

## RESEARCH ARTICLE

# People Resourcing Practices in Thermal Power Generating Units

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### ABSTRACT

A major challenge for business people in the field of globalisation is how to understand human resource management practices. It's an obvious view that people are the assets of business entity irrespective of business. Managing people is not an easy task, since psychological factors speaks louder. Generally, the labour cum machine intensive industry should promptly set the people resourcing policies and practices. The thermal power generation units also need to frame the people resourcing practices in genuine. Accessing the opinion of employees about the people resourcing practices, in the select thermal power generation units of Tuticorin and satisfaction level of employees about the people resourcing practices are the core objectives. Analysis is done using Mann-Whitney test and Kruskal Wallis test. The researcher culminated that it is imperative for the thermal power generating units to realize the significance and intensity of people resourcing practices and ameliorate in all paths of work life.

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### Introduction

The Government of India is producing electricity through conventional an unconventional resource like- wind, water, coal, biogas, nuclear power plant, etc., to cater the need of crores of people. As the time was not favourable to study and do research on generating electricity by all means, coal -based power generating units (Thermal Power station) were taken into consideration. About 75 percent of electricity is produced by coal based Thermal power generating stations. In India more than 50% commercial energy demand is met through the Coal or lignite based. To meet the demand, Public sector undertakings at National and state level and several private powers generating corporations are engaged in operating coal based thermal power plants. In Tuticorin district the major contribution of electric current is from Tuticorin Thermal Power Stations (TTPS).

### People Resourcing

Recruitment of employees under the TTPS shall be subject to recruitment and promotion rules of the TANGEDCO.

Government of India and State Government of Tamil Nadu set the reservations and other concessions for filling post required to be provided for scheduled caste and scheduled tribes and other categories of persons in accordance with the Presidential directives and orders issued and adopted by TANGEDCO.

All posts shall be filled by

- Recruiting Directly; or
- Promotion; or
- Government Employment exchange; or
- Central government / State government / Public sector undertaking / other authorities or persons borrowed services; or
- Corporation has right to decide for reasons to be recorded in writing for appointment to any post, for persons possessing special merit, qualification or experience; or
- Corporation may decide to adopt contract and casual labours in accordance with company records and need arise.

### Probation

In TTPS, one year probation system is followed; but may extend the period of probation by any period not exceeding

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two years in any post. The employee should be deemed to have completed the period of probation satisfactorily and intimated to them. Suppose if the employee fails to complete his probation satisfactorily may be discharge from the service of the company if he is directly recruited, or reverted to a lower post held by him prior to his promotion, without any notice or any reason being assigned.

### Literature Review

**Chauhan Daisy & Chauhan S.P (2002)** in their article titled as “**Future Directions for HRD: Aligning the HR Function to Organizational Goals**” have stated that “HRD is a continuous process and is need to re-examine HRD needs and strategies, which can transform the organization by developing and integrating the individual employees with the organization through enabling people to become more productive and investing in human resources pays in the long run”. The study concluded that to create “HRD Spirit” and employee centered, integrating the HRD Strategy with the organization is a Challenge.

**Sheela Singh (2003), “HRD in public Sector Undertakings: New Directions”** suggested that organizations if people oriented means the related procedures should be people centered. The author concludes that it is the duty of the HRD department to bring out the latent talents of employees and utilize them effectively and efficiently.

**Boris, Groysberg, Ashish Nanda and Nitin Nohria (2004),** Reported in their article named “**The Risky Business of Hiring Stars**” thought that, the strategy to recruit good people must be as develop and retain as far as possible. The driving performance parameters are capabilities, internal work, training, team work and personal competencies. The study mainly supports, “recruitment” policies.

**Lee, Soo Hoon, et.al. (2005) “The Impact of HR Configuration on Firm Performance in Singapore: A Resource-Based Explanation”** investigates the extent to which HRPPs can be substituted by information technology or codified in employee manuals, made them easy to be imitated and were therefore associated with an attenuation of the firm’s financial performance. **Soomro. R. B et al (2011),** in his study “**Examine the impact of HRM practices on Employee Performance - A case study of Pakistani Commercial Banking Sector**” has been found that HRM practices were correlated positively with the employee’s performance. The employees consider performance appraisal and compensation among individual HR practices is more vital.

The study is based on the research gap identified in the area of people resourcing Procedures and practices in Thermal Power Generating Units. Most of the studies are related to the organizational climate, organizational development, Human Resource Development, job satisfaction, and appraisal system. The research gap insisting that the researches in the area of Thermal Power Generation Units in Indian context are hardly very few that too in appraisal and job involvement between power generation and transmission in public sector only.

Therefore, the attempt was made to study the people resourcing practices in thermal power generation units.

### Rationale of the Problem

No matter what the changes it could be, the present society lies on industries for its progress. Likewise, if we see the industry’s progress it lies primarily on its recruiting practices. Henceforth the study conducted with a view of whether the people resourcing practices satisfies the employees opinion.

### Objectives of The Study

The research study, “**People Resource Practices in Thermal Power Generation Units**” has the objectives,

- To assess the opinion of employees about the people resourcing practices in thermal power generation units.

### Research Design

The present study adopts with the primary objective on the opinion of employees about the people resourcing procedures and practices in thermal power generation units, and the structured questionnaire is administered to collect primary data from the selected sample thermal power generation unit. The respondents of the study are the employees of Tuticorin Thermal Power Station in Tamil Nadu India. Quota sampling method is used and the significance difference in the opinion of employees about the people resource practices, Mann-Whitney test, Kruskal Wallis test has been used.

### Data Analysis and Interpretation

#### Analysis of People Resourcing Practices of TTPS Employees’ Opinion

The study attempts to analyze the opinion of employees towards people resourcing practices based on the selected demographic profile of the respondents.

People Resourcing Practices of Respondents Based on Gender and Marital Status:

| H <sub>0</sub>       | :          | There is no significant difference between the opinion of employees based on gender and Marital status towards people resourcing practices. |           |           |           |                |           |           |           |
|----------------------|------------|---|-----------|-----------|-----------|----------------|-----------|-----------|-----------|
| TTPS Employees       |            | Class I & II  |           |           |           | Class III & IV |           |           |           |
| Demographic variable |            | Me an ra nk   | U- valu e | Z- val ue | p- val ue | Me an ra nk    | U- valu e | Z- val ue | p- val ue |
| Gend er              | Male       | 36.42   | 379.500   | -0.485    | 0.628     | 118.15         | 5039.000  | -0.716    | 0.474     |
|                      | Femal e    | 39.46   |           |           |           | 125.52         |           |           |           |
| Marit al Statu s     | Marri ed   | 35.96   | 32.000    | -2.036    | 0.042     | 120.04         | 4647.500  | -0.017    | .986      |
|                      | Unma rried | 61.33   |           |           |           | 119.85         |           |           |           |

Sources: Primary Data

From the analysis, the opinion of Class I & II employees towards People resourcing Procedures and practices (At 5% Significance, p Value is > 0.05) indicate no differences based

on gender ( $H_0$  Retained) and based on Marital status, significant difference is there ( $p$  Value < 0.05,  $H_0$  Rejected). And for the Class III & IV employees' opinion, shows no significant difference ( $H_0$  retained) with regard to the People resourcing practices based on gender and Marital status, ( $p$  value > 0.05).

People Resourcing Practices of Class I & II Respondents Based on demographic variables (Age, education, Department, Experience and Monthly Income).

| $H_{01}$                  | :                         | There is no significant difference in people resourcing practices among demographic variables such as age group, educational qualification, department, experience and Monthly Income. |                     |         |
|---------------------------|---------------------------|--|---------------------|---------|
| Demographic Variables     |                           | Mean Rank  | Chi-Square $\chi^2$ | p value |
| Age (in Years)            | Below 35                  | 48.80  | 5.779               | .123    |
|                           | 36 to 45                  | 33.89  |                     |         |
|                           | 46 to 55                  | 35.42  |                     |         |
|                           | Above 55                  | 52.67  |                     |         |
| Educational Qualification | UG                        | 34.13  | 5.650               | 0.130   |
|                           | PG                        | 29.43  |                     |         |
|                           | Diploma                   | 29.45  |                     |         |
|                           | Engineering               | 41.84  |                     |         |
| Department                | Operation                 | 39.06  | 2.454               | 0.783   |
|                           | Civil                     | 31.31  |                     |         |
|                           | Electrical system         | 35.50  |                     |         |
|                           | Purchase & administration | 38.21  |                     |         |
|                           | Mech-I                    | 26.00  |                     |         |
| Experience (In years)     | Less than 10              | 28.61  | 5.472               | 0.065   |
|                           | 11 to 20                  | 34.66  |                     |         |
|                           | More than 20              | 43.79  |                     |         |
| Monthly Income            | Below Rs.25000            | 53.17  | 7.058               | 0.316   |
|                           | Rs.25001-35000            | 28.00  |                     |         |
|                           | Rs.35001-45000            | 32.22  |                     |         |
|                           | Rs.45001-55000            | 46.35  |                     |         |
|                           | Rs.55001-65000            | 26.70  |                     |         |
|                           | Rs.65001-75000            | 31.50  |                     |         |
|                           | Rs.75001-85000            | 38.36  |                     |         |

Source: Primary Data

Based on the Kruskal-Wallis analysis, no significant differences in People resourcing practices since  $p$  Value > 0.05, at 5 % Significant level. Therefore,  $H_{01}$  retained.

People Resourcing Practices of Class III & IV Respondents Based on demographic variables (Age, education, Department, Experience and Monthly Income)

| $H_{02}$                  | :                          | There is no significant difference in people resourcing practices among demographic variables such as age group, educational qualification, department, experience and Monthly Income. |                     |         |
|---------------------------|----------------------------|--|---------------------|---------|
| Demographic Variables     |                            | Mean Rank  | Chi-Square $\chi^2$ | p value |
| Age (in Years)            | Below 35                   | 135.75   | 10.188              | 0.006   |
|                           | 36 to 45                   | 127.27   |                     |         |
|                           | 46 to 55                   | 101.34   |                     |         |
| Educational Qualification | UG                         | 110.092  | 9.952               | .127    |
|                           | PG                         | 69.72  |                     |         |
|                           | Diploma                    | 132.69   |                     |         |
|                           | Engineering                | 124.67   |                     |         |
|                           | SSLC                       | 120.84   |                     |         |
|                           | HSC                        | 118.26   |                     |         |
| Department                | ITI                        | 147.00   | 20.276              | .002    |
|                           | Operation                  | 151.95   |                     |         |
|                           | Civil                      | 100.92   |                     |         |
|                           | Electrical system          | 137.22   |                     |         |
|                           | Purchase & administration  | 97.76  |                     |         |
|                           | Mech-I                     | 109.57   |                     |         |
|                           | Mech-II                    | 131.33   |                     |         |
| Experience (In years)     | Renovation & Modernization | 106.14   | 8.753               | 0.013   |
|                           | Less than 10               | 131.78   |                     |         |
|                           | 11 to 20                   | 119.18   |                     |         |
| Monthly Income            | More than 20               | 89.86  | 2.103               | 0.349   |
|                           | Below Rs.25000             | 130.28   |                     |         |
|                           | Rs.25001-35000             | 121.30   |                     |         |
|                           | Rs.35001-45000             | 112.26   |                     |         |

Source: Primary Data

To analyze the opinion of Class III & IV employees, Kruskal-Wallis Test applied. The result infers based on Age, experience and department, there is no significant differences ( $H_{02}$  Rejected, P Value < 0.05). Based on Qualification and monthly income, p value is more than 0.05, indicates differences in employee's opinion ( $H_{02}$  retained).

### Opinion of Employees towards People Resourcing

| Factors   | Satisfied | Partly satisfied | dissatisfied | Total    |
|---|-----------|------------------|--------------|----------|
| Human resource planning is satisfactory   | 173(72.4) | 22(9.2)          | 44(18.4)     | 239(100) |
| Human resource policies are good  | 142(59.4) | 47(19.6)         | 50(21)       | 239(100) |
| HR plans includes the means to attract, develop and retain the personnel              | 115(48.1) | 63(26.4)         | 61(25.5)     | 239(100) |
| HR procedures are well informed in advance  | 86(36)    | 70(29.3)         | 83(34.7)     | 239(100) |
| Fleet-staff ratio is correct  | 56(23.4)  | 64(26.8)         | 119(49.8)    | 239(100) |
| Job description is treated as crucial   | 73(30.5)  | 62(25.9)         | 104(42.6)    | 239(100) |
| Recruitment is through fair practices   | 65(27.2)  | 44(18.4)         | 130(54.4)    | 239(100) |
| Selection procedure is fair   | 87(36.4)  | 43(18.0)         | 109(45.6)    | 239(100) |
| Candidates are given adequate and realistic information about the company and the job | 81(33.9)  | 57(23.8)         | 101(42.3)    | 239(100) |
| Employees are told about the pros and cons of the job                                 | 86(36)    | 62(25.9)         | 91(38.1)     | 239(100) |
| Job security and other emoluments are satisfactory                                    | 63(26.3)  | 71(29.7)         | 105(43.9)    | 239(100) |

Source: Primary Data

The above table indicates the opinion of the respondents regarding the people resourcing that are followed in Power generation units. The majority of the respondents (73.3%) were satisfied with the human resource planning. The level of satisfaction on the recruitment is through fair practices is very low. On the other hand, nearly 23.3% of the respondents were not satisfied with the HR procedures are well informed in advance and 32.6% of the respondents were partly satisfied with the recruitment is through fair practices. Employees were happy about the people resourcing. It may be concluded that the people resourcing practices are by and large good excepting recruitment is through fair practices.

### Suggestions

The author suggests that adopting flexible people resourcing policies with systematic recruitment plan will helps to employ qualified person. The people resourcing procedures must integrate the needs of employees and thermal power generating stations. Employee should get the chance to showcase their talents and knowledge to the maximum. Policies regard to orientation must be beneficial and make the new entrants to initiate their skills.

### Conclusions

The researcher summarizes that the people resourcing procedures and practices in thermal power generating units are appreciable, especially at non managerial level. Though satisfying, still the power plant organization should have a

The opinion of employees towards people resourcing practices were classified into three groups namely satisfied, partly satisfied and dissatisfied. The five-point scales strongly agree and agree are clubbed into one i.e., satisfied, neither agree nor disagree is brought under the heading partly satisfied and disagree and strongly disagree are combined into one i.e., dissatisfied. The opinion of the employees regarding people resourcing is shown in the below Table.

revision of fair recruitment policies. Encouraging participative management definitely directs the power plant to adopt fair recruitment policy so that productivity will further increase.

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