948. Since the Bihar State Electricity Board is a government owned organization consist of number of power plants and branches with thousands of employees working in it, is a large sized organization on which such a huge number of employees are dependent, hence the role of human resource management is quite important. This has been recognised not in context of government sector but also in the overall concerned matter of Human resource Management comparing it with other organization.

Keywords: *Human Resource, Importance, Strategies for Human Resource Management, Human Asset.*

Introduction

Human resource Management is that branch of management which involves in Acquiring and developing (i.e. making them skilled as per the organization needs if they are skilled otherwise, or make them skilled totally when they are unskilled otherwise) and then working on retaining the same. It is however not as simple as it looks from the definition. This function of an organization includes planning of human resource, which broadly includes Job profile analysis, Job work analysis, and accordingly conducting Job interviews, and selection of the right candidate for the given job profile, bargaining for the right price to be paid which is neither over paid nor under paid, and finalising the benefits and incentives to be given, making them skilled through orientation and training, making their appraisal to ensure that there paid are according to their increased skill and work responsibility, providing them quality life style,

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ensuring that they are properly educated and training regarding work place ethics and culture and strictly following the same, looking into employees safety and work issues and last but not the least ensure that a proper and open communication channel exist for whistle blowing. Hence Human Resource too needs recognition within the financials of the entity together with the other assets. This can be also applicable to non-business organizations, like education, healthcare etc. Human Resource Management is defined because the set of activities, programs, and functions that are designed to maximise organizations efficiency, is just for employee effectiveness.

Objective of Study

The Information system now days has become a wide and diverse discipline and undoubtedly the Information Technology has moved from back office closed system to end user controlled open system. The competitive edge of the market has become immensely an important portion of the advanced industrial economies. The Practice of enriching the Human resource in today's scenario and ever-changing era has found the highest significance because companies now has started recognizing their workers or human resource as the most important factor. The primary objective is to check Human Resource Practices like Recruitment and Selection, Training & Development, Career Planning Development, Performance Appraisal and Employee Retention in Companies along with other secondary objectives such as

- To study the Human Resource Practices in Bihar State Electricity Board.
- To compare the Human Resource practices of Bihar State Electricity Board with some other Departments.
- To study the attitudes and perception of Employees associated with HR practices in Bihar State Electricity Board.
- To investigate the Human Resource Practices affect organizational performance.
- Devising Human Resource Policies and Practices to contain high attrition levels in Bihar State Electricity Board

Review of Literature

David Needle, in Business in Context, [2004] states that Human Resource Management could be a responsibility of all people who manage people moreover as being an outline of the work of these who are employed as specialists. It's that a part of management, which is anxious with people at work and with their relationships within an enterprise. It applies not only to industry and commerce, but also to all or any fields of employment. Human resources management is intended to achieve efficiency, effectiveness as well as justice, which all need for the success of the each other. It seeks to produce fair terms and conditions of employment and satisfying work for those employed.

Srinivas R. Kandula (2004) in Human Resource one Management in practice with 300 models Techniques and Tools attempts to integrate Human resources management theory with existing practice within the industry. He has highlighted models and tools and techniques for the assorted functions of Human resources. its rich in content and is a wonderful source and pool of information. It's a one-stop book that documents various theories and models.

M.Gangadhar Rao and P.subba Rao (1993) have studied human resources management in Indian Railways and tried to draw attention on important aspects of human resources management. they need discussed employment, monetary emoluments, employee benefits and services, employee's organization, organizational conflict, consultation and cooperation and operational efficiency with special respect to Indian Railways, within the book "Human Resources Management in India Railways"

Dixon (1994) describes the essence of a learning organization because the organization's ability to use the amazing intelligence of all its members to make the type of processes that may improve its own (Dixon 1994 cited in Wilson 1999). They're organizations where individuals constantly expand their capacity to make the results they really desire. They need systems, mechanisms and processes in situ, that are accustomed continuously enhance their capabilities to attain sustainable objectives. to realize this strategy there's an open culture which promotes learning in both formal and informal methods.

Galbraith (Heneman, etal, 2000) discerned the importance of studying the role of human resources within the development of entrepreneurial firms. Research on the role of HRM within the entrepreneurial process, however, is merely now setting out to emerge. Current research literature on HRM in entrepreneurial firms, though, "appears to be rich in prescriptions, limited in sound descriptive surveys, and sparse in analytical research"

Dr. K.V.S.N. Jawahar Babu, S. Kalesha Masthanval (2017) The paper 'Role of customer retention strategies in retail sector' by is as name suggest, is focusing on the customer retention. Those days are now past when once customer is won, he will be loyal throughout his life. Now customer needs satisfaction at all the levels when is dealing with seller. Also it is generally said that retained customers tend to have higher level of perceived quality of service.

Veenu Jain (2016) in his article on Challenges for Organized Retailing in India as published "International Journal of Research In Commerce & Management" the researcher has highlighted very interesting statistics. The data points which are highlighted in the paper are a. Number of outlets per person are highest – 7 per 1000 b. Retail space per capita is Lowest – 2 sq.ft. c. Highest retail density – 6% d. she found that Indian retail sector is the fifth largest in the world.

Rational of Study

With this aspect it is argued that since to become the part of globalization movement of people will take part as speedy process. This will counter the cross boarder exchange of human resource as well as within the domestic spread; the various entrepreneurs or businesses will come to domestic level from cross boarder and definitely expand the business. They will be in the need of huge manpower and will give better facilities as well as work profile. This will lead the movement of Human resource and at that par the existing holder of human resource; need to manage their human resources. This will call a system of Strong Human resource Management. Hence a kind of study was required to find out the true philosophy of Human Resource Management specially in context to Bihar State Electricity Board.

Research Methodology

The above mentioned research has been undertaken to measure variables using a questionnaire to examine relationships among the variables brought forth by the investigation in Bihar state electricity board. The sample has been chosen randomly and interview them so that the responses could be strengthened.

Source of DATA

The study is mainly based on primary data. The Source of primary data is collected using questionnaire from various employees of almost all cadre of Bihar state electricity board through interview schedules and Collection of data using questionnaire in form of opinions. Questionnaires have been widely used for data collection, especially in social science research. Questionnaire is a pre-formulated written set of questions designed by the researcher to which participants' record their answers, and referred to it as "an efficient data collection mechanism since it is known to researcher that what is required and how to it can be measured".

Sampling Technique

The sampling method which is found appropriate for the present research was convenient sampling. The total sample as mentioned below is once again divided based on the Job designation of the employees.

Sampling Design

As discussed above the sampling method that was found appropriate for the present research is convenient sampling. For the employee opinion 50 respondents are chosen from 5 different Departments of Bihar state Electricity Board, so the total number of respondents is 250.

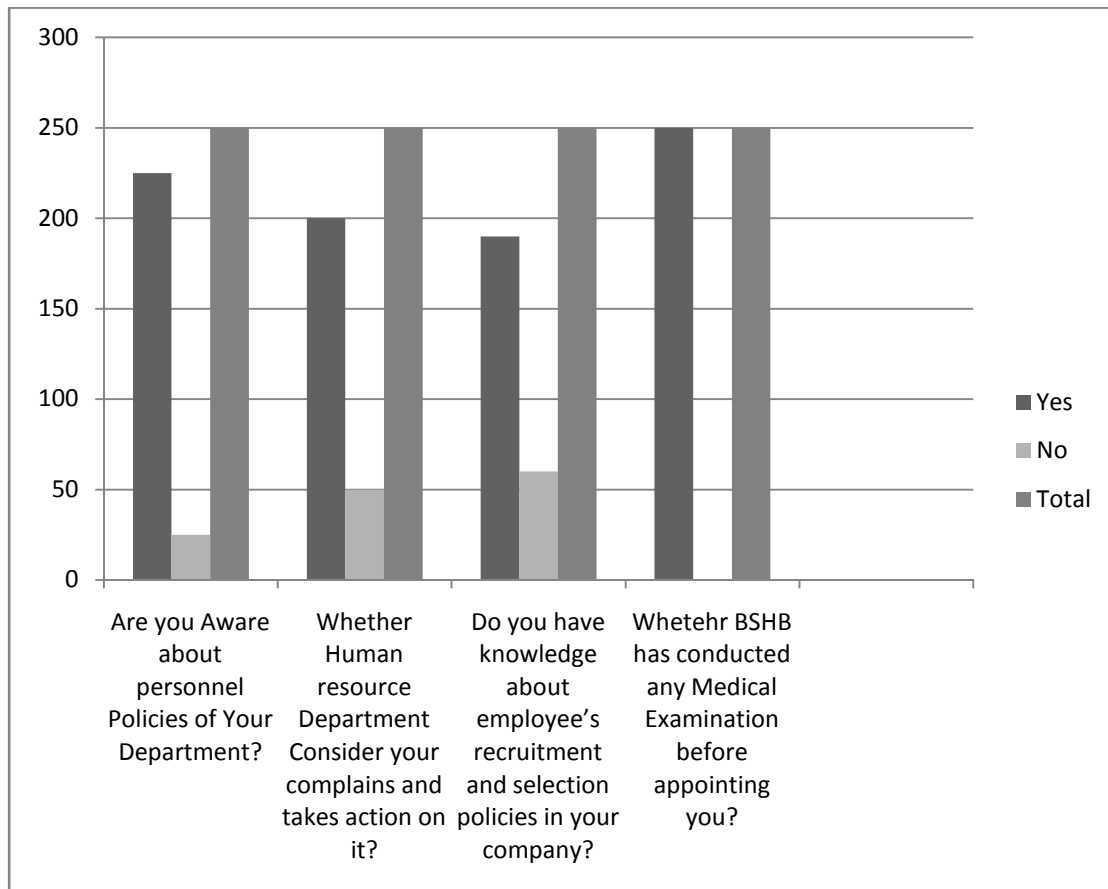
Results and Analysis

Table No. 1 is concerned with various parameters related to level of awareness of the respondents for the nature of work. As it is seen that majority of the respondents i.e. 90 percent are aware about personnel policy of the company. It is also observed that the respondents are having awareness about existence of separate human resource department as well as the recruitment and selection policies followed in the company.

Table 1

Presentation of Data for Selection, and Recruitment along with Nature of Work							
Sr. No.	Question asked in Questionnaire	Yes		No		Total	
		F	%	F	%	F	%
1	Are you Aware about personnel Policies of Your Department?	225	90%	25	10%	250	100%
2	Whether Human resource Department Consider your complains and takes action on it?	200	80%	50	20%	250	100%
3	Do you have knowledge about employee's recruitment and selection policies in your company?	190	76%	60	24%	250	100%
4	Whether BSHB has conducted any Medical Examination before appointing you?	250	100%	0	0%	250	100%

In case of necessity of the medical examination in the selection process there are no respondents in the company who do not aware about this parameter.

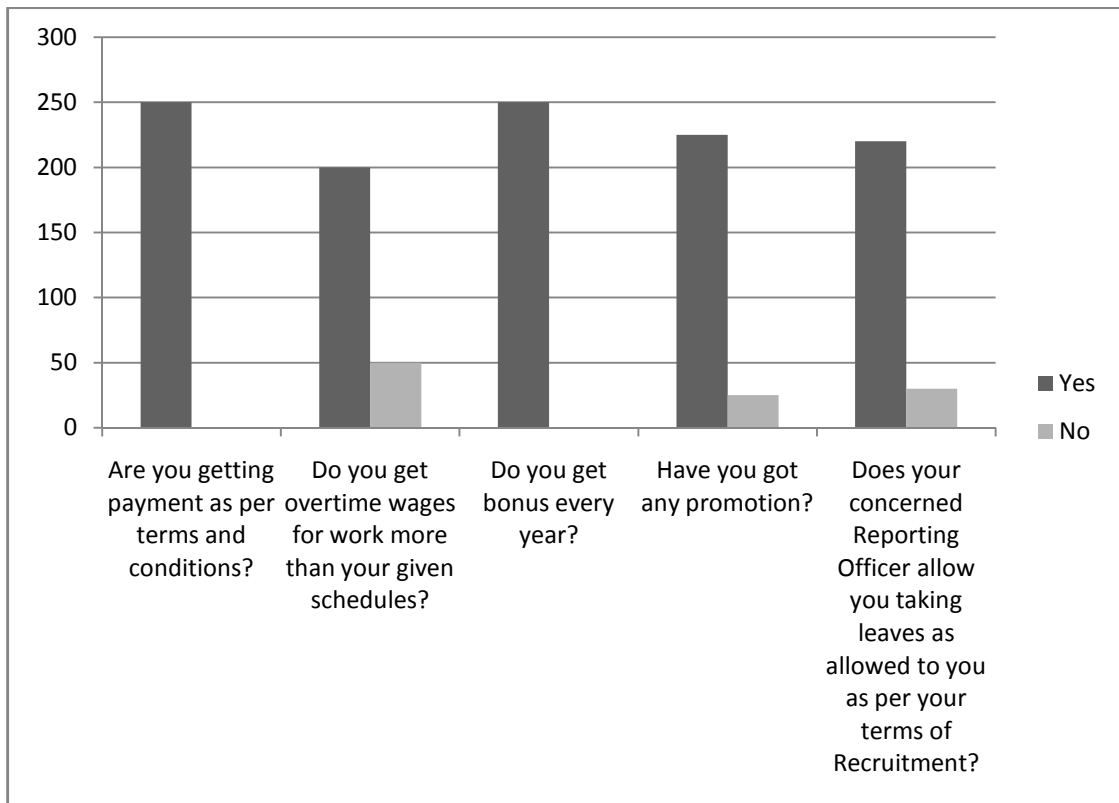


Other Welfare, Social Securities and other Benefits

The responses from the employees in relation to various benefits such as welfare, promotion, benefits, etc. are recorded in Table No. 2. In case of response regarding receipt of payment as per Terms and Conditions, 100% of the respondent are found to be affirmative. In the same manner the similar responses also observed from the employees of the companies in case of regularity of the payment and for the payments as per terms and conditions set at the beginning. In the same way in case of payment of bonus the result is 100 percent affirmative. However in other areas the response is little disappointing.

Table 2

Data Presentation other Welfare, Social Securities and Other Benefits							
Sr. No.	Question asked in Questionnaire	Yes		No		Total	
		F	%	F	%	F	%
1	Are you getting payment as per terms and conditions?	250	100%	0	0%	250	100%
2	Do you get overtime wages for work more than your given schedules?	200	80%	50	20%	250	100%
3	Do you get bonus every year?	250	100%	0	0%	250	100%
5	Have you got any promotion?	225	90%	25	10%	250	100%
6	Does your concerned Reporting Officer allow you taking leaves as allowed to you as per your terms of Recruitment?	220	88%	30	12%	250	100%



The above two table shows and analysis indicates that companies are now a days more concerned about the human resource development as they understand that it is one of the crucial area which need greater attention. The sole criteria used for employees motivation in past years was the salary and bonus in some cases. But now the concern of employees for salary as their benefit is not at all sufficient, they look other factor and facilities and evaluate their company as their true well wisher with other factors too.

Conclusion

Human resource Management is definitely a portion of management but the scope of it is quite large and huge. The theories developed for Human resource management has not been developed over the night, it took more than 100 years to come at the conclusion what we have at the present level. However still more larger portion of this field is still unearh and need a lot of research and work. With the development of personal management the concentration was only on optimum utilisation of human resource like all other resources used in business, but with the introduction of study of human behaviour and psychology, the stress is on how to make the best utilisation with optimum consideration to the development of that resource. The shift is now from acquisition of Human resource to retention of human resource. Organization has now realised that replacing a Human resource is not an easy and cheap task. It involves a lot of efforts and of course cost in acquisition, training and development of resource, and still in achieving that level of expertise takes a lot of time. Hence a system of proper Human resource management is an essential portion of companies policy.

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