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**PRESENT STATUS OF RECRUITMENT POLICIES
AND PRACTICES IN PUNJAB STATE
ELECTRICITY BOARD**

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Present Status of Recruitment Policies and Practices in Punjab State Electricity Board

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Abstract – Any recruitment is a process to discover the sources of manpower to meet the requirements of the staffing and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient working force. Here in the P.S.E.B, both recruitment and selection are two phases of the employment. Process of Recruitment being the first phase envisages taking decisions on the choice of tapping the sources of labour supply. Selection is the second phase which involves giving various types of tests to the candidates and interviews them in order to select the suitable candidates only.

Key Words:- Recruitment, Electricity, Selection, Organization, potential employees, Policies.

INTRODUCTION

Electricity plays a very prominent role in the progress of any developing country. Thus it is an essential input in almost all the sectors of nation productive system including agriculture and industry. It acts as a catalyst for all round growth and development of the country.

In modern era the pattern of social and working habits has made, mankind fully dependent on electricity. Moreover the society as a whole expects the electricity supply to be continuously available. Electricity has great significance for people across culture and countries. Any interoperation in the supply of electricity causes not only inconvenience but also certain tangible impact.

Consider the modern life without electricity no one can even imagine it. When someone asked the first Prime Minister of free India, Pt. Jawaharlal Nehru about his passion for Hydal dams he replied “*DAMS ARE THE TEMPLES OF MODERN INDIA*” One of the central and legitimate purpose of modern management and business is development of people providing the right environment where the individual may grow to his fullest stature and realize his full potentialities.

India is known as inconspicuous from childhood. Like every other developing economy of the world, India too faces some problems when it comes to transformation from our old system to modern (western) model of development. Electricity Boards are constituted as organization to be run on commercial principles, with

social objective of making power available to interior parts of the country.

PSEB thus has a special role to play in the state of Punjab and this form of Power Sector has received considerable attention in the process of economic development. As PSEB is aware of the fact that Human Resources Management plays a vital role in the overall development and efficiency of an organization.

1.1 Introduction of Punjab State Electricity Board. (P.S.E.B)

Organization Structure or Organization Setup of PSEB.

Punjab state Electricity is a utility for one of the essential services for general public because power of supply is the basic need of each and every household. Economy as well as growth of the state is primarily dependent on power. So there is essential need of efficient and reliable manpower management in PSEB. At present the full Board consisting seven (7) members is supreme decision making authority of the Punjab State Electricity Board. All other authority exercise power delegated to them by the board from time to time, of the 7 members, six including the chairman, are whole Time members and one Ex officer members representatives of the Pb. Govt. The Board meets periodically to transact the business placed before it. In the transaction of its business it is assisted by the secretary who is responsible for

presenting matters for decision to the concerned quarters and for ensuring proper follow up action.

Whole Time Members of PSEB

The six (6) whole Time members collectively are the second level of decision –making authority in the board. Apart from this each of them has been assigned a specific area of responsibility in the Board’s functioning for which he is overall in charge. The distribution of duties and function between the Whole Time members is decided by the Chairman from time to time. A summary of the functions assigned to each whole time members is given in AAR every year.

RECRUITMENT POLICIES IN PSEB

1.2 Meaning of Recruitment

The process of identification of different sources of personnel is known as recruitment .Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. In simple terms recruitment is understood as the process of searching for and obtaining applications for jobs, from among whom the right people can be selected .The term recruitment also stands for discovering the source from where potential employees will be selected. The scientific recruitment leads to greater productivity, better wages, high morals, reduction in labour turnover and better reputation. It stimulates people to apply for job and hence it is a positive process. Recruitment is concerned with reaching out, attracting and ensuring a supply of qualified personnel and making out selection or requisite manpower both in their quantitative and qualitative aspect. It is the development and maintenance of adequate man power resources. Recruitment is positive process concerned with reaching out, attracting and ensuring a supply of qualified personnel and making out selection or requisite manpower of power resources. An ideal recruitment program, individual responsible for the recruitment process must know how much and what type of employments are needed.

“Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient working force”.

Recruitment And Selection Needs Both recruitment and selection are two phases of the employment .Process Recruitment being the first phase envisages taking decisions on the choice of tapping the sources of labour supply. Selection is the second phase which involves giving various types of tests to the candidates and interviews them in order to select the suitable candidates only.

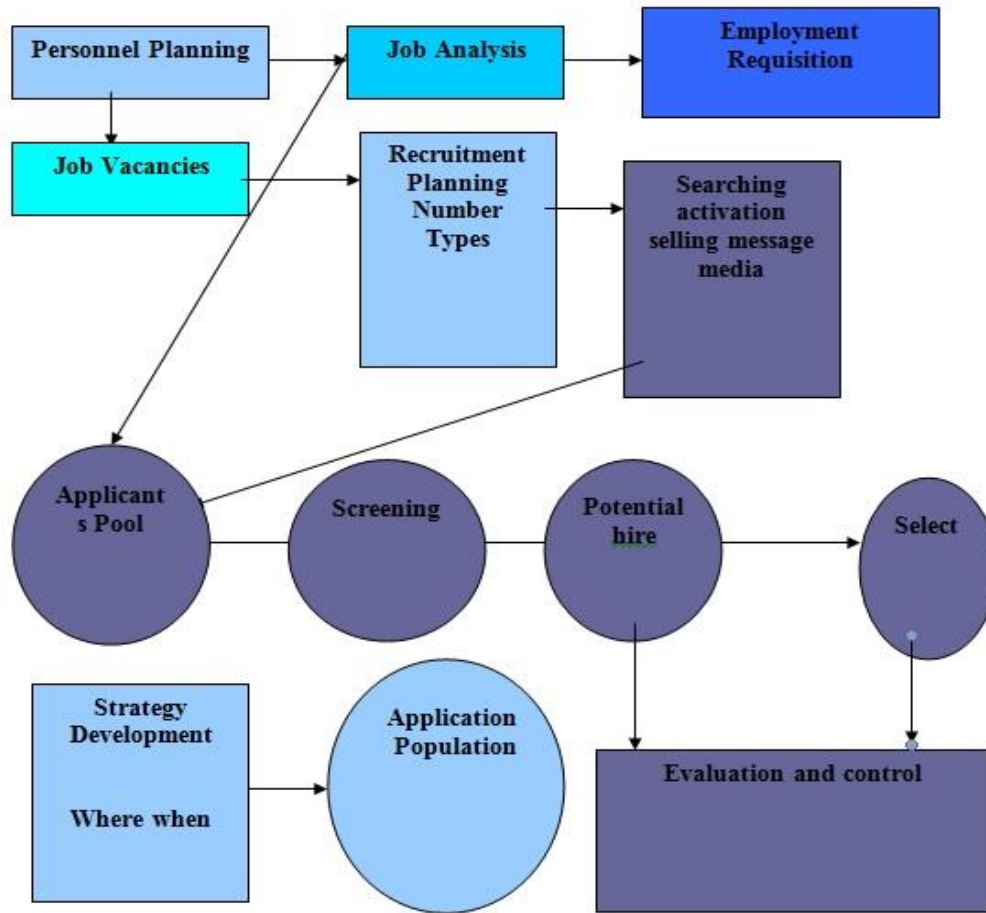


1.3 Processes of Recruitment in PSEB

PSEB fully bound with State Electricity Act for the recruitment of any employee.

1. In PSEB Recruitment process begins when personnel department receives requisitions for recruitment from any department (Technical or non-Technical) of the Board. The personnel requisitions contain details about the position to be filled, number of persons to be recruited, the duties to be performed, qualification expected from the candidate, term and conditions of employment.
2. Locating and developing the source of required number and type of employees.
3. Identifying the prospective employees with required characteristics.
4. Developing the technique to attract the desired candidates
5. Employing of techniques to attract candidates .There may be others of attractive salaries, proper facilities for development etc.
6. The next stage in the process is to stimulate as many candidates as possible and ask them to apply for jobs.
7. Evaluating the effectiveness of recruitment process.

1.4 Recruitment process passes through the following stages



An ideal recruitment process as developed by Herbard G Heneman

Constraints of Recruitment

An enterprise may not be able to recruit freely even though it offers better salaries and other amenities. A number of constraints may be faced in recruitment.

1. Reputation of the Enterprise
2. Organization policies
3. Government Policies
4. Unattractive jobs
5. Trade union Requirements

CENTRALISED & DECENTRALISED RECRUITMENT

In case of central recruitment personnel department at the central office performs the function of recruitment while in a decentralized system; recruitment is

undertaken at unit level or zonal level. Both the system of recruitment has their own good points.

MERITS OF CENTRALIZED RECRUITMENT

1. The cost of recruitment per candidate is low because of large number of persons recruited.
2. It has the benefit of centralized promotion and transfer procedure.
3. The services of specialist will be available for recruitment
4. It brings broad uniformity among various persons recruited
5. It becomes easy to transfer persons from one plant area to another..

- 6. The line manager of various plants or zones concentrate on their work, they are relieved of the botheration of recruitment
- 7. It ensure effective and suitable placement to candidates.

• MERITS OF DECENTRALISED RECRUITMENT

- 1. There will be possibility to recruit most suitable candidates.
- 2. In decentralized system to recruitment the thrust will be to go to those places where desired persons will be available.
- 3. The delays in recruitment under centralized system can be avoided in this method.
- 4. The unit will be free to use methods to stimulate prospective candidates so that proper persons are recruited.
- 5. The unit can exercise better control over persons who are recruited by them as compared to those recruited by central agency.

Both centralized recruitment and decentralized recruitment have their own merits. The choice between the two will depend upon the management philosophy and needs of the particular organization. In some cases, a combination of both the systems is used. Lower level staff is recruited centrally whereas middle and top level executives are recruited in a decentralized manner.

SOURCES OF RECRUITMEN



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| <ul style="list-style-type: none"> 1. Transfer 2. Promotions 3. Present Employees | <ul style="list-style-type: none"> 1.. Advertisement 2. Employment Exchange or Agencies 3. Educational Institutes 4. Recommendation of Exiting Employees 5. Casual callers 6. Factory Gates 7. Central Applications File 8. Labour Contractor 9. Labour Unions 10. Former employee 11. Telecasting 12. Management consultant 13. Walk-ins and Write-ins & Talking 14. E-recruiting 15. Displaced persons 16. Competitors 17. Similar organizational |
|--|--|

1.5 Recent Trends in Recruitment or Recruitment practices in Punjab:-

The findings of various surveys show that in foreign countries commonly used methods for recruitment are: Employment referrals, casual applicants, advertising

local educations institutions, public employment exchanges, private employment agencies, union etc.

The recruitment methods followed by Punjab in Indian industries are as follows

- 1. Internal Sources
- 2. Public Employment Exchanges
- 3. Labour contractors
- 4. Candidates introduced by friends and relatives
- 5. Candidates brought by present employees (Lower Posts)
- 6. Casual Laborers
- 7. Private employment agencies / consultants etc.
- 8. Campus recruitment such as institutes of technology, engineering colleges, universities.

9. There is a more of present that vacancies of lower levels should be filled from local people. Public sector undertakings are already following these practices. Public and private sectors in India use several sources for recruitment of personnel. Prof. Ruderrabasavaraj has conducted a study sector of these sources in India. In public sector the sources of recruitment for non-supervisory posts are employment exchanges, advertisement, central training institute, deputation's personnel & transfer. In case of PVT sector these sources include casual caller, advertisement, schedule tribes and castes in advertisement.

Table.1 Do you think PSEB is using appropriate recruitment sources/methods?

The following table illustrates the views of the respondents.

No. of Respondents	Strongly Agree	Agree / Appropriate	Disagree / Inappropriate	Strongly Disagree	Cannot Say
1150	188	212	278	322	150
Percentage	16.34	18.43	24.17	28.00	13.04



According to above graph and table show that there is small number of respondents who says PSEB is using appropriate recruitment sources/methods. Respondents who say or agreed that PSEB not using recruit methods properly are from class III and IV. PSEB are using both sources for recruitment internal as well as external sources. Board mostly using external sources for the appointment/ recruitment to higher class or positions when existing employees are not suitable. It giving reverse effect to overall structure to the organization. PSEB using advertisement only as a external recruitment but there are many method available. Direct appointment and by promotion, both using as internal sources but in this practice lot of political influence has been playing a domestic role. The board of director/chairman has been prompting inefficient employees. This has adversely effects on efficiency and moral of employees.

Evaluation & Appraisal of recruitment sources/methods using in PSEB

Advertisement method used for skilled workers, clerical and higher staff, by this method PSEB management get a wider range of candidate for section. PSEB. But sometime the flood of applicants may create the difficulties in the process. PSEB not using employment exchange source properly for recruitment. Now days the sources of recruiting is a internet. PSEB website have to need update time to time for any vacant seats. This insider may have limited talents. External sources facilitate infusion of fresh blood with new ideas into the organization. so PSEB should stress on using external sources but we found external recruitment leads to dissatisfaction and frustration among the existing employees. They may feel that their chances of promotion are reduced. No doubt recruitment from outside are costly and time consuming process but in spite of that PSEB should accept widely this source because it has many advantages. Direct recruitment is always better: Fresh energetic incumbents equipped with latest skill are available easily. Indirect recruitment within board creates discrimination among the existing employees but there is big need to a good balance between internal and external recruitment. Respondents who are dissatisfied by recruitment process complained that various high level officers are indulged in

malpractices and they do not make internal as well as external recruitment fairly. There are many cases we are studied in vigilance cell of PSEB. This problem should be solved as early as possible. At PSEB there are mostly widely used method are by promotion and by direct appointments in all level employees class I, II, III and IV. Some level post recruited by both methods direct appointment and by promotion. Dissatisfied employees wanted direct promotion rather than to quality selection test to get promotion, but PSEB should increase number of tests to select suitable candidate. Internal candidate should be selected by merit-rating method which may prove as best motivator for whole the organization.

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