

RECRUITMENT AND SELECTION INFLUENCING JOB SATISFACTION– A STUDY ON BHEL& NTPC, INDIA

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Abstract - Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. This paper aims to study the role of human resource department and recruitment policies in recruitment in public sector undertakings with reference to BHEL and NTPC. The paper aims to give a conceptual framework about the recruitment and its role on human resource department and recruitment policies and procedure for making performances in PSUs with special reference to BHEL and NTPC in is the main focus of the study. Further, it examines the nature of recruitment adopted by BHEL and NTPC. Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Poor recruitment decisions continue to affect organizational performance and also discuss some of the strategies that organizations can and employ to ensure the existence of the best possible pool of qualified applicants from which they can fill vacancies as and when required.

Keywords - BHEL, NTPC, Human Resource Department, Public Sector undertakings and Recruitment Policies.

I. INTRODUCTION

The impact of human resource management (HRM) practices popularly known as HR practices, on organizational performance and employee attitudes have been a leading area of research in the developed world for years. But surprisingly, very limited numbers of studies have been conducted on HR practices in the context of developing countries in general for example in India. This study has been conducted to fill the existing research gap and to explore the relationship between HR practices and job satisfaction in the context of India. Academicians, researchers, policy-makers, practitioners, students, local and foreign entrepreneurs of India and other developing countries could benefit from this study by exploring the association between HR practices and job satisfaction. This study would augment the contemporary research and practice of human resource management. Furthermore, it would also be useful for the developed countries as they find developing countries (like India) as attractive places for investment due to their large markets, and cheap and skilled workforces.

According to Aswathappa, K. (2010), recruitment is understood as the process of searching for and obtaining applicants for jobs from whom the right people can be selected. According to Pattanayak, Biswajeet (2005) to place the proper emphasis on problems in the organization are human related, related as a human beings are dynamic and complex and also tried to manage the human resource in any sector is a challenging job. According to the Patnayak Biswajeet recruitment is the process of searching for prospective employees and them to apply for the job in the organization. To develop the proper emphasis on human resource management with human beings in the organization and also tried

to emphasize on, no business in the organization can exist or grow without effective management of human resource and also taking up different aspects of the subject (Gupta, K. Shashi, 2004). Focused on the LPG process (liberalization, privatization and globalization) has made the business environment highly competitive and complex (Khanka, S. S., 2009). Prasad, Lallan and Banerjee, A. M. (2003) have stressed that manpower is a primary resource without which other resources like money, material etc. cannot be put to use. Even a fully automatic unit such as unmanned satellite requires manpower to execute it and plan further improvements/activities. Narain L. (2010) discussed that revealed about public sector enterprises and focus on the PEs have been a serious challenge in the context of liberalization. The reform to improve PE performance have been recognized, appreciated and identified. Emphasis on the future of Indian industry to have public enterprises to participate agro based industry which has occupied an important place. Sickness is more evident in the public sector. Sickness is defined by different experts differently (Rayudu, C. S., 2001). The term 'public Sector' denotes the realm in which the state operates in conjunction with other agencies to provide public goods and services (Sinha and Chandan, 2007).

II. METHODOLOGY

It has been the endeavor of the authors to make an empirical study, by analyzing and critically examining the relevant statistics, collected from primary as well as secondary sources. Primary data have been collected by using a structured questionnaire, personal interviews, discussions and observations.

Secondary sources include published and unpublished sources. Published sources are newspapers, reports,

etc. Unpublished sources viz., the records maintained by the economists have served the purpose. The BHEL has been selected as an operational area of the present study because it is one of the biggest organizations among corporate entities in India. Secondly; it is a major source of fulfilling to the needs of India's growing population for employment, besides fetching reasonably good rate of return. Moreover, it is also expected that the impact of economic reforms of 1991 would be more informative in the case of BHEL than that of any other PSUs because of its greater transparency in its policy programmed implementation and achievements as far as the recruitment practices are concerned. Since the BHEL gives a global outlook, there appears to be much greater scope for successful implementation of both employment opportunities and structural adjustments. The analysis carried out in the present work is absolutely based on the data/information compiled primary as well as secondary source only. The importance among these sources consists of mainly Annual Reports of BHEL.

Memorandum and articles of association of BHEL Personnel Handbook and Delegated Powers, Public Enterprises Survey, Journals and Periodicals, References, Books, News papers and other published literature available on the subjects. The methods used commonly for processing of data in the present case are both simple as well as sophisticated. Further, a case study of BHEL has been made on the basis of the information provided by these organizations in order to make the study more concrete and valuable. It is very essential to reveal the demographic profile of the employees. The profile of the employees include, age, gender, designation, educational qualification, experience.

Age of the employees is one of the important profile variables of the employees. It shows their level of experience and maturity. The distribution of the employees on the basis of their age is given in Table (1).

Respondent's Age	BHEL		NTPC	
	Frequency	Percent	Frequency	Percent
20-30 years	118	78.7	70	46.7
31-40 years	30	20.0	73	48.7
41-50 years	2	1.3	7	4.7
Total	150	100.0	150	100.0

Table: (1) - Age Wise Distribution of Employees

From the above table it is clear that the important age group among the employees is 20- 30 years, which constitutes 78.7 percent in BHEL and 48.7 percent in NTPC. The age group 20 to 30 years constitutes the highest number of 118 employees 78.7 percent in BHEL while in NTPC the age group 31 to 40 years. Constitutes the highest number of 73 employees or 48.7 percent. The age group 41 to 50 years constitutes 2 respondents in BHEL and 7 respondents' in NTPC Yielding a percentage of 1.3 and 4.7 respectively. The analysis of data reveals that the important age groups among the employees in the present study are 20 to 30 years and 31 to 40 years.

The present study analyses the Gender among the employees in the two groups of public sector. The results are shown in Table (2).

Respondent's Gender	BHEL		NTPC	
	Frequency	Percent	Frequency	Percent
Male	102	68.0	120	80.0
Female	48	32.0	30	20.0
Total	150	100.0	150	100.0

Table: (2) - Gender Wise Distribution of Employees

From the above table it is clear that 68.0 percent of the employees are male out of the 150 employees than 80.0 percent of the employees are male out of the 150 employees. Among the employees of BHEL 102 are male with a percentage of 68.0 and in NTPC male employees constitutes 120 with percentage of 80.0 percent. In comparison to male employees female employees are 48 in BHEL and 30 in NTPC accounting for 32.0% and 20.0% respectively.

The level of education provides more Knowledge and exposure on the competitive recruitment practices offered by Public Sectors. The education levels are confined to Graduate, Postgraduate, and others (including less than undergraduate). The data are computed in Table (3).

Respondent's Level of Qualification	BHEL		NTPC		Total
	Frequency	Percent	Frequency	Percent	

Graduate	83	55.3	69	46.0	152	50.667
Post Graduate	52	34.7	59	39.3	111	37
Others	15	10.0	22	14.7	37	12.333
Total	150	100.0	150	100.0	300	100

Table: (3) - Level of Qualification of the Respondents

The Table explains the distribution of employees on the basis of their level of education. The dominant level of education among the employees is Graduation and Post-Graduation which constitutes 50.66 percent and 37 percent of their respective total. The number of Graduate is 83 or 55.3 percent in BHEL and 69 or 46.0 percent in NTPC. The prominent level of education among employees is on Graduate or Post Graduate which constitute 56.3 and 34.7 percent in BHEL and 46.0 and 39.3 percent in NTPC respectively. The number of employees with the education level, 'Graduate', 'Post- graduate' and 'Others' categories are 15 and they constitute 10 percent in BHEL and 37 or 12.33 percent in NTPC.

Respondent's Experience	BHEL		NTPC	
	Frequency	Percent	Frequency	Percent
0-5 Years	122	81.3	97	64.7
6-10 Years	21	14.0	30	20.0
11-15 Years	4	2.7	13	8.7
16-20 Years	2	1.3	9	6.0
21-25 Years	1	0.7	1	0.7
Total	150	100.0	150	100.0

Table: (4) - Level of Experience of the Respondents

It is clear by table that important experience groups among the employees is 0-5 Years which constitutes 81.3 percent in BHEL, and 64.7 percent in NTPC. 'Experience' groups of under 0-5 Years Constitutes the highest number 122 in BHEL as compared to the NTPC. The 'Experience' group of 6-20 Years constitutes 2 Respondent in BHEL and 7 constitutes in NTPC. The experience group of 21-25 Year constitutes 1 respondent in BHEL same as 1 respondent in NTPC yielding a percentage of 0.7 percent, respectively.

Respondent's Experience	BHEL		NTPC	
	Frequency	Percent	Frequency	Percent
Skilled	125	83.3	76	50.7
Unskilled	10	6.7	8	5.3
Officers	9	6.0	40	26.7
Supervisors	6	4.0	26	17.3
Total	150	100.0	150	100.0

Table: (5) - Designation of the Respondents

The designation of the employees reveals the nature of work done by the employees. It includes as one of the profile variables.

The designation of the employees is confined to skilled, Unskilled, officers and supervisors. From the above table it is clear that important Designation category is a skilled category which constitutes 83.3 percent in BHEL and 50.7 percent in NTPC. The unskilled category constitutes 6.7 in BHEL and 5.3 percent in NTPC. The last category in BHEL is Supervisors, which constitutes 4 percent in BHEL and in NTPC less percent category is unskilled which constitutes 5.3 percent.

Data Analysis

To determine the mean value of each Unit with different dimensions is compared the mean value of BHEL and NTPC, The mean value analysis of each statement is helpful to compare the various dimensions on each statement. It is found that there is a positive attitude towards all questions, but with different mean value in BHEL and NTPC.

So, there is no indication that the growth of employment in the public sector undertakings - particularly in recruitment practices - over the last decade or so will continue. Equally, despite regular reorganization and continued financial pressures,

there are no indications that employment in the broad public sector will decline.

Testing of Hypothesis: Hypothesis 1

In order to test the hypothesis, Independent Sample Test t- test is applied because it compares the Recruitment Practices of dimension "Selection" in BHEL and NTPC. Data indicates the mean value and standard deviation obtained by BHEL and NTPC on the dimension of "Selection" of Recruitment Practices in Public sector undertakings. It is found that the NTPC has the highest mean value of 2.1147 on a five point scale and std. deviation of .46536. This is clear indication that the employees of NTPC have a positive perception on the dimension of "Selection" in comparison to BHEL. The results of the independent sample test used to access the difference with perception of employees towards the dimension of "Selection" of Recruitment Practices in BHEL and NTPC.

The t- value is -.326 and sig. value is 0.744 which is greater than 0.05 (95 Percent Confidence Interval), which indicate that there exist difference in the perception of employees in the Recruitment Practices of "Selection" between BHEL and NTPC. Hence, the null hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Selection" in BHEL and NTPC stands accepted and alternative hypothesis is rejected.

Hypothesis 2

In order to test the hypothesis, Independent Sample Test t- test is applied because it compares the Recruitment Practices of dimension "Job Satisfaction" in BHEL and NTPC. Data indicates the mean value and standard deviation obtained by BHEL and NTPC on the dimension of "Job Satisfaction" of Recruitment Practices in Public sector undertakings. It is found that the NTPC has the highest mean value of 2.6133 on a five point scale and std. deviation of .66853. This is clear indication that the employees of NTPC have a positive perception on the dimension of "Job Satisfaction" in comparison to BHEL. The results of the independent sample test used to access the difference with perception of employees towards the dimension of "Job Satisfaction" of Recruitment Practices in BHEL and NTPC. The t- value is- 2.859 and sig. Value is .005 which is less than 0.05 (95 Percent Confidence Interval), which indicate that there exist difference in the perception of employees in the Recruitment Practices of "Job Satisfaction" between BHEL and

NTPC. Hence, the hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Job Satisfaction" in BHEL and NTPC stands rejected and the alternative hypothesis is accepted.

The results of the ANOVA test used to access the difference with perception of employees towards the SIX different dimensions: Role of the human resource department, Recruitment Policies, Selection, Advertising, Short listing and Job satisfaction of Recruitment Practices in BHEL and NTPC.

The f- value is .106 and sig. Value is .744 which is greater than 0.05 (95 Percent Confidence Interval), which indicate that there exist difference in the perception of employees in the Recruitment Practices of "Selection" between BHEL and NTPC. Hence, the hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Selection" in BHEL and NTPC stands accepted and alternative hypothesis is rejected.

The f- value is 8.177 and sig. Value is .005 which is less than 0.05 (95 Percent Confidence Interval), which indicate that there exist difference in the perception of employees in the Recruitment Practices of "Job Satisfaction" between BHEL and NTPC. Hence, the hypothesis that there is no significant difference in the perception of employees on the Recruitment Practices dimension of "Job Satisfaction" in BHEL and NTPC stands rejected and the alternative hypothesis is accepted.

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