

HUMAN RESOURCE ACTION AREAS IN POWER SECTOR ORGANISATIONS A STUDY OF SELECT UNITS

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ABSTRACT

Human resource management (HRM) is the management of an organization's workforce or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. Today, managing the expectations and motivations of a skilled workforce has brought with it attendant complexities in terms of the need for robust HR practices and organizational procedures. One of the toughest tasks for organizations is to hire perfect people suitable for their requirement. In order to be competitive, every organization is trying to maintain pace with growth rate of economy. They are grabbing new assignments, looking for new business segment to maximize their benefits. Such efforts need fresh human resources, maximum utilization of existing resources and to maintain consistency among them with proper HR practices.

Keywords : Selection, Training, Rewarding, Compliance, Skilled workforce

INTRODUCTION

Human resource management (HRM) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work such as payroll and benefits administration, but due to globalization, company consolidation, technological

advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity.

In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business.

THEORETICAL DEVELOPMENTS

HR spawned from the human relations movement, which began in the early 20th century due to work by Frederick Taylor in lean manufacturing. Taylor explored what he termed "scientific management", striving to improve economic efficiency in manufacturing jobs. He eventually keyed in on one of the principal inputs into the manufacturing process—labor—sparking inquiry into workforce productivity.

The movement was formalized following the research of Elton Mayo, whose Hawthorne studies explained how stimuli was unrelated to financial compensation and working conditions—attention and engagement—yielded more productive workers.

Contemporary work by Abraham Maslow, Kurt Lewin, Max Weber, Frederick Herzberg, and David McClelland formed the basis for studies in organizational behavior and organizational theory, giving room for an applied discipline.

BIRTH AND EVOLUTION OF THE DISCIPLINE

During the latter half of the 20th century, union membership declined significantly, while workforce management continued to expand its influence within organizations. "Industrial and labor relations" began being used to refer specifically to issues concerning collective representation, and many companies began referring to the profession as "personnel administration".

In 1948, what would later become the largest professional HR association—the Society for Human Resource Management (SHRM)—was founded as the *American Society for Personnel Administration* (ASPA).

Nearing the 21st century, advances in transportation and communications greatly facilitated workforce mobility and collaboration. Corporations began viewing employees as assets rather than as cogs in machine.

"Human resources management", consequently, became the dominant term for the function—the ASPA even changing its name to SHRM in 1998.

"Human capital management" is sometimes used synonymously with HR, although human capital typically refers to a more narrow view of human resources; i.e., the knowledge the individuals embody and can contribute to an organization. Likewise, other terms sometimes used to describe the field include "organizational management", "manpower management", "talent management", "personnel management", and simply "people management".

Dave Ulrich lists the functions of HR as: aligning HR and business strategy, re-engineering organization processes, listening and responding to employees, and managing transformation and change.

In practice, HR is responsible for employee experience during the entire employment lifecycle. It is first charged with **attracting the right employees** by organisation's name.

It then must **select** the right employees through the recruitment process. HR then **inducts** new hires and oversees their **training and development** during their tenure with the organization.

HR assesses talent through use of **performance appraisals** and then rewards them accordingly. In fulfillment of the latter, HR may sometimes **administer payroll and employee benefits**. Finally, HR is involved in employee terminations - including **retirements, resignations and performance-related dismissals**.

At the macro-level, HR is in charge of overseeing organizational leadership and culture. HR also ensures compliance with employment and labor laws, which differ by geography, and often oversees **health, safety, and security**.

In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives (usually a labor union). Consequently, HR, usually through industry representatives, engages in lobbying efforts with governmental agencies .

NEED OF THE STUDY:

Today, managing the expectations and motivations of a skilled workforce has brought with it attendant complexities in terms of the need for robust HR practices and organisational procedures.

One of the toughest tasks for organisations is to hire perfect people suitable for their requirement. In order to be competitive, every organisation is trying to maintain pace with growth rate of economy. They are grabbing new assignments, looking for new business segment to maximize their benefits. Such efforts need fresh human resources, maximum utilization of existing resources and to maintain consistency among them with proper HR practices.

Primary objective of human resource management is to provide employee welfare and ensure employee empowerment. Hence this study is taken to identify factors which are hampering the productivity of the organization and employee's performance so that proper remedial measures are taken to have better employee's performance.

OBJECTIVES OF THE STUDY :

1. To know and study organizational functions and human resource activities and their impact on employee's productivity.
2. To study job, work and working conditions of employees in the organization.
3. To study about health and safety of employees.

4. To focus on various parameters of compensation and performance appraisal system of the organization.
5. To study various factors influencing the productivity of employees in organization.

SCOPE OF THE STUDY :

The study throws light on organizational climate and health. Study also envisages the factors influencing on effectiveness of organization. Study also tries to inter relate the environmental influences on work life balance of employees and quality of work life. The study throws light on organisational functions, job work and working conditions of employees.

The study will focus on Indian economy , power sector and human capital of the nation , power sector scenario of the nation and Andhra Pradesh State.

LITERATURE REVIEW :

Terms and terminology of HRM have been revamped and their mention has transformed from traditional economies to current scenario. An analysis of roles, jobs skills and responsibilities is quite essential in the process of recruiting new HR managers in to the organization as they have to play dynamic roles in the context of globalization (Ulrich, 1997, Dyer jr., 1999).

A firm obtains a competitive advantage if it obtains and develops human resources which makes the firm to have faster learning and will apply its learning effectively than rivals. (Hamel and Prahalad 1991).

Hr does have the characteristics which provides greatest challenges and opportunities. Firm's Hr is delicate with regard to relationships, with unpredictable contributions and uncertainty in permanency.(Guest ,1991).

Human resources are the important inputs to an organization apart from other inputs. Needs, goals , expectations and diversified skills are brought by people. People are socialized into the organization with the help of hiring and their sustained functioning in the organization. (Wright, Smart and Mc Mahan 1995).

RESEARCH METHODOLOGY:

Primary data :

Primary data is collected from employees of the Telangana State Genco Power Plants namely Ramagundam thermal station, KTPP Bhupalapally, KTPS Kothagudem with a structured and undisguised questionnaire. This will be served to the employees of organization for their responses

Secondary data :

The secondary data is collected from magazines, journals, books, organization's website annual reports.

LIMITATIONS OF THE STUDY :

1. The sample taken in the organization might not represent and depict the characteristics of the whole population
2. Availability of time with employees might be a constraint.
3. Findings may not be generalized and study may not be concluded to universe
4. Due to confidentiality regarding their health they might not give the exact response.
5. Inhibitions of employees might be a constraint in providing the unbiased response.

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