



An Overview of HR Practices in Public Sector (With Special Reference to Borl)

Dr. B.D. Pandey* and Priya Jain**

**Faculty, Department of Commerce, Sadhu Vaswani College, Bhopal (MP), India.*

***Research Scholar, Department of Management, Barkatullah University, Bhopal (MP), India*

(Corresponding author Priya Jain)

(Received 05 May, 2014 Accepted 15 June, 2014)

ABSTRACT: Current scenario is of nature where organizations are facing highly volatile business environment and challenges in form of acquisition and optimization of human resource. Being valuable and scarce capabilities, human resources are considered as a source of sustainable competitive advantage. The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. Human resources play an integral role in achieving an innovative and high-quality product/ service. The present study is represents the HRM functions and practices of HRM with special reference of BORL.

Keywords: HRM, knowledge sharing, job, recruitment, satisfaction, retention, performance, public sector.

I. INTRODUCTION

“Human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements with a view to contribute to the goals of the organization individual and the society.”

This research however is all about hitting the gruesome reality, and that is Govt. organizations need Managerial Skills for the success in merchandise work. This research aims at highlighting one key aspect of successful managing, Human Resource Practices and essentially deals with Human Resource Management in public sector organizations. This is because employee policies directly influence the satisfaction or dissatisfaction of customers' needs by and large the major differences in the areas of recruitment, training and development, performance appraisal, organization policy and culture, career planning and employee participation. In this paper we section 2 present the scope of study. In section 3 we present the need and significance of study, section 4 discusses the objectives, section 5 represents the overview of BORL, section 6 represents the HR function, section 7 represents the scenario of HR practices in Indian companies BORL and finally section 8 conclude the paper.

II. SCOPE OF THE STUDY

It makes to understand about the complete human resources practices in Bharat Oman Refineries Limited. Whether right kind of HR practices in all levels? It defines deliverables, functionality data, and technical structures. Personal interaction is to understand the efficiency of the performance appraisal.

III. NEED AND SIGNIFICANCE OF STUDY

The need and Purpose of the research is to analyze and find the factors, which satisfy the needs and wants of various organizations. This study deals with the topic “Study of HR Practices in public Sector organizations ” and kind of different HR Practices being followed into oil refineries in India specially BORL. Some organizations like SAIL, BHEL continued to give emphasis to carry out on the routine activities. It is something like an old wine in a new bottle. It is therefore felt essential to study in these lines. Many studies have been carried out encompassing various issues and dimensions of HR. However most of the studies have been carried out with a focus on functions of HRM in public sector undertakings. Few studies are also been made on other sectors. There is hardly any specific study with regard to HR policies, procedures and practices specifically in public corporations. This study aims to find out

the methods used for enhancing the capabilities of employees in order to increase their productivity and managerial skills that would help the overall performance of the selected organization.

IV. OBJECTIVES

- (a) To provide the overview of Bharat Oman Refinery Limited, Bina
- (b) To evaluate the employer and employee relations based on existing HRM functions.
- (c) To study the nature and significance of human resources and the concept of human resource management practices in general.
- (d) To study the nature and significance of human resources and the concept of human resource management practices in general with special reference of BORL.

V. AN OVERVIEW: BHARAT OMAN REFINERY LIMITED, BINA

Bharat Oman Refineries Limited (BORL) is a company promoted by Bharat Petroleum Corporation Limited (BPCL) with equity participation from Oman Oil Company Limited (OOCL) to set up a 6 MMTPA grass root refinery at Bina, District Sagar, and Madhya Pradesh, India. The project also involves a crude supply system consisting of a Single Point Mooring system (SPM), Crude Oil Storage Terminal (COT) at Vadinar, District Jamnagar, Gujarat and 935 Km long cross country crude pipeline from Vadinar to Bina. The project envisages setting up following facilities:

- (a) 6 MMTPA refineries located at BINA, District Sagar, M. P., for production of petroleum products.
- (b) Crude receipt & dispatch facilities comprising a Single Point Mooring (SPM) system and a Crude Oil Terminal (COT) at Vadinar, District Jamnagar, Gujarat, and a 935 km cross country crude oil pipeline (24" diameter) from Vadinar to Bina pipeline (VBPL)
- (c) Pet Coke based Captive Cogeneration Power Plant (CPP) of 99 MW (33 x 3), and
- (d) Infrastructure facilities at the refinery e.g., township, water supply system, etc.

Bina Refinery is adopting state-of-the-art technologies designed to process Arab Mix crude (65% Arab Light and 35% Arab Heavy). It will also have the flexibility to process other types of Middle East crude. The Complete Refinery processes are classified into:

(i) Primary processing units. The Crude & Vacuum Distillation Unit is the Primary Processing Unit in an Oil Refinery wherein Crude Oil is separated into various products depending on the relative volatility of the Hydrocarbon components.

(ii) Secondary processing units. Secondary Processing Units receive their feeds from the Crude / Vacuum Unit and upgrade it to value added products. Secondary Processing Units in BORL are: Full Conversion Two Stage Hydrocracker Unit Continuous Catalytic Regeneration (CCR) & Isomerization (PENEX) Unit Delayed Coker unit.

(iii) Treating Units. Treating Units play an important role in removing impurities like Sulphur, Nitrogen and Metals from the products thereby meeting the stipulated product specifications. The important Treating Units in BORL are:

- LPG Treating
- ATF Merox Unit
- Diesel Hydrotreater Unit (this unit is integrated with Hydrocracker)
- Sulphur Recovery Unit

VI. HR FUNCTION

1. Managerial functions. Managerial functions of personnel management involve:-

(i) Planning. It is a predetermined course of action.

(ii) Organizing. An organization is a means to an end. It is essential to carry out the determined course of action.

(iii) Directing. The basic function of personnel management at any level is motivating, commanding, leading and activating people.

(iv) Controlling. It involves checking, verifying and comparing of the actual with the plans, identification of deviations if any and correcting of identified deviations.

2. Operative functions. The operative functions of HRM are related to specific activities of personnel management viz., employment, development, compensation and relations. All these functions are interacted with managerial functions.

2.1.1 Employment: It is concerned with securing and employing the people possessing the required kind and level of human resources necessary to achieve the organizational. It covers functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

2.1.2. Job analysis. It is a process of study and collection of information relating to the operations and responsibilities of a specific job.

2.1.3. Human resource planning. It is a process for determination and assuring that the organization will have an adequate number of qualified persons, available at proper times, performing jobs which would meet the needs of the organization and which provide satisfaction for the individuals involved.

2.1.4. Recruitment. It is the process of searching for prospective employees and stimulating them to apply for jobs in an organization.

2.1.5. Selection. It is the process of ascertaining the qualifications, experiences, skills, knowledge etc., of an applicant with a view to appraising his/her suitability to a job.

2.1.6.. Placement. Right Person in Right Job in Right Time

2.1.7. Induction and orientation. Induction and Orientation are the techniques by which a new employee is rehabilitated in the changed surrounding and Introduced to the practices, policies, purposes, people etc. of the organization.

VII. A SCENARIO OF HR PRACTICES IN INDIAN COMPANIES BORL

“Forging employee partnership to grow together.” The focus of HR activities has been, “placing the right person at the right place and of course at the right time and at right cost”. In BORL the years 2013 -14 is largely marked by manning of various positions in different disciplines at different levels. In BORL various functions undertaken by HR dept. are as under.

1. Career Opportunities. BORL offers very challenging and professionally rewarding career opportunities. On one hand it challenges employee’s professional competencies and on the other it unfolds a straight career growth. As this is a new and growing organization, reaching to the top is not a dream but a dream fulfilled to those who are willing to explore new possibilities, take new initiatives, experiment with new ideas and are open to innovative ways of doing things.

2. Recruitment: In BORL During 2012-13 selection was made for various positions in different disciplines.

3. Campus Recruitment: BORL had visited most of country’s premier engineering institutes for recruitment of fresh Engineering Graduates who would be writing their final year examination in the ensuing summer. They have also planned to visit some of the premier Management Institutes for recruitment of young professionals.

4. Training: Hands on training is provided to fresh engineers at the most advance training facilities which are available at our promoting company BPCL, Mumbai.

5. Administrative support: Since the project is progressing in all the sphere of activities, providing administrative support become crucial. May it be in terms of providing office equipment like computers, lining up of contractors, making travel and transport arrangement etc. All these activities have been undertaken successfully.

6. Statutory Compliances: Since number of contractors and innumerable contract workmen are working at site, complying with statutory obligations pertaining to contract management assumes greater significance. Special focus therefore, has been given to this area.

VIII. CONCLUSION

In summary, this study demonstrated support for the propositions that HR practices can impact the skills and behaviors of the workforce, and that these practices are maximally effective when paired with a system that allows employees to participate in the day-to-day governance of the workplace. The results support the idea that at least one aspect of SHRM consists of developing the proper configuration of HR practices that will positively impact firm performance. This study supported the notion that HR practices can be used as levers through which firms develop a

skilled and motivated workforce that can be a source of competitive advantage, these results imply that firms would benefit from investing in their employees through the strategic use of HR practices.

REFERENCES

- [1]. Arthur, J.B., 'Effects of Human Resource Systems on Manufacturing Performance and Turnover', 1994, *Academy of Management Journal*, vol. **37**, no. 3, pp. 670-687.
- [2]. Bevan, S. and Thompson, M., 'An Overview of Policy and Practice', in *Performance Management in the UK: An Analysis of the Issues*, IPD Research Series, London: Institute of Personnel Management, 1992.
- [3]. Fairbrother, P. and O'Brien, J., 'A Changing Public Sector: Developments at the Commonwealth Level', 2000, *Australian Journal of Public Administration*, vol. **59**, no. 4, pp. 59-66.
- [4]. Gould-Williams, J., 'The Importance of HR Practices and Workplace Trust in Achieving Superior Performance: A Study Of Public-Sector Organizations', 2003, *International Journal of Human Resource Management*, vol. **14**, no. 1, pp. 28-54.
- [5]. Hutchinson, S., Kinnie, N. and Purcell, J., 'HR Practices and Business Performance: What Makes a Difference?', Conference Paper, Netherlands: Nijmegen School of Management, 2001.
- [6]. Marchington, M. and Grugulis, I., 'Best Practice Human Resource Management: Perfect Opportunity or Dangerous Illusion?', 2000, *International Journal of Human Resource Management*, vol. **11**, no. 6, pp. 1104-1024.
- [7]. Paul, A.K. and Anantharama, R.N., 'Impact of People Management Practices on Organizational Performance: Analysis of a Causal Model', 2003, *International Journal of Human Resource Management*, vol. **17**, no. 7, pp. 1246-1266.