

Human Resource Management Practices of Hydro Electric Power Project NHPC Limited: A Study of Chamera Hydro Electric Power Project of Chamba District H.P.

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ABSTRACT

The main goal of human resource management (HRM) is to increase the performance of organization. In the present study an attempt has been made to examine the impact of human resource management (HRM) practices on employee's performance at Chamera hydroelectric power project NHPC in Chamba district. In this study, the HRM practices that have been included are employee's recruitment and selection, training and development, promotion and transfer and compensation and incentives. The study based on primary data which was collected from 110 managerial and non-managerial employees in one unit of NHPC LTD with the help of questionnaire. In addition to primary data and secondary data from various websites, newspapers, magazines, articles in journal etc. have also been used. The collected data were computed and analyzed through descriptive statistics and Chi-square, using SPSS. The finding of the study reveals that Chamera power project NHPC Ltd. is following a transparent recruitment and selection policy and organization recruiting the candidates through a proper policy and also following the guidelines of the government.

Keyword: HRM, NHPC, Recruitment and Selection, Training and Development, Promotion.

INTRODUCTION

Every business enterprise has multiple objectives. The basic job of management of an enterprise is the effective utilization of available human, financial, physical and technological resources for the achievement of the business objectives. The human resources are assuming increasing significance in modern organization. The human resources can play significant role in the realization of the objectives. It is only the human resources of an organization which can provide stability and sustainable growth to it over a long period of time using skill and ability. The human resources are assuming increasing significance in modern organization. The human resource of a business is the main cause of its success or failures, so therefore human recourse should be managed with utmost care. HRM is concerned with all aspect of managing the HR of an organization. HRM focuses on management of people with in companies, emphasizing on polices and system. Human being is fundamental resource for making or construction of anything in business. Every organization desired to have skilled and competent people to make their organization best human are crucial assets for any business, so their proper care should be taken to make them satisfied, that they can perform better. So therefore, human resource management

is the process of proper utilization of available skilled workforce. The principle purpose of management is to make efficient use of available human resource in the organization.

HRM is the practice of recruiting, hiring, developing and managing an organization's employees .it is the process of hiring and developing employees so that they become more valuable to the organization. HRM includes conducting job analysis, planning, personal needs, recruiting the right people for the right job, training and orienting, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes and communicating with all employees at all levels.

Human recourse management is concerned with creating good relationship in organization and development of people for contributing to the organizational objectives According to Dessler , "Human resource management is the process of acquiring, training, appraising, and compensating employees and attending to their labour relations , health, safety and fairness concerns."

Milkovich and Boundreau, "Human resource management as a series of integrated decisions that form the employment relationship their quality contributing to the ability of the organization and the employees to achieve their objectives".

Human resource management is that part of management process which develops and manages the human element of the enterprise considering their resourcefulness in term of total knowledge, skill, creative abilities, talents, aptitudes and potentialities for effectively contributing to the organizational objectives.

NHPC limited, formerly known as national hydroelectric power corporation ltd. was established in 1975. NHPC is a mini Ratna category-1 Enterprise of the government of India. NHPC has been allowed to plan, promote and organize an integrated and efficient development of power in all its aspect through conventional and non-conventional sources in India and abroad. The company is actively pursuing its entry into thermal and solar power generation also. NHPC designed a vibrant and strategic HRM policy for induction, maintenance and development of its employees. It provides congenial working environment to its entire employees and strives to ensure gender equality at all level. As a part of its commitment to training and development, Company has set up training centers at various power stations. The training programmes are designed and conducted on existing and upcoming technologies in the power sector. It has also developed learning ventures with leading educational institutions in the country for skill and knowledge enrichment of all sections of its employees

LITERATURE REVIEW

Raghuram and Arvey (1994) The study examined the linkage between business strategy, staffing and training practices. The results of study suggest some positive relation between strategy staffing and training practices.

Chinnadurai and Arul (2011) pointed that training is most vital activity, which is must for maintaining a viable and knowledgeable workforce. Success of an organization depends upon proper identification of training need. The success and growth of an organization depends upon

the caliber and performance of its supervisors. Therefore, every organization must take a strength effort to improve the quality of the supervisors. The result indicates that no demographic factor of the supervisors influences their training need.

Singh (2012) explored the relationship HRM practices (planning, recruitment, selection, training and development, career management, performance evaluation and rewards) and managerial effectiveness in Indian business organization. The study found that management effectiveness of private sector and public sector organization was positively, significantly and statistically corrected with all the dimension of the HRM practices.

Rao, Vani and Meeshala (2014) examined the impact of best HRM practices and employee engagement on career success. This study established the linkage between career success, engagement efforts and best HR practices. the result indicates that engagement contributes most to career success followed by best HR Practices. Job performance had a doubtful role in determining career success. At the end of the study they commented that best HR practices might help organizational performance but not an employee's career success. An organization which gives high priority to engagement over an amalgam of the best HR practices can win the hearts of the employees, since it leads to career success.

Kerdpitak and Jermstittiparsert (2020) examined the role of practices of human resource management (HRM) such as employees training, learning practices and employee selection on the competitive advantage. The study found that employee engagement positively mediates the relationship among the practices of HRM such as employees training, learning practices, selection and competitive advantage. The study also suggested that the engagement of the employees at workplace improve the competitive advantage of the companies.

Objective of the study:

The main objectives of the study are:

1. To know the demographic profile of the respondents.
2. To analyze the attitude of different categories of employees towards Human Resource Management Practices followed by Chamera Hydro Electric Power Project NHPC.

Research Methodology:

The present study has been undertaken with an objective to understand the Human Resource Management practices in NHPC Ltd. The aim of the study is to know the view point of different categories of employees about the human resources management practices followed by NHPC Ltd. The Human resource Management Practices in any organization may affected by a number of components. Following Human Resource Practices have been used under this study:

1. Recruitment and selection practices

2. Training and development
3. Promotion and transfer
4. Compensation and incentives.

For this purpose, the primary data was collected from the respondents and questionnaires were given to 110 managerial and non-managerial employees in one unit of NHPC Ltd. i.e. ChameraI project NHPC. In addition to primary data, secondary data from various websites, newspapers, magazines, articles in journals etc. have also been used. Each dimension of HRM Practices was measured with the help of statement and responses. To each statement were obtained on a five-point Likert scale, range from 1 strongly disagree to 5 strongly agree.

Statistical tools for Analysis:

The primary data collected has been classified and tabulated in format and analyzed by appropriate statistical tools like descriptive statistics and Chi square test using SPSS.

Hypothesis:

The proposed hypotheses are as follows:

- H₀₁- There is no significant relationship between nature of job and satisfaction with the recruitment and selection policies followed by the corporation.
- H₀₂- There is no significant relationship between nature of job and satisfaction with Training facility provided by the corporation.
- H₀₃- There is no significant relationship between nature of job and satisfaction with promotion and transfer practices on different types of employees.
- H₀₄- There is no significant relationship between nature of job and satisfaction with compensation and incentive management provided by the corporation.

Results and Discussions:

Demographic profile of the respondents

1.Gender	No of respondents	Percentage
Male		
Male	88	80
Female	22	20
Total	110	100
Age		
18-25 years old	8	7.3
25-35 years old	20	18.2

35-45 years old	30	27.3
Above 45 years old	52	47.3
Total	110	100
Educational qualification		
Up to metric	36	32.7
10+2	54	49.1
Graduation	12	10.9
Post-Graduation	8	7.3
Total	110	100
Experience		
0-5 years	16	14.5
5-10 years	35	31.8
More than 10 years	59	53.7
Total	110	100
Nature of job		
Executive	11	10
Supervisor	45	40.9
Workmen	54	49.1
Total	110	100

The table.1 reveals that merely 80 percent of respondents were male and the rest 20 percent were female. Merely 7.3 percent of the respondents came under the age group of 18-25 years, 18.3 percent of respondents were between 25-35 years, 27.3 percent of respondents were between 35-45 years and 47 percent of respondents were above 45 years of age. Majority of the respondents fell under the age group above 45 years. An analysis of educational qualifications of respondents indicated that 32.7 percent of the respondents were matriculate, 49.1 percent were +2, 10.9 percent were graduate and the remaining 7.3 percent were post graduate. Similarly, an analysis of work experience of the respondents revealed that 14.5 percent of respondents were having an experience of less than 5 years, 31.8 percent were having 5-10 years of experience and 53.7 percent of the respondents had experience of more than 10 years. With respect to the nature of job, a large number of respondents i.e. 49.1 percent were under the category of workman, 40.9 percent were supervisors and remaining 10 percent were executives.

TEST OF HYPOTHESIS: 1

- ⊕ **Null hypothesis: There is no significant relationship between nature of job and satisfaction with the recruitment and selection policies followed by the corporation**
- ⊕ **Alternative hypothesis: There is significant relationship between nature of job and satisfaction with the recruitment and selection policies followed by the corporation**

Table.2 Nature of job with recruitment and selection policy wise classification

Nature of job	Satisfaction with Recruitment and Selection Policy		Total
	Yes	No	
Executive	8(72.7)	3(27.3)	11(100)
Supervisor	42(93.3)	3(6.7)	45(100)
Workmen	46(85.2)	8(14.8)	54(100)
Total	96(87.3)	14(12.7)	110(100)

Chi-square=3.795, df=2, p-value =.150

The table depicts that majority of the executive, supervisor and workmen think that the recruitment and selection policy are satisfactory in the organization. Whereas 27.3 percent of the executive, 6.7 percent supervisor and 14.8 percent workmen are not satisfied with recruitment selection procedure followed by the organization. The calculated value of the chi-square is less than the table value which indicates that there is an insignificant association between the nature of job and recruitment and selection policy. Thus, it can be concluded that there is no difference in the opinion of respondents among the three groups of occupational levels.

TEST OF HYPOTHESIS: 2

- ✦ **Null hypothesis: There is no significant relationship between nature of job and satisfaction with Training facility provided by the corporation.**
- ✦ **Alternative hypothesis: There is significant relationship between nature of job and satisfaction with Training facility provided by the corporation.**

Table 3. Nature of job and training facilities wise classification

Nature of job	Satisfaction with Training Facilities.		Total
	Yes	No	
Executive	8(72.7)	3(27.3)	11(100)
Supervisor	41(91.1)	4(8.9)	45(100)
Workmen	42(77.8)	12(22.2)	54(100)
Total	91(82.7)	19(17.3)	110(100)

Chi-square =3.909, df=2, p-value = 0.14

The table depicts that majority of the executive, supervisor and workmen think that the training facilities provided by the organization are satisfactory. The calculated value of the chi-square is less than the table value which indicates that there is an insignificant association between the nature of job and training facilities. Thus it can be concluded that there is no difference in the opinion of respondents among the three groups of occupational levels.

TEST OF HYPOTHESIS: 3

- ✦ **Null hypothesis: There is no significant relationship between nature of job and satisfaction with promotion and transfer practices on different types of employees.**

- ✚ **Alternative hypothesis: - There is significant relationship between nature of job and satisfaction with promotion and transfer practices on different types of employees.**

Table4. Nature of job with promotion and transfer policy wise classification

Nature of job	Promotion and Transfer Policy		Total
	Yes	No	
Executive	9(81.82)	2(18.18)	11(100)
Supervisor	34(75.55)	11(24.45)	45(100)
Workmen	35(64.81)	19(35.19)	54(100)
Total	78(70.9)	32(29.1)	110(100)

Chi-square=2.078, DF=2, p-value =.12

Table revealed that 70.9 percent of employees are satisfied with the promotion and transfer policy of the organization. Whereas only 29.1 percent of employees are dissatisfied with the promotion and transfer policy of the organization. The calculated value of chi square is less than the table value which indicates that there is no relation between nature of job and promotion & transfer policy of the organization.

TEST OF HYPOTHESIS: 4

- ✚ **Null hypothesis: - There is no significant relationship between nature of job and satisfaction with compensation and incentive management provided by the corporation**
- ✚ **Alternative hypothesis: - There is significant relationship between nature of job and satisfaction with compensation and incentive management provided by the corporation**

Table 5. Nature of job with compensation and incentives wise classification

Nature of job	Compensation & Incentives		Total
	Yes	No	
Executive	10(90.9.)	1(9.1)	11(100)
Supervisor	30(66.67)	15(33.33)	45(100)
Workmen	23(42.59)	31(57.41)	54(100)
Total	63(57.3)	47(42.7)	110(100)

Chi-square=11.464, DF=2, p-value =.003

From the above table it is revealed that Executive and Supervisor are satisfied, whereas workmen are dissatisfied with the compensation and incentives policy. The p-value is less than 0.05 which means there is association between nature of job and Compensation & Incentives policy. Thus, it can be concluded that the opinion of respondents regarding Compensation & Incentives policy is differ significantly.

Findings and Suggestions:

This study has identified that Chamera power project NHPC Ltd. is following a transparent recruitment and selection policy. The organization is recruiting the candidates through a proper policy and

also following the guidelines of the government. NHPC Ltd. Is committed towards continues development of its employees and also providing proper training to the employees. This organization is following a well-structured promotion and transfer policy. The study also shows that Executive and Supervisor are satisfied whereas workmen are not satisfied with the compensation and incentive policy. But overall, we can conclude that most of the employees are satisfied with their job.

The findings of the study can be analyzed for the overall development of the employees of NHPC Ltd. By inferences from the study following suggestions and recommendations can be made:

- Advance and timely training facilities should be provided to the employees so that their efficiency can be raised to the maximum. Also training programs formulated by the organization should be tuned with the need and requirements of the employees.
- Recruitment and selection policy should be more transparent and effective.
- There should be no political and external interference in case of transfers and promotions.
- Compensation and incentive management should be more appropriate and fairer and there should be proper reward and recognition mechanism to boost the performance of employees.

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