

A Comparative Study on Employees' Belief about Implementation of HRM Practices in Government and Private Power Sector Organizations

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Abstract: Human Resource Management (HRM) practices work as a source of competitive advantage as effective HRM practices have significant impact on the performance of the employees as well as an organizational performance which contributes in reducing employee turnover and raising employees' productivity. With this point of view the paper has been written to check the employees' belief about implementation of HRM practices specifically, recruitment and selection, training and development, performance appraisal, compensation, work life balance in the power generation organizations and to compare the HRM practices followed by government and private power sector organizations. For the same data were gathered from 80 respondents i.e. 40 from each sector. Data was collected by using questionnaire and analyzed by using descriptive statistical tools. The result showed that except training and development, all other null hypothesis was rejected. It can be concluded that both the organizations are practicing sound and similar types of practices with respect to recruitment and selection, performance appraisal, compensation and work life balance. Training and development practice was also implemented by both the types of power sector organization moderately.

Keywords: recruitment and selection, training and development, performance appraisal, compensation, work life balance

I. INTRODUCTION

In the era of competition, Human Resource Management (HRM) practices work as a source of competitive advantage. Many researchers found that effective HRM practices have significant impact on the performance of the employees as well as an organizational performance which contributes in reducing employee turnover and raising employees' productivity (Kundu & Malhan, 2009; Alusa & Kariuki, 2015; Savaneviciene & Stankeviciute, 2012; Singh & Kassa, 2016). Though the organization is customer centric organization, primarily they need to become employee centric organization. Employees are one of the vital resources of the organization who manage the other resources of the organization. If employees are satisfied and motivated, they contribute towards the success of the organization. Therefore the contribution of human resource management (HRM) to the overall attainment of organizational goals is increasingly acknowledged (Budhwar, 2000 cited in Singh & Kassa, 2016).

India is one of the developing countries and for any developing country power is one of the vital sectors as it directly related with infrastructure and urbanization. During 1980s, Gujarat Power Sector faced heavy losses due to rural electrification. After the introduction of LPG Policy and Electricity Act 2003, there have been noticeable changes found in the Gujarat Power Sector scenario (GoG report). The report on 24X7 Power for All – Gujarat (2016) indicates that gradually power companies have started making profit since 2014. Compare to earlier, presently there are many private power sector organizations along with the government sector are working which creates the competitive environment. Moreover, it found that private sector is dominant player in power generation. They are also expanding their generation capacity to meet the requirement (as per govt. report). The expansion obviously requires the more talent and also creates the challenges in front of the management to hire, to motivate and to maintain the talent to remain competitive. The present study focuses on the employees' belief about HRM practices being implemented in government and private power sector organizations for remaining competitive. To achieve the main objective, the following sub-objectives were set:

1. To assess the practices regarding recruitment and selection being implemented in government power sector and private power sector organization
2. To assess the practices regarding training and development being implemented in government power sector and private power sector organization