HUMAN RESOURCE SELECTION PRACTICES IN PUBLIC UTILITY SECTOR ENTERPRISES OF NEPAL

A THESIS

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ABSTRACT

The study was focused on Human Resource Selection Practices in Public Utility Sector Enterprises of Nepal. The study was based upon both qualitative and quantitative methods. The study was basically briefed in qualitative form however quantitative information was also drawn to validate the qualitative issues. Five case studies were drawn for in- depth analysis of Public Utility Sectors human resource selection practices procedure and its factor related to the human resource selection practices. The public utility sector was defined by Government and Semi Government utility sector.

Thirty one sample respondents were selected as major samples in support to qualitative evidence. For this case studies have been presented in the study. Almost all sample respondents were identified as section- officer and higher level officer and among that 23 government and 8 semi government sample respondents have been identified. 15 government and semi government utility sectors have been selected for the identification of the 31 sample respondents. The sample respondents' perception was drawn to validate the outcomes of the Nepal Telecommunication Limited, Nepal Electricity Authority, Kathmandu Upatyaka Khanepani Limited, Butwal Power Company Limited and Himal Hydro and General Limited's case studies related to human resource selection practices and the factor related to the human resource selection practices.

The main objective of this study was to identify the hiring process or recruitment and selection practices of employees for public utility sector enterprises in Nepal. The other specific objectives are mention as given below:

The study objectives help to identify the need of human resources in public utility sector of Nepal. It also helps to identify and assesses the different sources of human resources to the organizations. The study will be more fruitful for analyzing the existing selection process of employees in public utility sector enterprises. The study wills more at tentative for the assessment of effectiveness of various selection tests used by public utility sector enterprises of Nepal. On the other hand the study will also focus

on the benefit and services provided to human resources in public utility sector in Nepal.

The research design is basically focused on the case studies and primary data is collected from the existing employee's for validation of the important objectives in the study.

Five case studies have indicated that higher level management team and human resource management team showed a strong commitment and good management skill strike to the development works and improves the overall enterprises function and even contributes the country to assist in major development issues. The human resource selection practices were seen similar in each utility sector but the project implementing scenario with or without political pressure and tackling of middle and lower level staff is observed crucial for real development of public enterprises in Nepal.

NTC is analyzed the best government utility sector in Nepal. Its human resource management system is working very smoothly. The annual incomes have crossed more than 10 billion NRs and the existing employees' rate is also reduced by 1.1 percent. NTC human resource management did not focus on the accepted post provision. It tried to reduce its existing employees for long term sustainability manner. It has used all important and essential criteria for human resource selection practices and it has supported for the factors related to the human resource selection practices.

NEA is analyzed the crucial and important government utility sector in Nepal. NEA is also suffering from annual losses for some period. It is due to overstaffing in the organization and existing political environment in the country. The higher level management team needs to stick on the enterprises actual situation about the required employees and give opportunity to technical person.

KUKL is analyzed as one of the critical government utility sectors in Nepal. It is suffering from annual financial losses for more than one decade. Annual financial

losses and overstaffing were identified as the major problem in KUKL. Similarly the political environment is also crucial factor for the KUKL. Though KUKL's human resource management is seen actively working for betterment of KUKL's situation. The relationship between lower level and higher level staff is seen lacking and the effectiveness of human resource management is seen not satisfactory. It has used all important and essential criteria for the human resource selection practices and has supported for the factors related to the human resource selection practices. The higher level management team is seen not able to cooperate to the middle human resource planning and executing person.

BPCL is one of the renowned semi government utility sectors in Nepal. It has very lowest number of employees from the beginning. It has a good annual turnover rate and annual net profit for the last 4 year period. It has permanent and contract position only available within the enterprises. It has used all human resource management skill to select best human resource for the enterprises. BPCL higher level management team is seen able for giving good instruction to human resource management team and lower level staffs for the enterprises directives for development.

HHGL is another renowned semi government utility sector in Nepal. It has huge number of employees' from the beginning. HHGL is suffering from annual net losses for the last 4 year period. The overstaffing of employees and lack of trust between higher level and lower level staff make problem to maximum benefit for the enterprises. Though HHGL is supporting their best for human resource selection practices and factor related to selection of human resource practices.

Almost all respondents have positive feedback on the existing comprehensive methods for the selection of the employees in their enterprises. They were also satisfied with the given training and another benefits provided for them. Some of them demanded more capacity building training for them. Most of the respondents replied that there is high effectiveness of the various selection tests in the enterprises.

Similarly most of the respondents replied that the existing HRD officers have adequate quality to select the suitable candidates in their enterprises.

Even Respondents have given some suggestion for improvement of HRD. They have demanded more training for capacity building of employees and personnel evaluation of employees during the internal promotion and for any other incentives.

The study has derived some conclusion on the bases upon the major findings.

It is considered that the relationship between higher level staffs and lower level staffs is analyzed necessary. The higher level management teams vision and planning for human resources management is analyzed instrumental. Both government and semi government public utility sector related respondents have same positive feeling about the existing comprehensive methods for selection practices for employees in their enterprises. Most of the respondents are seen happy with their enterprises providing benefits and incentives. They demanded more capacity building training and strict and unbiased personnel evaluation for internal promotion. They believed the strict and unbiased personnel evaluation will be helpful for them as motivating factor.

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ABBRIVATIONS

ACC-	Assistant Campus Chief
ADB-	Agriculture Development Bank
APR-	Annual performance review
BA-	Bachelor of Arts
BBA-	Bachelor of business administration
BPC-	Butwal Power Company
CAAN-	Civil aviation authority of Nepal
CBS -	Central Bureau of Statistics
CC-	Campus Chief
CEDA-	the center for economic development and administration
CEO-	Chief executive officer
CNS-	Contribution to Nepalese studies
CTEVT-	Centre for Technical Education and Vocational Training
DCS-	Distribution and consumer service
DMD-	Deputy managing director
DOL-	Department of Labour
FY-	Fiscal year
GON-	Government of Nepal
GM-	General Manager
HR-	Human Resource
HRD-	Human Resources development
HRP-	Human resource planning
IBACPA-	Institute of Business Administration, Commerce and Public administration
KSK-	Karmachari Sanchaya Kosh
KUKL-	Kathmandu Upataka Khanepani Limited
Ltd-	Limited
MA-	Master of Arts
MD-	Managing Director
MDG-	Millennium Development Goals
MDT-	Millennium Development Targets

MIS-	Management Information System
MOE-	Ministry of Energy
MOF-	Ministry of Finance
MW-	Megawatt
NAC-	Nepal Airlines Corporation
NASC-	Nepal Administrative Staff College
NBL-	Nepal Bank Limited
NDC-	Nepal Dursanchar
NEA-	Nepal Electricity Authority
NFC-	Nepal Food Corporation
NTC-	Nepal Telecom
NWSC-	Nepal Water Supply Corporation
P.Es-	Public Enterprises
POP-	Point of Presence
PSC-	Public Service Commission
PUS-	Public Utility Sector
UK-	United Kingdom
USA-	United State of America

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INTRODUCTION
Background

Human Resource Management (HRM) is a part of management process, which deals with the management of personnel. It is concerned with human problems of an enterprise, so that individual can make their maximum contribution to accomplishment of common objectives and at the same period attain social satisfaction. The society for personnel management is the art of acquiring, developing and maintaining a competent work force to accomplish with maximum efficiency and economy the function and objectives of the organization.

Indian Institute of Personnel Management has defined as personnel management is that part of management function which is primarily concerned with human relationship in an organization its objective is the maintenance of those relationship which enable all those engaged in the undertaking to make their maximum contribution to the effective working of that undertaking.

Really human resources management is concerned with managing manpower at work. It covers all type of people. It may take different shape and form at each level in the organizational hierarchy but the basic objective achieving organizational effectiveness through effective and efficient utilization of manpower, remains the same. Generally it is a technique of developing. So it is concerned with the development of human resources, they are capability, skill, knowledge, potentialities, job satisfaction and achieving the employees goals.

Objectives of HRM

The main objectives of an organization are to maximize profits and wealth attributable to the owners of the firm. The major objective of human resource management is to manage the staffs and employees in an enterprise in the best possible manner. There are different objectives of HRM. Some of The major objectives are as follows;

To increase the welfare of people

The HR management personnel are to increase the welfare of employees engaged in an organization. Different welfare programs should be launched to create the best working environment in any organization. The employees have anticipated for more recreation facilities and general health facilities.

To increase friendly relation between labor and capital

The goal of human resources management is to establish friendly relation between labor and capital within an organization. The concept of modern management is that the contribution of labor is less important than that of the capital. All managers realize that they cannot make the best use of capital without co-operation of labor. So that it stresses upon the development of trust and faith between employees and organization.

To manage the effective communication

The effective management of communication is also an important goal of human resource management. So the personnel management is to maintain the effective communication with employees, so that order and directions of management may be passed to the employees and the problems and grievances of workers may also be communicated to the top level management.

To increase capacity building of the employees

The other goal of personnel management is the development of manpower who is working within an organization. Al the employees are provided the facilities of orientation, training, and education, so the efficiency and ability of the personnel can be upgraded.

To increase motivation to the employees

The human resource management motivates their employees who are contributing for the development of organization. That might be helpful to increase the productivity of an organization. It also increases the morale of the employees so it creates conducive working environment in the organization.

Major functions of HRM

Today the name personnel management has changed from personnel management to human resource management. It is not only the change in the name but the activities under consideration have also developed. It is not only limited to the procurement of people but it has a broad functions starting from personnel planning, recruitment, selection, training and development developing human relation, compensating and doing many other duties and responsibilities.

The HR manager has perform the managerial functions, such as planning, organization, staffing, leading and controlling personnel working in his department. In addition to the usual managerial function he has also operative functions in the personnel field covering the very big organizations. The major functions of HRM are as follows:

Managerial function

The human resources manager has performed the following managerial functions within an organization:

- **Planning**

    Planning is a decision making work in advance what to do in future. In the context of human resource management it is concerned with personnel planning studying turnover rate, forecasting the future requirement of manpower and planning for selection and training procedure of employees

- **Organizing**

    Organizing function is involved the establishment of inter relationship within organization. It gives a structure for the enterprise for identifying the different sub groups heated by individuals in managerial jobs as well as operative jobs and responsibilities.

- **Staffing**

    The total managementof recruiting, hiring, training and development is a major staffing function. It also includes the instructions to employees, developing communication network interpreting different levels and integrating the employees.

- **Leading:**

    The leading function maintains the morale of the organization's employees. This function also motivates the different level of staffs or subordinates. It involves motivation of employees through financial and non-financial incentives to increase productivity of an organization.

- **Controlling:**

    Human resource department provides basic data for establishing standards makes job analysis and performance appraisal. It may be helpful for corrective actions within an organization.

Operative functions

    Operative functions of an organization are the routine functions of human resource department. They are as follows:

- **Procurement of staffs:**

    Procurement manpower is a most important function of HRM. It includes HR planning and forecasting and the process of recruitment, selection, placement and orientation of newly appointed staffs.

- **Development:**

    The term development of employees and managers demand systematic programs for employees training and management development, programs of performance appraisal, promotion transfers etc. are also included under this function.

- **Compensation:**

    Similar remuneration in the form of wages, salaries, bonuses assume great significance as compensation is the main motivator because our wants are satisfied with the help of money in the market for goods and services.

- **Integration**

    Personal, social and organizational objectives and interest are diverse and conflicting. They have to be reconciled and properly coordinated or integrated. Then only employees can offer their willing cooperation for united and joint enterprise.

- **Maintenance:**

    Maintenance is also a major function of human resource management. It includes the personnel activities relating to employees working environment, health and safety, benefits and services, employees' welfare work, employees' participation in different programs of management.

<div align="center">

Recruitment and selection committee
</div>

Modern employment process and analysis is a new and emergent concept of human resource management. It plays vital role to achieve the organizational goals. Generally in this process the four stages are included. They are mention as follows;

1. Recruitment
2. Interview
3. Selection
4. Orientation.

- **Recruitment:**

    It is the most important subject matter of human resource department. It can provide several job opportunities for the applicants and give opportunitytocapable human resources for attracting in the vacant position in an enterprise.

- **Interview:**

    After passing the written and practical examination, public enterprises have taken an interview. It is face to face conversation between two persons or two parties. It is commonly used methods in selecting employees at any different level and posts. It gives the more concrete information about the possible candidates. The major objectivizes of the interview is to judge the suitability of the possible candidates. It helps to HR selection committees' to finalize the selection.

- **Selection:**

The selection process is concerned with securing related information about an applicant. The goal of selection process is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is the determination of applicants and choice of the one who meets the particular criteria for the available post. It is involved matching job requirement with features of the applicants. It is facilitated by preparing a job specification. It is prepared keeping in mind some criteria such as educational experience, personal features, personality and physical features. But public enterprises can use any criteria for better selection.

The selection procedure is applied in different countries with different basic assumptions. It depends on the geographical, social and economic conditions of the countries. They want to provide equal opportunities for employment and equal social justice. Vacancies of any enterprise are fulfilled by two methods. First one is by open competition. Every individual who meets the minimum qualification of the particular post can apply and participate in examination. Second is in service competition among employees within an enterprise who have completed certain years' experience of service and additional requirements. It is called internal competition.

- **Orientation:**

It is introduction of his/her job. It is a new and current practice to give a program of placement, orientation and induction for new employees. This program aims to increase the confidence level of new candidate in any public enterprises. It creates very good impression to the employees. It produces new knowledge'sregarding the service, companies' policies and programs and existing working environments. The orientation program is considered necessaryfor new and select employees.

Recruitment and selection in Western countries

In UK nearly 80% of total vacancies of different posts are fulfilled among fresh university graduates. In USA most of the higher level posts are fulfilled by internal promotion of the employees who are competent, skilled and qualified

(Bajracharya and Shrestha (N.D P.102). So we can see that any countries have given priority on internal promotion, other countries for open competition. So the process of selection also differs from one nation to another.

Recruitment and selection in India

In India most of the high level posts are fulfilled by open competition from fresh college or university graduates. Some posts are fulfilled by internal promotion from among executive class.

Such selection of employees must be strictly in accordance with the merits. The qualifications, experience, terms of service, salaries are fixed in advance. These all selection must be made at a control place of the enterprise.

The development of human resource management is comparatively of recent origin. But Kautilya had dealt with some of the important aspects of human resource management in his Arthasastra 400 B.C (Rao 2010). Government in these days adopted the techniques of human resource management as suggested by Kautilya. In its new sense, it had developed only since independence.

Rules and regulations of labor have been considered one of the important factors contributing to the growth and development of human resource management function in India. The importance of labor officers was recognized as early as 1929 (Rao 2010) but the appointment of officer to solve labor and welfare problems gained momentum only after the enactment of the Factories Act 1948 (Rao, 2010)

In 1929 Royal Commission on labor was set up. In 1931 the commission recommended the appointment of labor officer in order to protect the workers from the evils of jobbery and in debtless to act as spokesman of labor and to promote an amicable settlement between the workers and management.

In the beginning the personnel management was neither given any particular status but 1990's saw a great change in the nature and scope of personnel management. The function of personnel management now not only involves labor

welfare industrial relation and personnel administration but also developing the relationship with the employees on the long term basis.

Today the role of personnel management is to understand employees and treat employees as a part of the organization. Now the name personnel management has changed to human resource management. Today the personnel officer is a non-aligned professional, a social worker. Nowadays it has become much professionalized.

Recruitment and selection in Nepalese Public Enterprises

HRM in term human resource management refers the capacity, knowledge, aptitude and creative skills of employees. It is an important resource of public enterprises. The industrial revolution was started in Nepal with the setting up of Biratnagar Jute Mill in 1936(Agrawal 2012).The movement of industrialization has been very slow. The public sector manufacturing enterprises had taken a motion from their establishment.

The human resource management of Nepal is mainly concerned with the employees of an organization. Public enterprises do not care career development programs of employees. It is focused to achieve the organizational objectives. It is seen that the top level management also do not care towards the human resource management functions. But human resource management plays an important role of an organization.

In Nepal both the open competition and internal promotion techniques are used in selection. The new syllabus of competitive examination for the post of section officer is aimed at selecting person of general intelligence. It is designed aiming at predicting future job success and not simply aimed at measuring present level of academic achievement. The whole process of selection must be completed by a senior, responsible and reliable officer.

The success of Nepalese enterprise depends upon the sound recruitment and selection policy. The skilled and efficient persons are hired. If proper selection is not

done then the enterprise may not be successful in achieving its goals. So the selection policy of enterprise must be prepared in the manner that it may provide challenging opportunities to the employees of the enterprise based on their ability and performance. It will always educate them to do more and better duties.

Public Utility Sector of Nepal holds both internal and external selection methods for employees. There are some importantprocesses are followed for conduction of such internal and external selection methods. The specific points are remembered before implementing the internal and external method in Public Utility Sector of Nepal;

Age limits for differentcandidate and level is defined in different rules and regulations of an organization. Generally an applicant should cross a minimum of 18 years of to be eligible for competition assistant level and 21 ages cross is the minimum for an officer level. This age bar for selection is shown in a table which is as follows;

Table1:   Age bar for officer level

S. No.	Level	Administrative	Technical
1	Assistant level	18-35(40 for women)	18-35(40 for women)
2	Officer level	21-35(40 for women)	21-35(40 for women)

Source: Personnel Rules and Regulations of NEA 2062

The above table shows the final limit of age bar is declared as 35 years for technical and administrative staffs and 40 years for women candidates. If the candidate is out of this limit he cannot apply for the related job.

Academic qualifications are needed for the various posts and levels. The minimum required qualification is graduate degree (in any faculty) for the officer level and posts. The SLC and I.A. level degree is needed for assistant level. Most of the public enterprises are followed these requirement of qualification.

Table 2: Qualification required for the different post

Level	Post	Service	Group	Essential minimum qualifications
	MD/GM			As determined by board of directors
	DGM			As determined by board of directors
11	Senior manager	Technical	Technical	M.A. level passed and six years' experience or B.A. passed and ten years' experience
11	Senior manager	Admin	Admin	Master degree passed with six years' experience or Bachelor degree passed with ten years' experience
10	Manager technical	Technical	Technical	Master degree passed with six years' experience or Bachelor degree passed with ten years' experience
10	Manager (Adm)	Admin	Admin	Master degree passed with six years' experience or Bachelor degree passed with ten years' experience
9	Deputy manager	Technical	Electric Mechanical	Master degree passed with six years' experience or Bachelor degree passed with ten years' experience
9	Deputy manager	Admin	Admin	Master degree passed with six years' experience or Bachelor degree passed witheight years' experience
9	Deputy manager	Admin	Account	Master degree passed with six years' experience or Bachelor degree passed witheight years' experience
9	Deputy manager	Admin	Quality	Master degree passed with six years' experience or Bachelor degree passed witheight years' experience
8	Assistant manager	Technical	Electrical Mechanical Civil	Master degree or Bachelor degree passed in related subject with four years' experience

Level	Post	Service	Group	Essential minimum qualifications
8	Assistant manager	Admin	Admin	Master degree or Bachelor degree passed in related subject with four years' experience
8	Assistant manager	Admin	Account	Master degree or Bachelor degree passed in related subject with four years' experience
8	Assistant manager	Technical	Quality	Master degree passed with two years' experience or Bachelor degree passed with four years' experience
7	Section officer	Admin	Admin	Master degree passed with two years' experience or Bachelor degree passed with four years' experience
7	Engineer	Technical	Electrical Mechanical Civil	Bachelor degree passed in related subject
6	Plant officer	Qechnical	Quality	Bachelor degree passed or certificate level passed with four experience
6	Assistant admin. officer	Admin	Admin	Bachelor degree passed for open competition or Certificate level passed with four years' experience for promotion

Nepalese citizenship certificate, which is given the different CDO office, is required to apply the public utility sector of Nepal. This certificate is needed for both assistant and officer level candidates. The candidate has attached with application form to the different level posts

Job experience of candidate is another importantrequirement of employee selection. Public enterprises are preferred for the experienced applicants. They do not require more training and orientation for their job and responsibilities.

Curriculum vita is a brief summary of candidates. It has mentioned the total personal information like qualification, address, interest and experience of related field. Therefore, it is a very useful in selecting the candidates. It makes easy to conduct the interview for the related experts.

Public Utility Sector of Nepal has adopted some important process while implementing the internal and external employees' selection methods in their organization.

For external employees selection process in Public Utility Sector has adopted following process for final selection.

Written test are normally used to determine the qualification of the individuals. It may be so designed as to test common ability and intellectual capacity of the applicants. This test measures the candidate's mastery of the knowledge essential for job performance. Most of the public enterprises are using this test. Candidates are involving for lower and higher level services in public utility sector have to give exams in the specific job related subjects.

Generally there are two types of written examinations. One is short answer type and other is essay type. In the essay type examination the applicant is required to write brief essay type of logical answer. The next type of written examination is short answer. In this test question paper may be long but the answer may be very short like yes or no answer type. In this examination question should be cleared to give the correct answer.

Practical examination is a most important test for technical posts. This test is administered for the selection of the personnel. It is the work sample the candidates are demonstrated ability to do the related jobs. Typists, computer operator, mechanics are the posts which are requiring the practical tests in the particular field. It measures the actual performance of the candidates. So the public enterprise has taken this practical examination of applicants.

Oral examination or interview is a part of communication. The interview looks for a symptom that indicates suitable or unstable for a particular job. It covers the details of a mental picture which trying to complete. It is a picture which fits the applicant into the job or which rules him out of consideration. It obtains the additional information through face to face visit. After that it measures the personality of the applicants.

For Internal employees selection process it has focused on their limited candidates for within the organization. The employees who are in service within an organization are invited to appear in the test. It is preferred by the employees who are already doing the jobs. It is adopted by public utility sector of Nepal. This is a very popular and traditional system of employees' promotion. The most capable employees are given chance through written examination and promoted as merit is the basic of promotion. This system encourages all employees to improve their skill.

File promotion are another important steps applied for internal promotion. Seniority and performance appraisal is a very popular basis of employee's promotion in internal selection process. It creates a sense of security in employees for they can predict in advance when and how certain changes will be effected. Seniority is also acceptable to HRD because it reduces the rate of employee turnover. So the public utility sector has adopted the file promotion system.

Human resources department of public utility sector has used the performance apprised of assistant and officer level with the help of a particular form. It is developed by the public enterprises. It is a formal procedure used by an enterprise to evaluate performance, personality, qualification and interest of an employee. A sample of performance evaluation form is given below;

Table 3:   Evaluation form (evaluation by immediate boss)

S.No.	Particular	Best(4)	Better (3)	Common (2)	Less than common (1)
1	Skill and knowledge of subject				
2	Responsibility of post and its result and quality				
3	Work Capacity				
4	Friends hipness				
5	Honesty ethic and commitment to institution				

Total number:…………….…… (In words………………………………….……
..……………………………….)

Name of Supervisor:……………………   Signature……………………….

Level and post…………………………   Office……………………………

Date………………..

Source: Personnel rules and regulation of NEA 2062

Table 4:   Evaluation from (evaluation by evaluator)

S. No.	Particular	Standard of performance			
		Best (3)	Better(2.5)	Common (2)	Less than Common(1.5)
1	Leadership and organizational capacity				
2	Mobilization capacity of resources				
3	Creativity				
4	Bearing capacity of working pressure				
5	Development capacity for helpers				

Total   number…………………………. (In words………………………….……………………….)

Name of evaluator:…………..   Signature:…………..

Level and post:…………………...   Date:…………………

Office:…………..

Source: Personnel rules and regulations of NEA 2062

Table 5:   **Evaluation form (Evaluation by evaluation committee**

S.No.	Particular	Standard of performance			
		Best(2)	Better(1.5)	Common (1)	Less than Common(0.5)
1	Capacity of policy analysis				
2	Capacity of discussion				
3	Creativity				
4	Capacity of decision and use of rationality				
5	Honesty and secrecy				

Total number………….   Inwords……………………………..

Post …………………   signature ………………………..

Post ……………………..   Signature ………………………….

Post ……………………..   Signature ………………..

Date …………….

Source: personnel rules and regulations of NEA 2062

According to the above tables, firstly immediate supervisor has done the evaluation of employees. In the second stage, evaluation of evaluator has done the performance evaluation and gives the number to the employees. In the 3rd stage evaluation committee evaluates the performance of staffs and gives the number according to the performance standard. Thus the all total number of three forms are added and outcomes the result and merit list.

The senior officer of public utility sector of NTC and NEA has said that existing selection tests are used in public enterprises. The written, practical and interview tests are very popular in employees' selection. The senior officer from NTC and NEA also expresses their feeling satisfactory about the interview conducted for the employees 'selectionperiod in their organization. They replied that the practical tests are taken for lower level staffs, is also seen satisfactory.

The senior officer of human resource department of NTC, NEA, KUKL BPC and HHL has given their perception about written test.Most of them replied that the existing written test is satisfactory. It implies that senior level officer believe that the existing written test is highly capable to assess the new comer candidates efficiency and ability and believe it will also helpful to give effective direction to the possible candidates. They also focused on the fair evaluation in the written test by the related experts.

The other senior officer of public utility sector of the study has given their opinion about the existing selection tests;they have felt that the existing system for selecting process is a good system, because it helps to find out the perfect one in the related post. Theyhave also said that the written test and interviews which are conducted for selection of employees is satisfactory. It implies that all Public Utility Sector has using same types of tools for selection of the staffs.

The senior officer of personnel department of the study sample has focused that the existing written, practical and oral tests are a universally accepted method. Therefore it is a vital part of employees' selection process. So they are useful elements for selection of employees. In this method theoretical and practical aspects of questions relatedto the vacant post are asked. It is thus important to drill out the knowledge of candidates and their ability to handle the assigned job position in their organization.

Most of senior officer from the Public Utility Sector has expressed theirvision about written practical, interview and personality test, it is a right technique of staff selection. There is no specific personality test available in public utility sector but it is observed during the interview period. It is based on the nature of job and needs of task. These types of tests are popular and internationally accepted methods. Thus tests of employees' selection are observed satisfactory within the existing employees and most of the applicants.

The senior officer of other department has given his opinion about the existing selection tests. It is satisfactory however it needs to make it more jobs related by

improving course of study. But examination is adopted in our organization only for permanent staffs.

The other senior officer of public utility sector has said that, However these written practical and interview tests are satisfactory course of study should be updated from time to time to adopt the changes taken place.

Most of the concern senior level officer viewed that the personality test should prioritize for the final selection of the candidates. It should give the guarantee of the skilled and talented manpower selection. The medical test is also adopted in our organization. It is a useful test for employees.

The public utility sector has conducted the written, practical and interview tests for employee selection. These tests for staff selection are now well established in practice. It is observed that several tests are seen available for final selection of employees. It is known that such type of tests are called psychological test because they have been developed on the bases upon the personnel psychology. Their main goal is to know personal behavior and their efficiency of work and interest in related jobs.

After the selection of applicants the candidates are placed on the particular job.Placement is the assignment of employees to jobs for which they appear qualified on the basis of the selection techniques. The enterprise generally decides the final placement after the initial training is passed. It is the determination of the job to which an accepted candidate is to be assigned and his assignment to that job.

Human resources of the enterprise are the most important assets, so the every enterprise needs human resource to meet its future requirements. It provides information about the existing strength and weakness of the people in an enterprise as well as the kinds of skills to be developed. But in Nepal the concept of selection practices and personnel management are still in ancient stage. So this study and analysis will help to improve the selection techniques of employees in public utility sector of Nepal.

Statement of the problem

The task of selection is choosing the right candidates for vacant place. The management has to perform the function of selecting the right employees at the right time. The guiding policy in selection is the intention to choose the best qualified and suitable job candidate for each unfilled job. (Rao, 2010, P.95) Normally this selection procedure of employees is screening decision of personnel department.

The selection of employees in public utility sector is very difficult and regular function. The efficiency, ability and capacity of an organization depend upon its selection procedure. The employees' contribution and commitment will be at optimum level and employee-employer relation will be congenial. (Rao, 2010, P.96) If the right person is selected it improves the quality of working life, productivity, utilization of resources etc.

Thus issues relating to these have been drawing the attention of management, like – do public utility organizations practice the succession planning? Are these organizations success to hire qualified HR? Do these organizations applying appropriate method of selection? Are these organizations using domestic labor market as a source of employees? Do the organization asses the need assessment, job design, job specification, job description? Do their selection criteria is systematic and scientific?

Significance of the study

Selection of the employees is the process of assessment of applicants and choosing thebestone for the position. It is one of the tools for career development opportunities to the employees. In other hand to achieve business objectives, it is imperative to establish a link between business strategy and employees performance. Employees will have great opportunities to learn and receive different skills and knowledge associated with their current or expected future roles

Enterprises follow the various operational effectiveness programmers such as quality improvement program, team work, quality of work life, continuous improvement programs. The successful implementation of these programs is

determined largely by effective human resources development. It is attracted to the employees for the participation in these operational effectiveness programs by fulfilling their needs.

This study basically, ensures the right people at right time and place to enhance their performance. It has a wider scope of evaluating and fostering human potentials, their attitude, behaviors, skill, Co-operation, respect and discipline for building their own capacities, organizational and society for achieving developmental goals. These explanation shows that the human resource capacities are the assets of public enterprises.

Purpose of the study

The main objective of this study is to identify the hiring process or recruitment and selection practices of employees for public utility sector enterprises in Nepal. The other specific objectives are as under:

- To study and analyse the needs of human resources in public utility sector of Nepal.
- To investigate the identification process and explorethe different sources of human resources to the organizations under study.
- To evaluate existing selection process of employees in public utility sector enterprises.
- To examine the effectiveness of various selection tests used by public utility sector enterprises of Nepal.
- To compare and assess the benefit and services of human resources in government and semi-government public enterprises of Nepal.

Research Questions

The major questions raised in the study will seek to answer are as under:

a) Do public enterprises of utility sector assess the actual need of human resource?

b) Do public enterprises applying effective methods to recruit and select qualified candidates?

c) Do public enterprises adopt reliable and valid test in selection process in Nepalese Enterprises?

d) Do the employees failed their duties and responsibilities towards the public?

e) Do the public utility sector of Nepal provide orientation program to their new employees as their requirement?

f) What are the behavioral aspects of employees regarding their jobs at different public utility sector enterprises?

Conceptual framework

Public utility sectors enterprises should do the effecting selection decision of employees managerial decision makers seeking to predict which job applicants will be successful if hired.(Dwcenzo 2000,P.147) Any selection decision can result in four possible outcomes. They are as follows:

Figure 1:   Selection decision outcomes

Accept	**Reject**	
Correct decision	Reject error	**Successful**
Accept error	Correct decision	**Unsuccessful**

Source: Decenzo,2000, P.148

In this study the decision making theory is used. One of the major assumptions of decision making in an organization is that organizational decisions are rational and that these rational decision are necessary to facilitate the smooth running of organizations in their quest to achieve performance (Miller, 2003)

Human relation theory is a behavior approach of management. Its founding led the foundation for the development of a new hypothesis that is motivation to work, morale and productivity are related to social relationships among workers and supervisors and not to the physical conditions at work (Chapagain, 2004, P.93)

Employee's recruitment and selection is a meaning full process. So the appropriate recruitment and selection strategy should be adopted by public utility enterprises. It should be based on qualification, skills and experience. In this study the conceptual assumptions or frameworks are as follows:

Figure 2:   **Conceptual framework of the study**

Need Identification	Recruitment	Selection
-Need assessment	-Sources: Internal / external	-Interview
-Post (how much)	-Special interest groups	-Pre employment testing
-Current /future needs	-Qualified applicants	- Reference checks

Organization	Theories	Succession planning
• Selection objectives	Decision making	- Ready to occupy the vacant job
• Planning / formulation of policy		- Internal employees or
		- External people

Organization of the study

    This research study will be organized into seven broad chapters. Chapter one will be concerned with introduction. It includes background, statement of the problem and objective of the study. Chapter two will cover the theoretical frame work, concerned literature review. It will describe the required review of recruitment and selection. Chapter third will explain the methodology of the study. It will describe on

research design nature and source of data. The chapter four will explain the succession planning of the employees. Chapter five will deal about

Recruitment and selection procedure are practices. Chapter six will cover the sources of employees. Chapter seven will explain with summary conclusion and recommendation.

Limitation of the study

This study and analysis deals with the selection criteria, the place of personnel department in the organizational hierarchy, size of personnel departments, personnel ratios and the functions of personnel departments. This study is limited to human resource which focuses the recruitment and selection procedure of employees in public utility sector of Nepal.

Generally it covers the Nepal water supply corporation which is located at Tripureshwor Kathmandu, Nepal electricity authority at Ratnapark Kathmandu, Nepal telecom (Nepal Doorsanchar Company Ltd.) at Bhadrakali Kathmandu, Butwal Power Company Ltd. at Buddhanagar Kathmandu, Himal Hydro and General Construction Ltd. at Bahatichouni Kathmandu. These major organizations have been selected as sample which represents different service sectors public and private companies operating in Nepal for achieving our objectives.

CHAPTERII
REVIEW OF LITERATURE

The literature review is usually concerned primarily with the research and writing connected with the main subject matter of the research study. (Oliver, 2004, P.106) This chapter deals with the literature review. This review of literature consists of concept of need identification, recruitment and selection method, selection process, orientation programme, and organizational behavioral aspects of employees. Base on the literature, a framework for understanding the relationship between selection factors and employee's work commitment and performance can be assigned. Broadly review section is divided into two parts. They are theoretical framework and review of related studies.

Theoretical framework

Recruitment is the process of attracting to the several qualified candidates and selection is a work of choosing new employees of the enterprise from the available applicants. It is the final stage of recruitment process; it should be impartial and dedicated. Selection is the process of gathering information for the purpose of evaluating and deciding who should be hired under legal guidelines for the short and long term interest of the individual and organization (Schmitt and Schneider1983, P.94)

The process of selection includes; evaluating applications, arranging tests and interviews and further steps for the selection of candidate (Adhikari 2006, P.94). If the selection process goes wrong and leads to a wrong choice of candidate, there are serious legal implications of wrong or partial selection and this might lead to a suit being field in the court, thus damaging the enterprises image in the business society. So, that no mistake is made in selecting the right person to place in the right job.

Selection is the process of examining the applicants with regard to their suitability for the given job or jobs and choosing the best from the suitable candidates and rejecting the others (Pant 2007, P.222) this procedure is negative in the sense that rejection of applicants is mentioned. But selection of right employees is the most

important for several enterprises. It gives the valuable contribution to the organization.

The selection process generally follows the five steps. They are: Completion of application blanks, psychological testing, interviewing, and reference checks and medical examination (Gupta 2009, P.151). Enterprises may not practice all the above steps. Some enterprises do not conduct psychological tests. It may be necessary for some posts within the enterprise. But it is needed for personnel development and to know the employees interests.

Human resource management is a process which consist the function of acquisition, development, motivation and maintenance of human resources (Decenzo and Robbins 1993). After reading this definition, it is clear that recruitment and selection is to make arrangement of necessary human resource for enterprises. It is very important and sensitive function of management. So the human resource managers should be very careful in recruitment and selection.

This study basically focuses on the contribution of the development of human resource capacities through impartial recruitment and selection approach in the context of Nepalese enterprises. And it evaluates the reliability and validity of selection tests. So it will help to change attitude, behavior of individuals towards the public utility sector.

Review of related Studies

This study is focused to a system, procedure and practices of recruitment and selection of Nepalese enterprises. There are many methods of selection as application form, intelligence tests, written examination, performance tests, interview etc. (Singh 1995,P.104).But the different selective criteria are interrelated and no single one of them can be expected to produce as satisfactory outcomes as a combination of two or more tests or examinations.

The author of personal management in Nepal has pointed out the predomination of nepotism, favor ism source- force and interference in selection and

placement of employees (Agrawal 1978,P56). Thesetypes of unexpected environment which evolved in public enterprises in Nepal are considered as factor related to slow pace of development. Such types of pullulate environment in our Public Utility Sector for recruitment and selection process for the new employees is anticipated under control from the Human resource Department. It is well known that good performance ofany enterprises depends upon unbiased policy and programs for each and every employee.

A study was conducted on personnel management in public enterprises of Nepal. This study identified that: (i) Wages and salary were used to be fixed by board decision under the influence of government or pay committee reports. (ii)Recruitment and selection were based on public service commission principle for which personnel officers were not happy (iii) Personnel officers had no training in the personnel field (iv) Junior personnel officers did not exercise any decision making role and were not satisfied with their role (Upadhaya 1981, P.251)

A study on personnel administration in the Government of Nepal was conducted and identified that the major findings of this study are revealed that jobs in civil service were mostly occupied by number of higher caste and economically well-off families. Personnel administration was characterized by the lack of manpower planning, unspecified duties and responsibilities, not properly identification of training needs, lack of proper utilization of skill derived from training and ineffective considerations for integrity (Tiwari 1984, P.225)

A study conducted by Chapagain(2004,P.112) on major six ways of developing human resource capacities into positive direction. The main findings of this study are as (i) By changing the attitude towards positive directions (ii) Learning (iii) Positive revolution in human thinking and action (iv) Reflection (v) Participation (vi) Responsibility bearing.

Human resource planning is the process of determining an enterprise's manpower needs. It is an important element of Human Resource Management programs it ensures the right numbers and kinds of people at right time and place. In

other hand it helps to estimate the demand and supply of manpower for the future to achieve an enterprise's objectives. And it develops a mechanism to monitor and evaluate the implementation of Human Resource planning. So this study also deals with manpower planning in public enterprises in Nepal.

Chanda, Bansal and Anda had conducted a study on recruitment practices and its impact on performance in Indian enterprises. This study has concluded that the recruitment and selection integrates with business strategy integrates with business strategy and the relative effects of different levels of such strategic integration on organizational performance. A salient conclusion is a majority of the investigated Indian enterprises tended to have high levels of strategic integration in recruitment and selection. This finding indicates that there is no bust HR input into business strategies, and business strategies are generally interpreted into HRM policies and practices in Indian enterprises. Also a high level of strategic integration in business strategic integration in business strategy formulation is often accompanied with a high level of strategic integration in business strategy implementation. This finding can be explained in a way that when HR strategy and policies are driven by business strategies they tend to be implemented to meet strategic needs.

A report on recruitment and selection practices were submitted to supra vita language school (2008). Some findings and practices concluded from this study on HR selection practices and summarized as followings.

a. From the employees point of view recruitment methods are determined by certain factors like the time and budget given for the procedure the features of the position etc. in Hungary the present sequence of methods is the following: recruitment from inside the firm, via the employees of the firm as a word of mouth, in a formal way according to the references of professional association, advertising on notice board searching their data base of cv-s that have arrived earlier, via head hunters and mediator, via unemployment centers and finally by advertising in the process.

b. What the employee concentrates on: In general we can state that employees try to find manpower possessing professional knowledge, personal motivation and emotional intelligence.

c. The preliminary documents: CV letter of intention, often being the first impression about the applicants most possesses the following characteristics: It must list the personal details, address and telephone numbers, professional experiences, studies, extra training, languages. Miscellaneous skills might be importance for job data and signature.

d. The job interview as the most typical selection practice: The job interview is the most reliable way of evaluating the candidate by verbal and non-verbal means. It cannot be characterized by strict rules, it is a targeted discussion. Sometimes it includes situation to assess the applicant's task achievement and strategic skills.

e. We do not consider other typical selection methods probable in case of immigrants as these are applied when sorting applicants for higher positions. Still briefly listing, telephone interviews, stress interviews, role play interviews, psychological tests, assessmentcenters and graphology are also used in evaluation.

A study was conducted on current recruitment and selection practices in USA. Most of the companies use traditional recruitment and selection methods. Only some companies rely on online pre-employment screening tests. Apparently, the use of online testing by major companies, both private and public, is presently in a state of metamorphosis. As the current findings indicate, about two-third of U.S firms do not have plans to incorporate online pre-employment assessment in the near future. Yet the business literature has seen a high level of interest and actual implementation of interest and actual implementation of internet based hiring practices. Perhaps some firms rely on internet based approaches for pre-screening purposes or as a vehicle to narrow down a short list of final candidates.

Daniel EsemeGberevibe was conducted a study on employee recruitment and organizational performance (2010). It was established a relationship between strategy

for employees' recruitment and performance is an organization. The studies identified problems problem such as nepotism, favoritisms, political consideration and federal character principle in employee recruitment as basis for poor performance of public sector workers in Nigeria.

Federal character to Nigeria's administrative system was stated that the composition of the government of the federation or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the federal character of Nigeria and the need to promote national unity and also to command national loyalty, thereby ensuring that there shall be no pre dominance of persons from a few states or from a few ethic or other sectional groups in that government or in any of its agencies.

Leonardo da Vinci was stated that when making a decision on the most suitable applicant candidates should be ranked suitable or unsuitable for appointment based on their performance at interviews and the quality of their written application. The chairperson should seek to facilitate the interview team in jointly completing the interview easement form. This will detail as assessment of the candidate against the core competencies, knowledge skills, attainment and behavior required to carry out the particular role. Effort should be made to reach a unanimous decision, however if this is not erased a majority decision is acceptable.

The top level manager should prepare a final report with include the interview Board's recommendation naming the candidate recommended for appointment or in the case of multiple posts the recommended candidates in order of merit . When possible reserve candidates should be named by the interview team and should be listed on a panel in order of merit. It is imperative that only those candidates deemed suitable to perform the job should be placed on the panel.

Vedesh Chandra Lal Das (Phd) was given concluding remarks in his article that the human resource management that has the flair of integrated systemic holism, as it claims; situations do not provide adequate ground for the leaders to generate

quick desired human response. This is in his view for three reasons. They are as follows

i. The first is that understanding the dynamics of pluralistic and complex forces is too difficult for a couple of persons as it is require multiple skills for analysis and diagnosis

ii. The second is that manager in the role of decision. Direction and control require time to comprehend, decide and communicate the turbulence of environment does not provide this relief.

iii. The third is that knowledgeable worker expectations have also change who prefer to work on their expertise, exercise self-controlling potentialities and their proactive inclination in collaborative fashion

A postal survey and interviews was conducted in UK by Anna pianos and Steve Smithson. The researchers had concluded that on the part of employees they have to be interested in the success of the enterprises and personnel recognition is extremely important. The employees if much large organization now a day appears overworked and stressed by the constant threats of downsizing and cost reduction. Therefore before putting more pressure on the workforce, any shift toward empowerment must provide the staff with real benefits. This is much easier with smaller companies as employees can discern more easily their part in the business but more difficult in a climate of downsizing and delayering where survivor have to respond to change. Similarly the work force also have to believe that there personnel contribution is important.

Prof. Dr. Dev Raj Adhikari and Michael Muller have written an article on HRM in Nepal. They have suggested that there are opportunities and challenges for a transfer of western type HRM prescriptions to developing countries. Nepalese managers and policy maker are generally not convinced about the benefits of investment in human resources. In particular there is no recognition that people should be treated as valuable assets. Therefore it is important to make Nepalese decision make aware of western literature which demonstrates the performance important of HRM practices.

Upadhaya's study was done in manufacturing of public enterprises in Nepal. Recruitment and selection were done according to the principle provided by public service commission. Promotion practices were governed by the PSC principles based on a fourfold criteria seniority, academic qualification, performance quality and general experience. Their wages and salary were fixed by the board of director. The board decision was either influenced by the directives from the government or came of as recommended in the pay committee report. But the employee's moral in the enterprises was not high.

Prof. Agrawal has done a case study on innovative human recourse management of Nepal. On the basis of that analysis he was found that quality of employees was the key variable in the success of business. The management had regarded the employees as partners in progress and given proper attention to the improvement of their quality of life. The development of employees was generally done through on the job training. He was suggested that the management of private sector enterprises needed to be more professional proactive so that they could meet the new social challenges.

CEDA and IBACPA had jointly organized a human resource management seminar in 1973. It was covered broad areas of personnel management. The seminars papers and discussions was highlighted on the problems relating to various aspects of personnel management and suggested measures for strengthening the human resources management agencies, such as personnel organizations procurement and development employees.

Nanda Lal Joshi was studied the personnel management of public corporation. He concluded that the selection of candidates by public service commission took unnecessarily long time that nepotism was almost a regular practice and training was not considered an important in human resources looked personnel management was not seemed upon as important and that the function of personnel administration was neglected.

Some observations on personnel management in public sector enterprises of Nepal is an article of Govinda Ram Agrawal. He was found that personnel management was a neglected aspect in the management system of public sector enterprises. Recruitment was not based on long term manpower needs. Nepotism, favoritism, sources force and interference were predominantly effective in the selection and placement of employees. Employee's development received the least priority. The concept of training as an investment in human resources was completely absent. Absence of job description over staffing, non-standardization of fringe benefits and welfare activities were conspicuous. Promotion was not based on objective performance evaluation and opportunities for upward mobility were limited.

Suvedi's study was examined the management practices and training needs in the industrial sector of Nepal. On the basis of structural questionnaire primary and secondary information he concluded that there was no due recognition of management as a crucial variable in the enterprises because of widely prevalent miss conceptions and miss perceptions about its functions. To make the management training a viable proposition, the management training must be re- oriented realistically and be re-designed into a system perspective recognizing the need for deliberate planning and organization of efforts.

Tiwari's research study was analyzed various aspects of personnel administration in the government sector of Nepal. On the basis of interviews, primary and secondary data, he found that jobs in the civil service were mostly occupied by members of higher castes and economically well off families. There was a widespread tendency to ignore the public service commission, the constitutional body working independently as one of the central personnel agencies whenever possible.

Systematic manpower planning was wanting. Duties and responsibilities of various post or ranks were not specified. Training needs were identified haphazardly and the knowledge and skills acquired during training were not utilized properly. Legal and institutional measures for ensuring integrity were no effective. Employees sought ease in disciplinary processes loyalty to the king was given very high importance. Finally, civil servants were subjected to pressures from friends, relatives

and politicians. The pressures were used for getting jobs for advancement for escaping punishment for misconduct. He concluded that the nature of personnel administration was related to socio political factors.

A study on employment program was conducted by DevBahadurShrestha. He was concluded that the employment program of the Mills was initiated casually as and when job vacancies occurred. Manpower planning was conspicuous lacking. The selection devices used by the Mills included application blank interview and personal observation. The principal selection device, viz interview was not job related but of general type. On the whole however the personnel of the Mills had a positive attitude towards the employment program.

Singanto (January, 2003) conducted a study on recruitment and selection policies. He was concluded that selection on merit is fundamental to ensuring that the local government recruits and promotes people of the highest caliber. The aim is to make sure that the person selected is of the available applicants, the person best suited for the position on the basis of his or her skills experiences abilities personal attributes, future potential as well as the need to achieve representative and a diverse workforce in the local government. The selection procedure should apply the some basic principles as job related selection criteria, fairness equity and transparency.

It is important to note that the existing recruitment and selection policies are not an end in itself but the means to an end. In otherwords if the policies are correctly implemented they could eliminate delays in appointing employees and minimize litigation against the organization. This study has confirmed that councilors and officials need to keep abreast of government aspects in particular personnel management, finance and government law. The miss interpretation of legislation by councilors and officials may result in legal action being instituted against a council councilors and officials for a wrongful decision taken.

Sinha (1992) has done a research on Human Resource planning in Nepal, the case of Nepalese civil service. This paper has a limited objective. It suggests an approach to Human Resource planning and addresses itself to HRP in the Nepal civil

service. 8th plan implementation examines the changing environment of the Nepal civil service both national and global and evolves human resource planning objectives for the civil service. Assessment of the existing human resource in the civil service is made based however on inadequate and incomplete data. As far as temporary project tied civil servants are concerned no relevant data is available. Detailed data on occupational groups is also nonexistent. Although no quantitative attempt has been made on civil service manpower objection, the government's decision to reduce civil service manpower is examined.

Qualitatively the report focuses on the need

To review management structure of the civil service systems of job analysis, job description and job specifications, recruitment selection, training, performance appraisal and promotion systems comparative compensation data from similar economies motivations and other personnel issue which impede the Nepal civil service. And finally it suggests an approach to HRP.

- Human Resource Data Base
- Human Resource Need analysis and forecast
- Action areas: policy clarity
- Training and development: individual job and department role and responsibility of operating departments.
- Human resource Information system.
- Co-ordination among HRD agencies
- Organization development: Culture building interest decentralization and centralization.
- Monitoring and evaluation of HRP.

The issues in HRP in Nepal civil are not unique. Most developing as well as developed countries experience similar issues and challenges. While the issues are similar their solution have to be different rooted in the national plan, policy, strategy, structure, culture and environment of the civil service. Nepal needs to build a human resource data base and system for its continuous updating before any meaningful HRP

exercise is undertaken. It generates action areas for consideration for HRP in the Nepal civil service.

Adhikari (2012) has done a research on HRM policy at NEA. In this research he has concluded that a set standard norm has seemed to be established to assess the number of workers required to do a specific work. It facilitates the manager to calculate the required number of employees and open up the various options of efficient management of people at work. The new tradition of hiring manager direct from open competition as head hunting process seems to be proceed without the interfere of political vested interest.

Adhikari and Gautam (2006) have given a conclusive summary as many employees are lacking basic skills to work in organizations. Executives are not aware of the importance of employees' knowledge and skills to increase organizational performance though higher education has been expending in recent years with business course. The fair evaluation of workers rarely exists and employees do not know company policy relating to them.

Regarding the challenges in human resource management practices there is low integration of human resource policies and practices with business strategies. Almost 70% of enterprises have HR department but rarely HR manager placed on board of directors and few of them consult from the outset in the development of business strategy. Less than one fourth of the enterprises have human resource strategy and except low cost strategy there are no other cases of integration.

Agrawal (2009) concluded on grievance handling in Nepalese enterprises has remained suspicious of trade unions and their activities. It has been taken a confrontation oriented approach to labor relation. He has focused on the structure of Nepalese trade unions as they are highly politicized through their affiliation to political parties. It has divided trade unions on ideological lines. Collective bargaining in Neal lacks good faith. Management regards it as on encroachment in its prerogative regards it as on encroachment in its prerogative to manage. Labor regards it as a weapon to fulfill their demands. The labor and management do not make reasonable

efforts to bargain for good faith and arrive at settlements. The agreements also remain poorly implemented.

Koirala and Poudel have done a study on workers participation in management in jute industry of Nepal. They have analyzed the span of labour participation in management in two jute industry of Nepal. On the basis of primary data collected through questionnaire and interviews. They found that there was a hiatus between the desired level of labor participation and actual labor participation. The forms of labour participation in management were merely based on provisions made by the labour legislation. The primary committee of Nepal labour organization was no permanent machinery device of avoiding or settlingdisputes. The labor welfare officers of both Mills were not discharging their duties satisfactorily and the labor officer of DOL was not adequately ex   exercising the provision of labor legislation.

Panta (1982) has done a study on public and private undertaking in the jute industry. He has analyzed that the industrial relation in the jute industries of Nepal. On the basis interview, primary and secondary data, he found that the system of industrial relation was a mixed of informal custom and practice and a set of legal provided structures and rules. Labor participation in management and the incidence of industrial disputes showed signs positions relatedness and analysis of the character of disputes reveals that the period of heightened political conflicts were also market by a large number of strikes in industry.

Shrestha (1991) has stated that most of the Nepalese enterprises, administrative departments practices personnel functions. The procedure of Human resource planning has not systematic. Not only in private sector, but also in civil service sector, systematic HR planning is lacking. He has concluded that public sector has low prioritized to planning, recruitment, development, compensation and maintenance of workforce.

Poudyal (2011) has written an article on importance of HRM for an organization. She has stated that HR recruitment follows the standard set of process for the selection of appropriate manpower and work assignment as per their quality.

Even after recruitment they are motivated for their regular performance. Based on their accountability they either get reward or punishment according to their performance evaluation. In general, civil aviation authority of Nepal trains HR for long term service delivery.

HR management is concerned with the people dimension in management. Since every organization is made up of people and functions by utilizing their services developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objective.

Shakya (2006) has written an article on developing HRS in the public sector in the context of MDG. He has concluded that

- Public sector HRD requires a conscious approach on the part of government. It is therefore suggested that all the ministries or agencies related to the MDGs come up with policies and strategies for the implementation of MDTS with the exception of the ministry of health no other ministries seem to have formulated sectorial approaches with MDGs as the major focus.
- Public sector HRD policy demands a holistic approach that emphasizes the role of all the major players, institutions, ministries and training institutions. NASC needs to be encouraged to come up with a training policy and programme with a view to meeting needs of the training and skills development for MDGs.
- A new apex body for the public sector HRD at the national level or assigning such a role to an existing institution is entirely necessary to design policy, to issue directive to sectorial agencies to develop programmes and above all to monitor and evaluate progress achieved. A periodic national report on the status of HRD in Nepal would be one of the most useful contributions that such an apex body can make in terms of meeting national targets in related area.
- An allocation of certain percentage of total funds in markets. On training and development for developing Human resources would be helpful to build the

HR base in public sector so vitally important for enhancing implementation capacity. The failure to do so would quite likely to affect the attainment of MDGS.

- Political commitment and government ownership for any kind of reform measures for strengthening HR base is crucial for the success of developing a competent and active workforce within the bureaucracy. This is also required to improve the competencies of employees, although these need not bring any immediate and direct benefit to the politicians who provide leadership in the government at least in the short run. In the absence of political commitment and ownership by the government for the reform in human resource development in the public sector, the effort will be lost in the waves of the everyday operative problem and adhoc decisions in terms of HRD would continue to prevail.

Bista (2006) has written an article on job enrichment potentiality in Nepal civil service. On the basis of his analysis has concluded that:

- The jobs of the class III officers of Nepal civil service are normally meaningful although they provide a minimum amount of uncertainty.
- Normally there is sustainable amount of freedom independence and discretions to the class III officers in scheduling their work and in determining the procedures to be used in carrying them.
- Normally there exists the system of obtaining direct and clear information about the effectiveness of the performance.
- The growth needs strength of the class III officers of Nepal civil service have been found strong.
- The strong growth needs strength of the officer in comparison to the existing level of motivating potential of the class III. Officers' job opens the substantial potentiality of job enrichment.

Sackett PaulR.andLievensFilip (06-11-11) have written an article on personnel selection on the basis of their analysis have concluded that:

We opened with a big questions" can we do a better job of selection today than in 2000?" Our sense is that we have made sustainable progress in our understanding of selection system. We have greatly improved our ability to predict and model the likely outcomes of a particular selection system, as a result of development such as more and better meta-analysis, better (insight) into incremental validity, better range restriction corrections and better understanding of validity adverse impact tradeoffs.

Thus someone well informed about the research base is more likely to attain carefully to determining the criterion constructs of interest to the organization, more likely to select trial predictors with prior conceptual and empirical links to these criteria more likely to select predictor with incremental validity over one another and less likely to miss estimate the validity of the selection system due to use of less than optimal methods of estimating the strength of predictor criterion relationship.

We have identified, quite a number of promising with the potential to improve the magnitude of predictor criterion relationships would subsequent research support initial findings. These include contextualization of predictors and the use of implicit measures. We also have now insights into new outcomes and their predictability, better understanding of measurement and consequences of applicant reactions and better understanding of impediments of selection system use.

Overall relative to a decade ago, at best we are able to modestly improve validity at the margin, but we are getting much better at modeling and predicting the likely outcomes(Validity, adverse impact) of a given selection system.

CHAPTER -III
RESEARCH METHODOLOGY

This chapter deals about research methodology used in this study. The basic objective of this study is to examine the human resource selection practice in public utility sector of Nepal. For achieving the objective, the following research methodology will be followed in the course of conducting research.

Research Design

Research design is a plan and roadmap for a problem. It is also known as a framework for the study. In planning a research investigation, choices have to be made about research strategy, research setting, measures the data analysis, strategies and a host of other factors (Pant, 2009, P.119). These essential factors are included for an enquiry or investigation. Research design is planned structure and strategy of investigation conceived so as to obtain answers to research question. The plan is the overall scheme or program of the research. It includes an outline of what the investigator will do from writing the hypothesis and their operational implications to the final analysis of data (Kerlinger, 1986).

Qualitative research is an approach to gathering and analyzing information using informal and formal techniques of data collection and analysis. This research involves the exploration and interpretation of the perceptions, opinions, aspirations, behaviors, concerns, motivation, culture or lifestyles of small samples of individuals (Pant, 2009, P.151). Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem (Creswell, 2009, P.4).

The process of research is mixed of qualitative and quantitative design. This research is primarily exploratory and focuses on investigation (Pant, 2009, P.153). This study will be based on the descriptive explanatory and causal related research design. This research design provides fact finding results as well as to make clear relationship between selection and employees in utility sector of Nepal.

For the implication of research design, the study is designed to in depth analysis of case studies of NTC, NEA, KUKL, BPC and HHGL to capture important qualitative information. In the same vien, the study also focused on collection of quantitate information from different public utility sector for the stakeholders' perception about human resource selection practices in Nepal. 15 sample public utility sectors is targeted as major sample and 31 sample respondents are selected for deriving their valuable perception on the human resource selection practices and the factor related to the human resource selection practices in Nepal.

Population and Sampling

All the organizations constitute the population. Specifically, the entire Nepalese public utility sector is the population of the research. To be precise thecase study covers 5 major Utility Sector of Nepal such as Nepal Electricity Authority, Nepal Telecom (Nepal Dursanchar Company Ltd), KUKL, HHGL and BPC limited.

The study is basically focused on qualitative issues by explaining the case studies of five different utility sector about their human resource selection practices in Nepal on other hand so that 31 sample respondents have been selected from different Government and Semi Government Public Utility Sector in Nepalfor their perception to support the qualitative issues. It is important to notice that there should be at least 30 sample sizes for any kind of qualitative study. The sampling design is intended to draw the quantitative information to validate the qualitative case study. Random sampling procedure is used for selecting the sample respondents from the total population sample of 15 Public Utility Sector of Nepal.

In the study there are five public utility sectors. It will be adequate for gathering requiredinformation regarding recruitment and selection practices. It is helpful to support the case study outcomes and useful for providing the evidence for the qualitative information in the research study.

Data collection Procedure

Data is a summary of fact which can be numerically expressed. Data can be defined as the values collected through record keeping or pulling, observing or

measuring. More simply, data is fact, texts or numbers that can be collected (Pant, 2009, P.234).

Collection of data means methods that are to be used for gathering the necessary information from the units under investigation. The method of collecting data depends upon the nature, object and the scope of the enquiry (Bajracharya, 2000, P.9).

The primary data has been collected through direct personal interview, indirect oral interview and structured questionnaires. The secondary data will also be collected through reports and official publication or semiofficial publications. This information will be the reliable message of Public Utility Sector of Nepal.

Sources of Data:

This study is basically based upon the primary data. A structural questionnaire is used to collect primary data. Most of the executive director, chairman, managers and different level of employees in the Public Utility Sector of Nepal has been considered as the main respondents. Besides primary data,secondary data is also used in this study. Secondarydata is collected from the following sources as given below;

- Research reports, publications of ministries, departments of the government.
- Annual reports of public enterprises, journals, periodicals etc.
- Reports of conference and related books, thesis published and unpublished within an outside the country on human resources.

Data Analysis

The appropriate and necessary tools and techniques have been used in this research study. The collected data is kept in MS Excel and SPSS and analyzed for better understanding of the anticipated study objectives for used for final interpretation. The statistical tools like correlation and average is used for analyzing the major variables. Statistical tables, charts are used to analyze and express the data as animpressive presentation of the cases.

Validity and reliability

In this research study the findings is anticipated accurate, reliable and valid. The reliability refers the expected findings as per mention in the study objectives. Likewise validity refers to the actual or realness of findings.

Different tools and techniques of analysis standard of researcher, response of respondents, techniques of data collection, testing methods are directly affect to the validity and reliability of the study. This research study will be considered those factors which are influencing in analysis and testing the data.

Ethical issues

Research ethics is very difficult to separate from the administrative, legal, economic and political considerations. Most assuredly, there is a philosophical basis to research ethics but instead we will focus on the practical considerations. (Nayak, N.D Self instructional materials) This study will be considered the ethical issues in public utility sector. Likewise the study also will be considered the values, norms and respect of the employees within an organization.

CHAPTER IV
ANALYSIS,PRESENTATION AND DISCUSSION

This chapter is basically focused on the Data presentation and analysis. There are different types of primary and secondary sources of information used regarding the recruitment and selection process in Public Utility Sector in Nepalese context. Case Studies are selected as per Government and Semi government public utility sector.

The selection of government and semi government utility sector is according to the study purpose. This chapter can be divided in two parts. Firstpart belongs to the important case studies of NTC, NEA, KUKL, HBP and HHGL. Similarly second part belongs to the respondents' perception from the various public utility sectors in Nepal.

NEPAL TELECOM LIMITED CASE STUDY I

Introduction

Nepal telecommunication is a leading company in communication sector. Formally its service was provided after the establishment of Mohan Akasbani in 2005 B.S. But its department was established in 2016 B.S. After some time, telecommunication department was changed into telecommunication board into Telecommunication board in 2026B.S. This company was formally established as fully owned government corporation in 2032B.S. for the purpose of providing communication services to people. It was converted into Nepal Doorsanchar Company Ltd in 2061B.S.It is a big company registered under the Company Act 2053 B.S.

Nepal telecom wants to provide quality communication service to the Nepalese people prompt service policy and concept is applied in urban and rural areas. To provide this service needed technology and interest of customers has given the priority. The country wise reach of organization is the achievements of all those skills or efforts that show the different entity of the company. Its service expansion is also universal availability of access on services to the poor people and rural areas.

Nepal telecom helps to the economic development of rural as well as urban areas. This company is one of the most important infrastructures required for improvement. This is the age of globalization, so it is felt that the current achievement of the organization is not adequate to catch the global development of communication sector. It is guided by new technology.

Nepal telecom is not a pillar for overall development of the nation but also a helping hand. But this organization is essential to promote regional development, social security and ensure the means of communication to be Nepalese people. Such communication service expansion policy provided as universal service or universal service obligation in modern era. This service is known as availability of connections by personal households to public telecommunication networks. It is also called a set of services to all users.

Objectives

Nepal telecom has typical, limited and meaningful objectives. It holds specific goals providing quality and dependable services to the people. It gives voice and choice to the customers. It should be managed by objectives ownership for goal or objectives should be felt from government, customers and its employees.

This company has some important responsibilities as given below;

- Demonstrating public enterprise for successive entrepreneurship.
- Organizational responsibilities to society
- Organizational support and promoting to priority sector
- Fair play

National development is unending activity of Nepal telecom. It has played vital role as governmental organization. The public concept has also similar to those of governmental agency. So the main goal of Nepal telecom is to provide cost effective communication services to every village and remote area of the country.

Mission

Nepal telecom has many responsibilities. It has also biggest mission. This company has progressive customer spirited and consumer responsive entity as it is committed to provide nationwide reliable telecommunication service to serve as an impetus to the social, political and economic development of the whole country.

Vision

Every public enterprise has a very good vision to operate the organization. Nepal telecom has also a typical vision. It is to remain a dominant player in telecommunication sector in the country while also extending reliable and cost effective services to all the people of Nepal.

Functions and Responsibilities

Nepal telecom provides public utility services in communication sector. It is necessary for regional development generation of employment and welfare of the

nation. To achieve these activities it has done the different major functions. They are as follows:

Nepal telecom functions as a government advisor in communication world.

- Licensing
- Tariff regulation
- Competition regulation
- Benchmarking and regulation
- Use the new technology management
- Customer care and interest protection
- Development of HR in telecommunication areas.
- Universal service obligation
- Law enforcement
- Settlement of disputes

The public sector enterprise managers have to accept their social responsibilities towards all the components of the society. They have to realize that they are not only the trustees of ownership interest but also the trustees for staffs, consumers and the people in the nation who are directly and deeply influence by the activities of the enterprises. Normally all the managers of public enterprises have to adopt the goal of social welfare.

Achievements

Nepal telecom is established to provide quality service to the people. It is not easy work, it is challenging job, but it is ongoing process. Regular improvement use of quality tools empowerment of employees, right time information are some basic element of quality service. Quality product comes from a quality management process. It is always the result of effort and efficiency.

Nepal telecom has concluded that ongoing tenders and float new tenders for purchase of new technology and service. NTC is seen successful in concluding the following ongoing projects;

- 150k lines NGN project

- 2 million lines IP CDMA project

- Convergent Real time Building and Costumer care system project

- IP back bone routers

- Billing system for the postpaid Costumers Project

- Wi-max project

- International gate way exchange

- Incentive and bonus distribution to the employees

- Modification of KarmachariSewaSartaNiyamawali

- Connectivity to 10 top call making countries to Nepal telecom

- Organizing international carries partner meet 2011 to develop Nepal as transit point

- Establishment of POP at Singapore, Hong Kong and Qatar

Table 6:   Post adjustment ratio in NTC for last 4 year periods

S.No.	Particular	2009	2010	2011	2012	2013
1	Accepted post	7030	7088	7094	7074	7186
2	Working HR	5592	5876	5826	5712	5530
3	Total Percent	79.5	82.9	82.1	80.7	77.0

Source: Fifth annual report 2068/069 P.32

Table 6 shows the accepted post and existing working Human resource in NTC. It is clearly analyzed that the working Human resources' in NTC is comparable low with respect to accepted post in NTC for last 4 years.

Figure 3: **Post adjustment Ratio with respect to the accepted post for last 4 years**
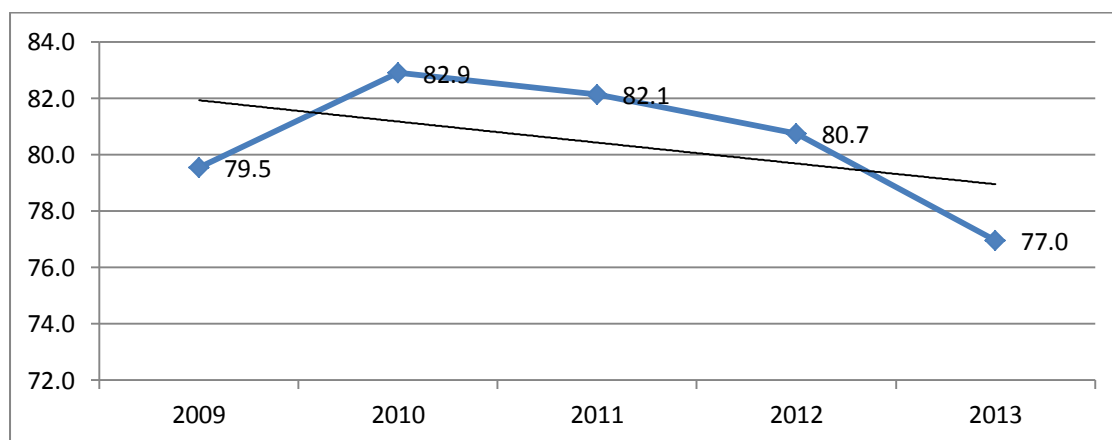
Fig 3 shows that the post adjustment ratio is analyzed increased in year 2010 but it is seen gradually decreasing throughout the years 2011, 2012 and 2013. The trend line also depicts the decreasing status for last years.

It is important to focus that the working human resources are consistently presence higher (more than 80.0 percent) in last three years from the 2010 to 2012. But the latest post adjustment ratio is seen below 77.0 percent and it is analyzed positive towards NTC's HR departments' consistent planning to reduce the excess human resources and resize the human resources by effective and efficient.

Table 7: **Human capita NTC has developed a table of Human Resources**

S.No.	Particular	2009	2010	2011	2012	2013
1	Net profit per staff(RS in 000)	1420	1732	1849	2122	2098
2	Cost per staff (RS in 000)	394	609	591	789	777
3	Net profit per Staff in compare to Cost per Staffs (in Times)	3.6	2.8	3.1	2.7	2.7

Source: Fifth annual report 2068/069P.32

Table 7 shows that the cost per staffs investment and net profit per staff status for last 4 years. It is analyzed from the Table 34 that the Net profit per staff in compare to cost per staffs (in Times) is higher in base year where as it is observed

little lower in year 2012 and 2013 but the consistency pattern of net profit per staff in compare to cost per staffs (in Times) is analyzed satisfactory throughout the period.

NTC financial status report on share activities has been observed for last 4 years period. Table 8 allocates the cash dividend per share value for last 4 years period as given below;

Table 8:   **Cash Distribution ratio for last 4 year period**

S. No.	F. Yr.	Total Dividend	Cash Dividend per Share
1	2009	3750000000	25
2	2010	5250000000	35
3	2011	600000000	40
4	2012	574202250	45
5	2013	701802750	48

Source: Fifth annual report 2068/069 P.40

NTC has started to distribute the Cash dividend per share form last 2009 period. The distribution trend over last 4 years indicates that it is gradually increasing throughout the period. It indicates strong and consolidates financial status of NTC for last 4 years period. It can be considered as big achievement of an organization and that can be directly linked with dedicated, well trained and energetic manpower recruited in NTC. Finally, HR Department along with its well vision with dynamic strategies able to keep the maximum height of professional business in Public Utility of Nepal.

Need of HR

Human resources are a management of people. It is a valuable asset to an organization. It is also a problem solver and research. The important aspect of human resources is mobilization and utilization so the first of all organization should determine the needed posts of employees.

Generally the Nepal telecom has determined the period based requirement planning and the need of human resource depends upon the project activities. In this

context the board of directors clearly defined the post and requirement of HR. Establishment of new office, increase and decrease of costumer and cleaned the requirement of human resources.

The senior officer of NTC has said that the post and requirement is defined in public notice or wanted in newspaper. This need assessment system is moderately satisfactory. The chief of HRD has said that official requirement is based on work load of different posts. At that time the organization clearly define the posts and number of employees.

Other senior officer of NTC has said that we have more branches of different categories, so it is based on the volume of business or transactions. We take opinion of different branches while taking the decision about HR needs.

Other senior officer of NTC has declared that the top level management decides different posts and number of staffs for notice publication. The next officer of same office has notified that recruitment and promotion committees determined the post and number of employees and it is accepted by the Board of Directors. Thus the need assessment is done within the organization.

Organization clearly defines the post and requirements of HR. Normally the requirement based on vacant positions. The need assessment is done each year but not more scientific. So the very few officers have said that the need assessment system is not satisfactory. This system should be improved for actual need assessment of an organization.

Need assessment is essential Job for an organization. It shows the actual need of human resources within an organization. At any time large numbers of persons have to be replaced who have grown old or who retire, die or become incapacitated because of physical or mental ailments, there is a constant need for replacing such personnel. (Memorialand Rao, 2012).

Some senior officer of NTC has given logic about the need assessment of an organization. Organization does not adopt the effective system of HR planning. It is

done on the basis of hunch or political pressure. So the need assessment system is not satisfactory. HR planning is essential planning for organization. Usually we should forecast the need of organization for five years.

Due to rapid technological and communicational development,NTC's demandson higher academic level employees for handling future projects in the organization. The NTC will need employees with the proper communicational attitude and customer orientation and with the capability and flexibility of acquiring new knowledge and using new insights over a short period (pentascope-2005). Market competition, nature of job, technology regulatory framework and vacancies are the key elements of need assessment system.

Sources of HR

Generally the human resource deals with the present working forces of an organization most of the external sources of an enterprise are as follows:

Relativesorfriendsofpresentstaffs

More and more companies want to make good personnel relations encourage their staffs to recommend their relatives and friends.

Campus and institutions:

More companies remain in total with the technological institutions and colleges from there many people may be encouraged.

Former employees:

Companies' former employees have left by personal reasons. They may be re-employed. They do not need the initial training for the job.

Recruitment

Recruitment is the innovation of potential candidates for organizational vacancies. It is a good link between job and seeking jobs. It encourages large number of potential applicants to apply for suitable posts. Really the term denotes to the process of bringing together prospective employees and employers with a view to stimulate and encourage the applicants to apply for a job.

It refers the present and future needs of an organization. It gives complete information to the more and more candidates, so that they can decide themselves whether to apply or not. Generally it follows the human resource planning goes hand in hand with the selection process by which organizations evaluate the suitability of candidates for different jobs.

NTC has been applying advertising for recruitment. It is a traditional and simple recruitment system. Normally the organization has done the media advertising for recruitment. Some senior officers have given logic about recruitment really the advertising is a recruitment practice within an organization. Generally advertisement is given in national level magazine for particular period of time period.

Sources of recruitment can be classified into two broad categories. They are informal and external sources. Many organization assumption that the most consistent source of human resources supply is form within the organization as it keeps the morale of the employees high. Other sources of man power supply are also used to fulfill the vacancies in the utility sector (organization) the simple interpretation of sources is as follows

Internalsources

Internal sources of manpower refer promotion of weakness from the lower level to upper level. Most of the organizations have a policy of promotion from within an organization vacancies other than at the lowest level filled up by promoting the personnel to the higher office. Thus there is a chain of promotions that can be fulfilled from those lowest in ranks by giving them training to make them eligible for higher position in an organization.

Practice of internal recruitment leads to a healthy and progressive atmosphere, lower cast of training and a high rate of labor turn over. This source of recruitment is generally adopted to fill vacancies of middle and top personnel. Lowest recruitment is generally form external sources.

External sources

Recruitment at the time of expansion of the firm or vacancies for new comer or where job specification cannot be met by the present employees, require external sources of HR suppl. Generally the following sources are commonly used;

Former employees

Former employees of an organization are persons who have ever worked in the enterprise and have been laid off or have left the organization for personal reasons and new wish to return. Those former employees having good record on their credit may be preferred for filling up new vacancies. Those will require less initial training to bring them up to the standard of production than strangers to the organization

Advertisement

Advertisement in magazine or newspaper and journals is popular source of recruiting applicants. Organizations resort to advertising for all types of vacancies but it is the most suitable source filling the vacancies of technical and senior personnel particulars regarding the job and the qualifications of the prospective candidate are given in the advertisement in newspaper journals, and magazines. Candidates possessing the requisite qualifications apply for the job in reference to the advertising.

Contacts of Present Employees

The present employees of an organization recommend their friends and relatives. It is expected that the present employees will command only such candidates who have the potential and qualification to meet the company's standard of expectation. However in order to avoid reposition a great care should be taken in selecting a person among those recommended by the present manpower of an organization.

Recruitment at the Gate

Recruitment of workers is generally made at the gate of office or factory. The number of vacancies, nature of work and time of interview are noticed by the personnel department on the back board at gate. Prospective candidates attended the interview at the appointed time and get the appointment.

School, College, Universities and Technical Institutions

These are very useful source of recruitment for an organization. The employment managers of the organization maintain a close liaison with the universities and schools of technology particularly for recruiting officer, Apprentices or Management trainees. Universities and technical institutions also empanel the promising young talents for employment and refer their names to the prospective employees as and when asked for.

Private Agencies

Private agencies also do recruit the professional and technical personnel for a company. They provide a nationwide service in attempting to match the demand and supply of personnel. Many private agencies tend to specialize in a particular type of work like sales, office, engineers.

Trade Unions

Trade unions help in recruiting the applicants in some companies. This co-operation helps in developing better labor relation. However this source of labor supply is not reliable since sometimes trade union support a candidate who is not fit for the job and is not acceptable to management.

Exchange of Employment

Employment exchanges are the most popular source of recruitment for unskilled, skilled or semi-skilled operative jobs. The seekers get their names registered with employment exchanges managed and operated by the central and state Governments. The employers notify the vacancies to such exchanges and the exchanges refer the names of prospective candidates to the employers.

Personnel Consultant

In these days consultants who specialize in the recruitment of managers and other senior officials are also called upon to assist the management in filling of these posts. At the time of recruitment of the senior officials companies hire the services of these consultant agencies. On receiving recursion from the client companies these

consultant agencies advertise job descriptions in leading newspaper and periodicals without disclosing the names of the employees.

Leasing

Short-term fluctuations in personnel needs are sometime stabilized through leasing of personnel for some specified period from other organizations, offices and units. This system of leasing is well adopted by the public sector organizations. The acute shortage of managerial personnel particularly at higher levels in public sector leads them to borrow the personnel of requisite caliber form the government departments. They are given an option to choose either their parent services or the present organization at the end of their term.

Selection

Selection refers a process by which the qualified personnel may be chosen from the applicants offering their services to the organization for employment. Thus selection process is a tool in the hand of management to differentiate the qualified and unqualified applicants by applying various techniques such as interviews, tests etc. Thus selection is a negative process of employment in which only a few quality for the job and offered employment while all others are denied the opportunities.

Generally selection is a decision making process where the management decides certain norms and principles to adhere to standards on the basic of which a discrimination between qualified and unqualified candidates may be made. A sound selection policy ensures the selection of suitable candidates.

It is a process of screening a few from those who applied for the job. The personnel department plays an important role in the selection of a candidate whatever may be the procedure. The decision to recruit the personnel is not taken in the personnel department but it assist the top executive in selecting the candidate by devising the form of application blank and preparing job description and setting the job specification.

Selection procedure starts only after the applications and received by a concern. Considering the standards set out by the organization these applications are scrutinized. The applications are screened out at each step. Finally those who are found fit for job is selected. The following steps are involved in the selection process.

Preliminary Interview:

This is the first step after receipt and scrutiny of the application forms in the selection process. Its purpose is to eliminate the unqualified or unsuitable candidates. It should be brief to have an idea of general education experience, training, appearance, personality and salary requirements of the candidate etc. If the applicant appears to have some chance of being selected he may be given the application blank to fill in.

Application Blank:

Application form or application blank is a weeding out device in the selection process. The application blanks are supplied to the successful candidates in preliminary interview. Application blanks give a written record of the following information.

Identification

It gives family background, data and place of birth, age, sex, height, citizenship, marital status.

Education

It refers information about academic career, subject taken at various school certificate and degree levels, grade, division or place awarded in school and college, technical qualification etc.

Experience

Giving full details of post jobs such as nature of work responsibilities, periods involved designations, salaries with allowances, reasons for learning present assignment etc.

Expected salary

Salary, allowances and other fringe benefit of monthly basis.

Community activities

These consist of details regarding extracurricular activities, hobbies, position held in social organization such as clubs, management association etc.

References

These may be gathered from reliable persons.

Employment tests

Today's psychological and other tests are becoming increasing popular as a part of the selection process. The personnel department may guide and help in the selection of types of tests appropriate for a particular position. Mainly there are two types of tests, they are as;

Trade test

Technical jobs require trade test. The purpose of test is to assess the capabilities of the candidates for the type of job which is being offered to them.

Psychological test

As the individual differ from one another the industrial psychologists have devised certain test to assist the management in evaluating the expected performance on the task relative to that of other candidates. Some of these tests are the followings;

Aptitude test

These are designed to measure the aptitude of applicant and their capacity to learn the skills required on a particular job. These are more useful for clerical and trade position.

Intelligence test

These aim at testing the mental capacity of a person with respect to various things. It measures the individual learning ability to understand instructions and also

ability to reason and make judgment. There are verbal and non-verbal individual and group intelligence tests.

Interest test

These determine the performance of the applicants for occupations of different kinds.

Knowledge tests

There are devised to measure the depth of knowledge and proficiency in certain skills as engineering, accounting etc.

Projective tests

In projective technique the applicant projects his personality into free responses about pictures shown to him which are ambiguous.

Personality tests

These determine personality traits of the candidate such as co-operatives against determinacies or the emotional balance and temperamental qualities of a person.

Judgment test

These tests are used for evaluating the ability to apply knowledge judicious by in solving a problem.

Employment interview

This is the difficult and complex to determine the suitability of the applicant for the job and of the job the applicant. It must be conducted in a friendly atmosphere. The candidate must be made to feel at ease. The question should better be asked on the basis of job specifications unwarranted questions should be avoided.

A verification of the information furnished by the candidate in application blank may be made. Additional information may be sought for future record. The candidate should be given a regarding the history of the concern future prospects, salary offered and nature of job.

Reference check

If the candidate crosses all the above hurdles, an investigation may be made on the reference supplied by the applicant regarding his past employment, education, character personal reputation etc. Reference may be called upon telephones. They may be contacted through maid or personal visit. Additional information may also be recorded by asking the questions from referees

Medical examination

Medical test is a part of selection process for all suitable applicants. It is conducted after the final decision has been made to select the candidate. A through physical examination is also essential to ensure that the candidate is able to handle the job efficiently.

Final selection

If a candidate successfully passes through an appointment letter may be given to him mentioning the post on which selected the term of appointment pay scales etc., when he joins the organization, the personnel manager should introduce him to the company and his job.

Generally there are seven steps in selection process. The above steps in selection process are not rigid. They may vary from organization to organization or in the same organization from job to job. The arrangement of the steps may be disregarded, some steps may be reduced and some other new steps may be added.

Existing practices

Selection test is designed to measure such skill and abilities in a staffs as are found by job analysis to be essential for successful job performance. It is an instrument designed to measure selected psychological factors. Selective tests have become widely accepted in the selection process. However these should be considered simply as a step and not a replacement for the other phases of the selection process.

The real value of the tests lies in eliminating those applicants who have very little chance of job success than in selecting applicants who will definitely be

successful on the job. It should be remembered that when the tests are used they should not be relied completely. It is advisable to take help of other techniques.

There are several methods of selection practices. Written test, intelligence test, performance test, interview, practical test are some tools of selection. But the different selection criteria are interrelated and no single one of them can be expected to produce as satisfactory result as a combination of two or more examinations.

In that circumstance, NTC has adopted four practical methods of employment selection in their organization. The employment selection process is given below;

Written examination

The NTC has taken a written test for all the candidates. The candidate is required to give answer to different question in writing. It is a first and popular method of selection. It is applied for designation or posts in Nepal Doorsanchar Company Ltd.

Practical test

Practical test is a second method of manpower selection. Generally it is used lower level staffs and technical services. It is desirable to use tests only as supplementary method of selection.

Interview

Interview is a face to face conversation between a panel of interviewers and interviewee and affords an opportunity to understand and develop a clear picture of the personality of applicants. It helps the organization to secure much information about the candidate and vice versa. The major aim of the interview is to Judge the suitability of the applicants.

Interview is the most satisfactory way of judging temperamental qualities of the candidates such as his/her way of thinking on staff or labor problems qualities of leadership etc. It decides whether the qualities possessed by him make him suitable for the required job in the organization.

Selection on the basis of qualification and experience.

The fourth method is selection on the basis of qualification and experience. It is a final decision for applicants. It is used in merit basis for temporary and permanent staffs. This is a traditional and very popular system of an employee selection. Selection = (written test + practical test +Interview)

Employees Selection trends over last 4 years

Table 9:   **Employees Selection for last 4 year period by different types of post**

Year	Permanent	Temporary	Contract	Others	Total
2010	5759	2	90	3	**5854**
2011	5720	2	77	4	**5803**
2012	5556	2	49	4	**5611**
2013	5514	2	20		**5536**

NTC has selected technical and non-technical employees for conducting their official work in different part of office across the country for last 4 years period. The selected employees is assess as needs base for the conduction of day to day work in their organization. Maximum employees are seen selected for permanent position where as contract, temporary and others position are seen less effective in NTC for required employees' selection procedure. It implies that the NTC has been seen very efficient in employees' selection in their organization. There are gradually decreasing the working staff over last 4 year period.

Table 10:   **NTC's Employees selection index rate for last 4 year period**

Year	Permanent	Temporary	Contract	Others	Total
2010	100	100.0	100.0	100.0	100.0
2011	99.3	100.0	85.6	133.3	99.1
2012	96.5	100.0	54.4	133.3	95.8
2013	95.7	100.0	22.2	0.0	94.6
Changes	4.3	0.0	77.8	0.0	5.4

NTC's employees' selection Index rate for last 4 year period is assessed positive. It is observed from the table that overall5.4 percent relative changes are occurred for the final year period and the initial period. It implies that in the reduction of work forces in the NTC. HRMmight have taken right decision for the reduction of the 5.4 percent in existing work forces in NTC. The employee selection in permanent position is also seen reducing in each year. About 4.3 percent is seen reduced in permanent type employees' selection categories.

In that circumstance the temporary, contract and others type of employees selection is also seen reduced during the period. The employees' selection in temporary and others position is seen consistence throughout the year and even drastically decreased for the others type employees' selection case.

Theemployees' selection for contract type post is observed highly reduced over the period. It is analyzed from the table that about 77.8 percent employee'selections are observed reduced for last 4 year period.

All above information is leads the professional and good handling of the HRM of NTC. They believed more net profit reducing unnecessary staffs whom are really not worthy for their day to day running of the organization.

Conclusions

NTC has seen very proactive for the selection of required employees and selection of the employees in their organization. Some of important conclusionsare drawn below;

- The HRM of NTC has seen active, prompt and well vision. It has wide range program and planning for the human resource management. The human resource department is seen fully responsible for motivating their employees and even HRM department is seen aware of employees' retention.
- HRM has scientific approach for employees' selection process. They have basically comprehensive selection approach. They have also different types of recruitment methods such as contract, temporary and others.

- Needs assessment is seen during the employees' recruitment and selection process.
- There are pre job orientation programs and on duty training program observed in NTC.
- Existing staffsunion'sdominance in day to day working environment make less achievement in the program outcomes.
- NTC is nation's huge utility sector with more than 5000 employees and its service delivery is analyzed satisfactory.
- NTC share price is observed consistent around 650 for more than 3 years and its net share profit is about 40 to 50 % percent annually.
- The reason behind huge net profit in the NTC is credited to the dedicated staffs and their professional business oriented policy and program.
- The activities of HR department for human resource management are analyzed very professional. It has reduced the staffs by 5.4 percent in last 4 year period and gives maximum profit to the organization.
- Different benefits programs are observed in NTC for the employees.
- NTC has provided dividend or bonus to their staffs.
- NTC has given leave holiday for domestic tourism development different leave holidays for their staffs.
- NTC has given different leave holidays for their staffs.
- The relation between lower level employees and top level management has observed satisfactory in NTC
- HR officers' adequate knowledge, managerial and administrative skill for strengthening the HR department is analyzed highly positive and effective.
- The sample respondents have suggested more training, Career building proram and induction program for capacity building of the existing manpower of the NTC.

NEPAL ELECTRICITY AUTHORITY CASE STUDY II

Introduction

Nepal Electricity Authority is established on August 16, 1985 A.D. (2042-5-1 B.S) under the Nepal Electricity Authority Act 1984 AD. It was established with an objective to provide electricity service to people of various geographical areas of the nation. The system network of NEA has been spread up in all districts of the country and it has access to around 45% population.

There are about 10000 employees in different levels. It is a state owned organization with sole authority of electricity distribution, the people's expectations from NEA is tremendous and at the same time the responsibility and liability of NEA towards people is also unconditional. The service and quality of electricity service has always been remaining the prime concern of people and at the same time it will be lawful to look into the context and condition how NEA is working in this vary time.

Proper utilization of HR and other resources at the optimum level is a big challenge for this authority. It is the only way to sustainable business particularly at the time when tariff adjustment is uncertain, financial health is deteriorating and employees' performance in under scrutiny. It has been enhancing operational skill, efficiency and developing a commercial climate within an organization.

Objectives

Nepal Electricity Authority has continued to the implementation of computerization to enhance efficiency in its operation. It is a process of implementing a system developed in house by which customers can make payment of energy through bill and bank. The main objective of NEA is to generate, transmit and distribute the adequate energy. The reliable and affordable power by planning, constructing, operating and maintaining all generation, transmission and distribution facilities in Nepal's power system both inter connected and isolated.

Mission

Nepal Electricity Authority has committed to satisfy all the customers by continuously improving our operations to generate safety and delivering low cost reliable energy and outstanding customer services.

Vision

NEA has dedicated to serve all the community of a nation. It provides energy to develop the economy and quality life to our customers being a pioneer public utility sector. It powers the essentials of life.

Development activities and responsibilities

Managing director has given a report he said that NEA has the responsibility to expand the system to meet the growing needs of the customers. This refers development activities related to generation, transmission and distribution services. The contract for the electromechanical hydro mechanical and transmission line works has been awarded and design work is in progress.

Similarly numbers of electrification projects distribution substation construction and up grading projects and 33 K.V transmission line and substation projects are underway throughout the country to increase the accessibility of rural population to electricity.

In other side the total number of employees stood at 9107 at the end of fiscal year. 2010/11 against 10324 approved positions. During the year under review 217 employees were retired 6 employees took voluntary retirement, 10 persons were terminated on charge of long absence, 21 employees resigned and 24 staff passed away. Total 526 vacant posts were filled during the year whereas 411 employees of different levels got promoted.

As the part of human resource development activities, 276 employees of different participated in trainings, seminars, workshop and study and inspection tours abroad. Similarly 516 staffs received various types of training in NEA training center while 14 staffs participated in local training programs outside NEA.

There have been major developments in the use of information technology for reporting, creating, database, analyzing and developing a knowledge base to improve our operational efficiency. Enhanced availability and uses of it in our decision making and delivery of service has shown clear indication of improvement in these areas.

In addition to achieving above development activities and different objectives, Nepal Electricity Authority has major responsibilities. They are as follows:

- To recommend to Government of Nepal long and short term plans and policies in the power sector.
- To recommend to determine and realize tariff structure for electricity consumption with prior approval of government of Nepal.
- To arrange for training and study so as to produce skilled manpower in generation transmission, distribution and other sectors.

Achievements (current achievements)

Chilime Hydropower Company L.T.D. (CHCPL) the first subsidiary company of NEA has been successfully delivering deemed as well as excess energy to NEA from its Chilime Hydroelectric Power Plant is under taking the development of Sanjen (Upper)(14.6 MW), Sanjen (42.5MW), Rasuwagadhi (HMW) and Middle BhoteKoshi (102MW). A Memorandum of understanding to this effect has been signed with employee provident fund for debt financing of these projects.

The financial closure for the construction of 456 MW Upper Tamakoshi Hydroelectricity project has been concluded. The contract for civil construction of the project has been awarded and the project is scheduled to be commissioned by the end of 2015 AD. Similarly upper Trishuli38 Hydroelectric Company has been established in equity partnership with Nepal Telecom for the development of upper Trishuli-38 Hydroelectric project.

Power Transmission Company of Nepal (PTCN) a transmission business subsidiary is engaged in development of Dhalkebar- Mugaffarpur 400 KV cross border power transmission on line, Implementation and Transmission service

Agreement (ITSA) has been initialed with the company. NEA has been always considered country is growing demand for electricity.

Total number of PPAs concluded so far has reached 81 with total installed capacity of 1118.352 MW. Out of these total 23 projects with total installed capacity of 174.526 MW are already in operation. NEA increased postal PPA rate by 20% to encourage developers of plant size upto 25MW. During the year under review, 13 new PPAs for a total capacity up gradation totaling 6.70 MW were amended. This power purchase agreements for total capacity of 714.77 MW were signed during the year.

Activity of HRD

Human resources department is responsible for executing human resource planning recruitment, employees training and development, disciplinary actions, implementation of staff's welfare activities and other human resources related functions. As part of staff welfare activities, financial support was provided to 10 employees for different causes. Similarly under the staff welfare loan, a total sum of Rs. 102,078,640.00 was disbursed as loan to employees.

Similarly a sum of Rs. 14,497,990.00 was disbursed to various employees under the accidental insurance and medical facility scheme and a sum of Rs. 371590778.16 was disbursed to different employees under the life insurance scheme.

Up to August 2010/11 as part of human resource development activities arrangements were made for 276 staff persons of different levels to participate in training programs, seminars workshops and study and inspection tours in different geographical areas of the world.

Need of HR

Human resource management is a comprehensive approach. It is a more comprehensive and deep rooted than training and development. It is multidisciplinary from the initial period to the end. It is always better to encourage existing employees

instead of importing new blood for higher appointments. Therefore it is more effective to try and meet as far as possible, the man power requirements for the supplies existing within the organization itself.

Such internal promotion can secure optimum motivation and ensure retention within the organization of its best people. This kind of phenomena naturally involves during the internal promotion period and it helps to promote the existing hard working personnel for further development of organization by strengthening the internal human resource management policy. The inventory most besupplemented with appraisal of existing performance and assessment of future potential to indicate training and development plans required to make the existing supply suitable for future needs.

Thus the first step is anticipating vacancies to take an inventory of the current manpower of the Clint to determine its capability. This has to be compared with the future organizational structure which will influence the total manpower requirements at a future point in time. Thus the starting point of manpower analysis is the annual inventory of current manpower which would reveal the type of manpower structure in terms of age, education, promotion potential and organizational level.

Most of the companies, their own expected loss rates are estimated on the basis of their own post experiences. These expected losses and examined in terms of organizational levels. To this are then added manpower requirements based on anticipated additions to operations required for meeting the wants of future expansions. In this way, the future vacancies or manpower needs of the organization can be anticipated.

The expected manpower forecast in the NEA is based upon the given following reasons;

- Resignations
- Retirements
- Deaths

- Dismissal
- Transfers
- Promotions

In addition, the forecast of the expected anticipated number of required additional staffs depend upon the growth or reorganizations of such institutions.

They senior officer of NEA has said that human resource need assessment is done each year. But it is determined on the basis of vacant positions. In this context the *Padpurti Committee* clearly defines the post and requirement of human resource within an organization. It should be modified with new technology.

The other senior officer of NEA has said that organization adopts a human resource planning. In this plan organization clearly define the post and requirements of HR. But the need assessment system is not satisfactory. It is created the post and requirements on the basis of personal interest and particular group interest.

Other senior officer of NEA has given their opinion that the enterprise does not adopt the clear HR planning because there is no adequate budget for HR plan. The requirement of different levels of HR determined on the basis of vacant positions. But in reality the HR management in an organization is directed by top management level. In implies that the need assessment system itself is not' not scientific and satisfactory.

Sources of HR

All the organization determine and the number of employed needed the next issue of the personal management is the procurement of employees. It is one of the major operative functions of personnel management. This function involves recruitment, selection and placement of employees. So the success or failure of an organization depends to extend upon this as to how much efficient experienced and capable employees procured and recruited.

This is a process of finding future employees. It is an important aspect of staffing process. In this process the consideration of different sources of human

resources supply is significant. The major sources of HR can be classified into two parts. They are as follows:

Internal sources

One of the important sources of the recruitment is promotion from within an organization. It is the best method for recruitment of high strata and medium strata managers. Many companies feel that the best practice is to fill jobs within the organization if possible. They feel that inside employees already know the company and its' policies and presumably have proved their ability and loyalty.

Therequired vacancies fill up process within the organization with positive morale builders is major challenging issues for the HRM.Vacancies fill up withbetter results for upgrading from several employees and having an unsatisfied person to fill the opening left at the bottom. This policy has certain merits as well as demerits in public utility sector.

External Sources

Outside sources of an organization is an external source. The following are the major external sources of recruitment.

a. Friends and relatives of the present employees

Sometimes the present employees present to the concerns one's own family members friends or relatives as trustworthy persons. Their recommendation is indirectly the support of the person concerned character, capability and efficiency.

b. Former employees

Former employees are those persons who have worked in the concern previously but were out of service for some or other reasons. It is excellent source of employees provided their previous service records are good. In general former employees possess the same favorable characteristic as those workers/staff currently employed.

Former employees have been indoctrinated in company policies, know the company's operating procedures, and will require little training and chances are greater that they will stay with the company longer than a new outsider.

c. Technical institutes and schools

There are also sources of staff /labor supply. Industrial concerns and their needs to these institutes and the institute in turn send the names of the persons for service to them and posts are filled in. Qualified and good persons are available through thins system.

d. Employment exchange

This is also an important source of manpower. Unemployed persons register their names and qualifications. Needy organization or concerns intimate them to their requirements and recommend suitable person to them.

e. Advertising

To fill the vacant posts at present, newspaper advertisement has become an important means. This is mostly used for high and middle class vacancies but now, it also used for lower services as well. The description of work and salary is given in the advertisement so that applicants may make their initial assessment themselves.

f. Contact with other concern

Personnel officer contact the other such concern of the same nature. Those desirous of promotion join the other concern. Public enterprise or private enterprise, educational institutions can follow this policy.

g. Direct recruitment

Human resource development of an organization makes the direct recruitment. They applied different methods for it. Sometime recruitment is done at the gates. It is stated that for such posts recruitment will be done on such day. It is a suitable method for unskilled workers or lower level staffs only.

h. Casual application

Those desirous of serving after writing their qualifications, post the applications to the concern which collect them and after selections call for interview the efficient persons. A list of such persons is maintained in the office and persons and called in times of need.

i. Candidate referred by unions

In the few organizations where trade unions are effective, cooperate for the employment of staffs. It makes possible good employee relation. It is called recruitment through trade unions.

j. Use of consultants

There are special consultants who are able to import their services for recruitment. These persons keep the record of the persons called for interview and make know the recruiting officer about them. This system is popular in foreign countries. These agencies are mostly business firms whose incomes are derived from fees charged from clients.

Many such agencies are well staffed with competent specialists and maintain high standards of ethical practice. They give careful attention to the qualities and needs of clients. In metropolitan cities, there are several such agencies; they provide technical, semi- professional or highly specialized personnel.

Sixth level officer of NEA has said that organization directly invites the application from the candidates who qualified for the related posts. Organization does not define the sources of recruitment. The office has done the vacancy announcement through national newspaper. Generally recruitment has done through the advertisements.

Seventh level officer of NEA has said that organization does not define sources of recruiting. But he knows the internal and external resources. He adds that also organization does not encourage the internal and external sources of recruitment. The organization fulfills the just formulations.

Eighth level officer of NEA has said that there are two types of sources. They are internal and external sources of recruitment. Organization has clearly defined the sources of recruiting. The organization is used both source of recruitment. So the human resource selects through internal competition and open competition.

Ninth level officer of NEA has given his opinion as Organization has defined the internal and external source of recruitment. They are clearly defined on the basis of public service commission's principles so that we can both sources of recruitment.

Recruitment

Recruitment is a simple process of searching the applicants for jobs stimulating them to apply for vacancies within an organization. It is the first step in organizational employment and subsequently the ultimate success or failure of such employment depends in a large measure upon the method and organization by means of which the staffs are brought into the industry or enterprise.

According to Fisher recruitment follows HR planning and goes hand in hand with the selection processes by which organization evaluate the suitability of candidates for various jobs. Other expert of human resource Dalton E.MeFarland, it is the process of attracting potential employees to the company. If the employees are not recruited in accordance with some systematic, proper and judicious manner most of them are likely to be found in efficient and incapable resulting into high rate of labor turnover. As a matter of fact, good recruitment policy is a pre-requisite of organizational peace which is in it a pre-requisite for more production.

Senior officer of NEA has said that advertising is a most popular method of recruitment. Media advertising is a practical system of recruitment. This system invites the qualified and experience candidates for the different post and level of employees.

Other senior officer of NEA has given a logic about the recruitment advertising is a simple recruitment system. This system is applied comprehensive

process. Skillful candidates are invited to face the competition, internal competitor and promotion through performance appraisal.

The next senior officer of NEA has said that, advertising in national level magazine is a very old and popular recruitment system. So it is called comprehensive process of recruitment. Thus the creative, laborious and interested candidates are invited to apply the related jobs.

The senior officer of NEA has said that open vacancy announcement is a system of recruitment. This system invites the qualified skilled and job experience candidates to an organizational. Thus the comprehensive recruitment process is practical within an organization.

Selection

Any organization achieves its objectives only when it has right man in right positions. It is not by chance that some organizations get men of their choice while others do not. Management is responsible to create an image outside and an environment inside which attract good experienced and talented people to the organization.

The selection procedure is not a single act but it is essentially a series of methods or steps or stages by which additional information is secured about the applicant. Selection process or activities typically follow a standard pattern beginning with an initial screening interview and conducting with the final employment decision.

Although the selection procedures change from one organization to another in terms of size, industry, location and scalar level or jobs being filled the selection process depends upon effective job analysis and recruitment. According to Yoder, the selection process involves the following stages:

Preliminary screening of candidates

Human resource selection process starts with the preliminary screening of the applications. The applicants are screened on the basis of standards set out by the organization.

Review of application blank

Application blank is a brief written resume of the name, age, address, education, occupation, interest, experience etc. of the candidates. Through the application blank the candidates provides the useful information to the employer in the areas of identification, education, experience, expected salaries, communities activities, reference etc.

Application blank is an important stage in selection procedures. It provides basic information about the prospective employee which is helpful at the time of interview. After screening the application blank promising candidates are called for further screening.

Checking references

At the end of application blank references of two known persons or previous employers are given by the applicant. The different information give in the application blank can be verified with the help of references. A reference is potentially an important source of information about the helps in verifying the accuracy of the applications and in getting the proper rating of the candidates' skills and abilities.

Medical tests

This is an optimal step in the selection procedure and depends mainly on the type of job to be done by the applicant. Some organizations ask for certificate of physical fitness from a medical expert. Conducting of physical examination serves the following purposes:

- It serves to protect the organization against unwarranted claims under the workman compensation act.

- It helps to prevent communicable diseases entering the organization.
- A proper medical examination ensures high standard of health and physical fitness of employees and will reduce the rates of accident, absenteeism and labor turnover.
- It serves to ascertain whether the candidate is physically fit to perform the job.
- It establishes a health record of the candidates.

Psychological testing

Psychological tests are devised to measure the psychological characteristics of individual applicants for a position. A psychological test is an objective and standard measure of a sample of human behavior. Psychological tests act on the principle that individuals differ from one another by degree. Some of the important psychological tests which are used are as follows:

a. Personality test

The HR department focused on employees specific quality on the patience, hardworking, maturity and temperamental qualities.

b. Dexterity tests

It determines the individual's capacity to use his hands in industrial work

c. Intelligence tests

It measures the mental capacity of a person to graph and put together the elements of novel or abstract situation.

d. Achievement tests

It measures the level of knowledge and proficiency in certain skills already achieved by the applicants.

e. Aptitude tests

It measures the aptitude of applicants which is their capacity to learn the skills required on a particular job.

f. Employment interview

The purpose of employment interview is to find out the candidates mental and social make up and to know the qualities possessed by him make him suitable for a job in the concern. It must be conducted in the friendly environment. The question should better be asked on the basis of job specification. It is face to face communication and involves a brief personnel contact with the candidate to judge his suitability for the job.

2.1.1 Final approval

If the applicant successfully overcomes all the steps or tests given above he is declared selected. An appointment letter is given to him mentioning the terms of appointment, pay scales, post on which he/she was selected etc. Different steps in selection procedure are not rigid. They may vary from one organization to organization or in the same organization on from job to job.

After the selection of candidates, they are placed on the job. According to Rigors and Myers placement should consist of matching what the supervisor has reason to think can do with what the job demands, imposes (working condition, degree of stress involved) and offers (In the form of pay, allowance, incentive, etc)

Placement is the assignment of employees to jobs for which they appear qualified on the basis of selection techniques. The organization generally decides the final placement after the initial training is over. Placement is the determination of job to which an accepted candidate is to be assigned and his assignment to that job.

Senior officer of NEA has given information about the selection. Comprehensive selection process is adopted for selection the applicants. Organization has taken a written examination and interview. After that the qualified and experienced candidates are selected for the job. Thus the employee is placed as a probation period.

Others senior officer of NEA has said that comprehensive process of selection is applied within an organization. NEA has used the interview for labor, written and

interview for assistant and officer level, practical tests for technicians thus the qualified skilled and experience applicants are selected for the job.

Next senior officer of NEA has said that organization gives the public notice for potential candidates. After that it takes the written test and interview for assistant and officer level and Practical tests and interview for lower level staffs. Thus the organization has comprehensive and discrete selection criteria for the best candidates from the applicants.

Other senior officer of NEA has said that organization uses the comprehensive selection process. It takes the written examination, interview and practical tests for selection the best employees. Thus the organization selects the qualified, experience and capable applicants. In this case selection committee is the final decision maker.

Existing practices

Selection tests are the important device used in the selection of the candidates. A test is designed to measure such skills and abilities in a worker and staffs are found by job analysis to be essential for successful job performance. A test is an instrument designed to measure selected psychological factors.

The basic assumption of tests in personnel selection is that individuals are different in their job related abilities and skills and that these skills can be adequately and accurately measured for comparison. Since many human abilities are complex and interrelated, they have to be understood in association with each other.

There are different methods of selection practices within an organization. Verbal test, written test, performance test, intelligence tests, interest test, personality test and aptitude tests are major techniques of selection. Psychological testing is an important aid in scientific selection, training and development programs, but careless use of tests and the application poorly designed tests is more harmful and might bring discredit to testing as a means of selection.

Generally the technical and administrative posts or levels are filled in on the basis of written tests. NEA'S course of written test has prepared by appointment

recommendation committee and administered by related department. NEA has adopted the following methods personnel service rules and regulation 2062 of employee selection:

Written tests

Generally the NEA has taken a written test for all the applicants. There are mainly two types written tests. One is the selection of non –technical posts and another is the selection of technical posts. All the applicants are required to give answer to different question in writing. It is a very old traditional and reliable method of employee selection.

Practical tests

Practical tests are adopted for the selection of employees whose practices in the work situation used to be of the primary importance. Normally this test is used for lower level staffs, like typists, computer assistant, technicians, cook driver etc.

Interviews

Interview is a very common word, but it is equally difficult to define it. Interviewing is fundamentally a process of social interaction in which the interviewer wants to know something more about interviewer. It is an art of conversation through with fitness of a person for the particular job is measured. The interviewer looks for a symptom that indicates fitness or unfitness for a job.

The information he secures from an applicant helps to fill out the details of a mental picture which he is trying to complete. It is a picture which fit the applicant into the job or which rules him out of consideration. Thus the following are the main aims of interviewing a candidate:

i.   To measure the personality of the applicant.
ii.   To obtain additional information through direct contact.
iii. To verify the information given by the applicant in his application.
iv.   To test the hypothesis regarding a particular candidate.

v. To test the expression power, presence of mind and other capabilities of a person.

Selection

When written, practical interview and physical examination are passed by a candidate, he becomes eligible for appointment in NEA. Some times more candidates are selected, than a waiting list can be prepared. If the selection equal to the number of actual vacancies, they are called for training of joining, as the case may be.

Selection process in any enterprise is a matter of choice. In some organization it may be very simple as such; it may consist merely of referring applicants to the supervisor with whom they are to work. On the other hand, in some other concerns, it may be quite complicated and extensive involving several steps. A proper selection policy must be followed by the NEA management in selection of candidates.

Employees Selection trends over last 4 years

Table 11: Table NEA's different staffs by years

Year	Permanent	Contract	Others	Total
2010	8011	1263	6	9280
2011	7950	1211	7	9168
2012	7950	1211	7	9168
2013	8284	676	53	9013

Table shows that there were huge numbers of staffs' available in NEA. Maximum numbers of staffs' were belonging to permanent post. More permanent post has seen in last 2013 year. There are more staffs recruitment in others group in year 2013.

NEA employees' status has been assessed huge for last 4 years period. The selected employees are assessed on the base of needs assessment for the conduction of day to day work in their origination. Maximum employees are seen selected for permanent post. Contract posts are also seen effectively used in NEA. NEA has been

seen active in selecting the employees in contract and daily wages in their organization.

Table 12:   Approve position

Year	Approved position			
	Permanent	**contract**	**Daily wages**	**Total**
2010	9770	465	89	10324
2011	9868	470	90	10427
2012	9966	474	91	10532
2013	10066	479	92	10637

The approved job position in NEA for all officers and non-officer level are counted as 10324, 10427, 10532 and 10637. The existing situation of job placement especially in permanent position is low in compare to approved position. The recruitment situation in contract position is observed unexpected according to their approved position. The HR departments have used remaining vacant permanent position for fulfilling the contract position. The excess recruitment in contractual position in any organization implies the less efficiency in effective planning implemented by Human resource department for its internal human resource planning.

Table 13:   NEA existing staffs Index rate

Year	Permanent	Contract	Others	Total
2010	100.0	100.0	100.0	100.0
2011	99.2	95.9	116.7	98.8
2012	99.2	95.9	116.7	98.8
2013	103.4	53.5	883.7	97.1
Changes	3.4	46.5	783.7	2.9

NEA employees' selection Index rate for last 4 year period is assessed positive. It is observed from the table that overall 2.9 percent reduced in the final year period. HRM might have taken right decision for the reduction of the 5.4 percent in

existing work forces in NEA. The employees' selection in permanent position is seen in slowly increasing. In that circumstance the contract position is also seen reduced during the period. The employee's selections for daily wages (others) are seen highly increased by 783.7 percent although it is below the approved position.

The recruitment of different employees in different position by permanent, contract and daily wages in NEA is analyzed poor. The HRM is not properly following the approved post position. It implies that more political and inner environmental factors are influence the recruitment of employees in NEA especially for contractual assignment.

Conclusions

HR Department has Timely HR planning for forecasting, developing, implementing and controlling in their organization for better improvement of their organization. They have adequate Human resource planning for anticipated achievement in their organizational outcomes.Human resource plans provide correct managing level for an organization and its department. The HR demands and supply positions are also assessed to make timely selections and avoid shortages of human resource.

The HR Department of NEA hasadopted many policies for the recruitment and selection of employees in their organization. NEA's various strength and weakness related to recruitment and selection of employees have been drawn. Some of important conclusionsare drawn below;

- HR Department of NEA is short of lack of technical manpower and lack of career planning employees.
- The HRM of NEA have adopted comprehensive selection method only for the permanent position where as it have used discrete method for contract position.
- The HRM of NEA has recruited maximum number of contract employees in compare to their accepted position for last 4 years.

- The HRM of NEA has recruited fewer employees in Daily wages post (Others) in compare to their accepted position for last 4 years. The number of Daily wages post is observed huge in current year in compare to initial years.

- The HRM of NEA has also used direct recruitment for the selection of lower level staffs.

- The HRM of NEA has adopted inclusive criteria for employees' selection process.

- The HRM of NEA has provided different types of leave holidays for the staffs.

- The HRM of NEA does not provide dividend or bonus to their staffs.

- The HRM ofNEA has provided medical, accidental and insurance benefits to their staffs.

- Needs assessment is seen during the employees' recruitment and selection process. Most of the respondents in NEA are not satisfactory about HR departments implementing of the needs assessment system.

- There are many pre job orientation programs and on duty training program observed in NEA.

- Existing staffs' unions' dominance in day to day working environment make less achievement in the program outcomes and this results to continuous loss in net profit

- NEA is nation's huge utility sector with more than 9013 employees and itis analyzed as heavy overstaffing since last 4 year period.

- The reason behind huge financial loss in the NEA is due to overstaffing in the organization.

- The working attitude of permanent staffs in NEA is observed decreasing and there is no such treatment for stimulating the permanents staffs to be actively orientated in the jobs.

- The rewards and punishment system is seen lacking.

- The activities of HR department for human resource management are analyzed below average. It has reduced the overall staffs by only 2.9 percent in last 4 year periods where the permanent staffs are increased by 3.4 percent.

Similarly NEA has reduced 46.5 percent contract employees for last 4 years period.

- Different benefits programs are observed in NEA for the employees.

- NEA has   provided different insurance scheme to their staffs for any cases of incident occur in Electricity job.

- NEA has given different leave holidays for their staffs.

- The relation between lower level employees and top level management has observed moderately satisfactory in NEA.

- HR officers' adequate knowledge, managerial and administrative skill for strengthening the HR department is analyzed less effective in NEA.

- The sample respondents have suggested more training, Career building program and induction program for capacity building of the existing manpower of the NEA.

KATHMANDU UPTYAKAKHANEPANI LIMITED CASE STUDY III

Introduction

Kathmandu UpatyakaKhanepani Limited is a public company. It is registered under the Nepal Government's Company Act 2063 B.S.It is operated under the public private partnership (PPP) modality. According to KUKL's Article of Association, the company has the objective to undertake and manage the water supply and sanitation system of the Kathmandu valley. It is previously operated by NWSC and its main objectives is to provide consolidate service by quality water supply to the customers at an affordable price and even it serve sanitation management for clean and healthy Kathmandu.

Kathmandu UpatyakaKhanepani limited is responsible for the operation and management of water and waste water services in the valley.It operates water supply and waste water services under a License and Lease agreement with Kathmandu valley water supply management board (KVWSMB) for 30 years. It is responsible for the maintenance of all assets received on lease from KVWSMB. The company will also take over the responsibility for infrastructure built by the Melamchi water supply project.

KUKL can be considered as Semi Government Sector Public Utility Sector of Nepal. The KUKL shareholders type is based upon Government and Private Sector. The portion of KUKL shareholdings are given below;

- Government of Nepal (30%),
- Municipalities in the valley (50%),
- Private sector organization (20%) (FNCCI 3%, Lalitpur Chamber of Commerce 1.5%, Nepal chamber of commerce 9%, Bhaktapur Chamber of Commerce 1.5%) and an employee's trust to be paid by the Government(5%).

KUKL is governed by a Board of Directors with seven members. Four directors' are nominated by shareholders (one each from GON, Kathmandu

Metropolis, Lalitpur Sub-Metropolis and private sector organizations) and three are independently appointed. The chairman is selected from among the Board of Directors.

KUKL has done an institutional arrangement. IT has established three key entities for institutional refers in the water supply of Kathmandu Valley. Those major entities are as follows:

KVWSMB is the asset owner of water and wastewater system within the Kathmandu Valley. It is responsible for developing and overseeing policies and providing the license to KUKL for operation and management of water and waste water services in the Kathmandu Valley.

Water supply Tariff Fixation commission (WFTFC)

WFTFC is responsible for the economic regulation of the sector.

Kathmandu Upatyaka Khanepani Limited KUKL is a water utility operator responsible for the operation and maintenance of the system under the lease and license granted by KVWSMB.

With the assistance of the Asian Development Bank (ADB) KUKL has undertaking improvements in the management of water resources though the project implementation Directorate. Under the project it has anticipating the improvement of water management through the replacement of life expired pipe-lines, tube well construction, reservoir construction for additional water storage as well as the repair and maintenance of existing water resources.

Objectives

Nepal Water Supply Corporation and now KUKL is a Public Utility Sector's Organization.It has many responsibilities and objectives. There are two major objectives of KUKL. They are as follows;

- To supply the neat and clean drinking water all over the country.
- To operate, manage and control the sewerage system of KUKL.

Statement of present activities and future plan

Kathmandu UpatyakaKhanepani Limited provides the basic drinking water and sanitation services to general people. It has done some specific activities and future plan (APR of public enterprises 2012). They are as follows:

KUKL has providing services by Supply of drinking water through 22 branches outside the Valley. The average production of drinking water is 129.5 million Ltr. Per day in these branches.

The commencement of work from Pokhara Mardi overhead to Bindhyabasani is in progress for the extension of 20" DI pipeline up to 11.2 Km.

KUKL has planned from JhumsaKhola overhead to ButwalRupandehi for the extension of 10" DI pipeline up to 12 KM in this year and the work for Uhusma intake will be completed by next year.

The target is to complete the construction of six water pond, sixteen tubewell and the extension of various size of pipeline for 14KM.

The additional production of 13.5 million liters of drinking water in per day will be added to the consumers' pipeline at the end of this year.

The people of Kathmandu Valley have the problem of drinking water both in term of quality and quantity. Rapid growth of production and subsequently increase in demand, unplanned urbanization, over extraction of ground water have resulted decrease in quantity and quality of water. To address this growing shortage of drinking water in the valley, Melamchi water supply project was started in 2000 A.D.

The Melamchi project was originally designed to construct of access roads, Load works, and water division tunnel and water treatment plant bulk distribution system with service reservoir and distribution network improvements. To facilitate implementation in2008 AD, the project was split into two sub projects. Subproject-1 comprises Melamchi river diversion works, water diversion tunnel and construction of water treatment facility.

Subproject-2 comprises Kathmandu Valley water supply and sanitation project designed to undertake distribution system improvement within Kathmandu Valley. The major components of the sub project-2are as follows:

The improvements of water supply services will be conducted in Kathmandu Valley through augmentation of surface and ground water sources.

Drinking water quantity improvement related works

Rehabilitation and improvement of water supply and sewage at the primary, secondary and territory levels as well as house connections in some parts of KUKL service area.

- Design and construction of the bulk distribution system.
- Waste water systems improvements in a phased manner
- Assistance for improvements of service management system of KUKL.

Under the ADB loan 2059 a core capacity building and private public partnership (CBP) team of three international water utility managers have been contracted for a period of four years from mid-November 2010 in order to act as line managers within KUKL. The objective of this team is to build capacity and increase the effectiveness of Water Company.

The core team consists of a vice general manager who has been delegated full operational authority and is reporting to and accountable to the general manager of KUKL, a technical manager and finance and administration manager. General Manager acting as the executive head of KUKL is directly appointed by the Board of KUKL.

Activity of HRD

HRD of KUKL is responsible for executing HR planning for recruitment of employees on the other hand it is also responsible for training and development disciplinary actions implementation of personnel welfare activities and other HR related functions. This department determines the personnel policy and recommend to the top level management. Personnel policies are the simple statement of objectives for the guidance of management in its relation with the official staffs.

Generally human resource department of KUKL has done the HR planning. It is the determination of future needs of manpower in the organization. It includes forecasting of demand for and supply of human resources. It helps to the management to take up further actions. Very suitable actions can be taken to make the existing manpower suitable for the future positions or situations.

The existing stock of man power planning is the first basis of planning. Analysis of the existing stock of manpower requires studying the position of total stock of manpower by dividing it into groups on the basis of function, occupation, level of skill or qualification. A group wise detailed statement is prepared giving the number of workers' in the group, their age of qualification, date of retirement and chances for promotion in higher post.

KUKL has done the recruitment in the second phase. It is a process of searching for potential employees and stimulating them. There are two types of sources of recruitment one is internal source and another is external source. Internal sources of recruitment mean promotion of workers from the lower post to the upper post. Most of the companies have a policy of promotion from the internal sources of recruitment. This practice of internal recruitment leads to a healthy and progressive atmosphere, lower cost of training and high rate of labor turnover.

KUKL has done the employees selection in the third phase. It means a process by which the qualified personnel may be chosen from the applicants offering their services to the organization for employment. So the selection process is a tool in the hands of the management to differentiate the qualified and unqualified applicants by

applying different techniques such as interviews, written test, practical test etc. So it is called the decision making process of human resources.

The organization has done the employees training in the fourth phase. It is a organized process by which people learn knowledge and skill. This is a vital and necessary activity in all organizations. It plays a large part in determining the effectiveness and efficiency of an establishment. Training applies not only to new employee but to experienced people as well. It can help employees increase their level of performance on their present job assignment.

The organization has done the orientation of employees in the fifth or last phase. It is a current practice to provide a program of placement, induction or orientation for new employees. The new employee may be given a plant tour with a handbook that describes the employer, principle product, rules and regulations, perquisites and privileges affecting employees. The function is performed by the human resources department of KUKL.

Personnel administration is essentially employee function. IT provides advice and service to all level of management in the best possible manner in which they can utilize the services of the personnel working with them to build a competent work force. By providing necessary advice and service to meet the needs of the organization in human area, it assists the line executives in the developing personnel policies and procedures.

Need of human resources

Human resources are an effective management of employees within an organization. It is an important asset of an organization.The valuable aspect of human resources is to mobilization and utilization of employees for better management in any organization. We can say that the organization with concern stakeholders for human resource management team should determine the actual needed manpower for their targeted assignments and vacant posts.

Many employees are required to be recruited in expansion of the organization program. A stock of the present manpower should be taken and future needs of the employees should be assessed at the time of taking the decision. It is essential to know where new responsibilities should be assigned from among the existing employees or they should be recruited a fresh from outside to meet the challenges of the new responsibilities.

Normally the KUKL has determined the future needs by manpower planning. The actual need of human resource depends upon the activities of an organization. It is easily assess the future recruitments of HR in an organization taking into account the future plans of the company, government plans, and programs, employment policy, demand and supply of manpower in future, productivity of employees and other factor of production and replacement needs.

The senior officer of KUKL has said that the vacant post and recruitment is defined in advertising or public notice in different newspaper. The need assessment system is very traditional but it is moderately satisfactory. The head of human resource department of KUKL has said that the requirement is based on work load given by an office. IN this context the organization clearly define the required level and number of personnel.

Other senior officer of KUKL has said that the requirement of employees is based on the volume, nature of business, or transitions. He said that he's office take idea and opinion of different branch manager while taking the decision about the needs of employees. This is a simple formality of an organization. So the planning and requirement of employees can help to the organization.

Few senior officers have said that the policy of top level management decides the different posts and number of manpower directly for notice publication. The officer of same office has said that recruitment and promotion committed of employees determined the level, post and number of staffs and it is accepted by the board of directors. Thus the need assessment is determined for an organization.

KUKL clearly defines the different post and requirements of employees within an organization. Really the requirement is based on the vacant positions of an organization. The employee's need assessment is done every year but not more systematic, so the very few managers have said that the actual need assessment process is not satisfactory. So this process should be improved for real need assessment of an office.

The need of employee is a replacement of retirement resignation and termination of workforce. Retirement is the most common types of vacant. It gives the need for replacement. This assumption or estimate should also be based upon past experience. Another important factor influencing the replacement need is transfer of few employees to other officer central department. This number can be estimated on the basis of review of the number promoted or transferred during the previous years.

Some other senior officer of KUKL has given logic about the current manpower assessment of an organization. Normally organization does not adjust the effective process of human resource needs. It is done on the basis of decision which is decided by the board of directors. So the need assessment of different level or post is not satisfactory. So the organization should develop the HR planning and need assessment system.

Sources of recruitment

Recruitment is a simple system of searching the potential employees and attracting them to apply for jobs in sufficient numbers within an organization. Generally there are two types of recruitment sources. They are as follows:

Internal source

Internal source means the employees already on the pay roll of any organization or company. It denotes the present personnel of any office or organization. Whenever any vacancy occurs somebody from within the organization is upgraded, transferred, promoted or sometime given by acting for any post. IT also include personnel who work once on the payroll of the company but who plan to

return or whom the company would like to retire such as those on leave of absence, those who quit voluntarily or those on production layoffs.

The internal sources of recruitment improve the moral of personnel for they are assumed of the fact that they would be preferred over outsider when vacancies occur. It promotes loyalty among the employees for it gives them a sense of job security and opportunities for advancement. This source is less costly than going outside to recruit. It requires little training and the chances are that they will stay longer in the employment of an organization these outsiders.

External source

Each and every public enterprise has external sources for various positions because all the vacancies cannot fill through internal recruitment. The existing employees may be inadequate or they may not fulfill the specifications of the job to be filled. In other hand, external recruitment policy provides wide range of choice within new young and energetic group of people in the office. However it is an expensive and time consuming but helps the firm to select excellent candidates. There are different Steps in recruitment. They are as follows:

a. Advertising

Advertising in newspaper, magazine and journals is the traditional source of recruiting. Most of the office and organization resort to advertising for all types of vacancies, but it is the most suitable source filling vacancies of technical and administrative employees particulars regarding the job and the qualifications of the potential applicants are given in the advertisement in local or national newspapers. All the applicants possessing the requisite education or qualification apply for the job in reference to advertising.

b. Employment agencies

Employment exchanges are the most popular source of recruitment for different operative jobs. The seekers get their names registered with employment exchanged managed and operated by the control and top level management. The employer notifies the vacancies to such exchanges and the exchange refer the names

of prospective candidates to the employers. Some private agencies also do recruit the technical and professional employees for an organization. They provide nationwide services in attempting to match the demand and supply of personnel.

c. Recruitment from colleges and institutions:

Official jobs in the trade and industry have become increasingly technical and complex to the point where school and college degrees are widely required consequently, many big organizations maintain a close liaison with the universities, vocational institutions and management schools for recruitment to different jobs.

d. Casual Callers

Most of the big business organization draws a steady stream of unsolicited applicants in their offices. Such job seekers can be a valuable source of personnel. A waiting list of such visitors may prepare and they may be screamed to fill the vacancies as they arise. The merit of this source of recruitment is that it avoids the cost of recruitment from other sources.

e. Recommendation

Sometime the existing employees present to the concern one's own family members, friends or relations as trustworthy personnel. Their recommendation is indirectly the support of the person concerned character, capability and efficiency. Many employers prefers to recommendation to take persons because something about their background is known.

f. Through intermediaries

Employees' contractors constitute an important source of recruitment in several public enterprises in Nepal. Workforces are recruited through intermediaries who are themselves the employees of organization. In this system mediator decides to leave or survive within the organization.

Selection of HR

Selection is a simple process of procurement of employees. It is the process of choosing the persons who process the necessary skill, abilities and personality to

success fulfill specific jobs within an organization. In other words it is a problem of matching a man to the job. Unlike recruitment is a negative process as it seeks to eliminate the least promising applicant and to discover those that appear most likely to succeed.

Selection process within an organization is a matter of choice. In some organization it may be very simple.The process may consist merely of referring applicants to the supervisor with whom they are to work. On the other hand, in other organization, the process may be quite complicated and extensive involving several steps. There are many steps in selection process. They are as follows:

Inviting application

Inviting application is the first steps of selection process. A carefully devised application form is itself an effective selection device. For this reason, application forms are specially designed for each principal class of jobs to be filled. The main purpose of application is to obtain information in the applicants own handwriting regarding his suitability for employment. Applications form should be as simple as possible and must incorporate questions having bearing on the fitness of the candidate in job.

Reception of applicants

A reception applicant is a second step of selection procedure. As the fixed data of selection, the applicants are required to present themselves in the office of the company or an organization. There, they must be given proper reception.

Preliminary Interview

This interview is usually quite short and as its object is to the elimination of obviously unqualified applicants. Lack of certain requirements in education, age of experience etc. might determine unfitness. Hence it is distinctly directive. It does not assess in depth into the applicants special specification, interest and experience.

Employment tests

Test is a popular process of selection. Standardized tests available for this purpose have increased in number and experience has demonstrated that they can be helpful in supplementing interviews and other devices used in selection. Properly administrated and interpreted, they are timesavers and help in importing the accuracy of predicting success on the job. Usually there are seven types of tests, commonly used. Performance tests, trade tests, intelligence tests, attitude tests, internal test, dexterity test and personality test.

Determinations interview

After taking test, the successful applicants are interviewed. Although application blanks and tests provide much valuable information about the candidate, yet it does not provide the complete set of information required of the applicant. In much current practice, principal dependence is placed on determinative interviews. Carefully planned or patterned interviews should be conducted. Several outlines and guides are available now-a- days to assist in these patterned employment interviews.

Reference Check

The request for reference is commonly made in the applications form. Applicants are required to give at least two or three references. So that previous history, character and behavior may be investigated. Available evidence indicates, however that no actual use of these references is made in most current practice. And much of the use that is made is ineffective because the confidential nature of such inquiries is not.

Medical examination

In the employees selection process applicants are required to undergo physical examination. It has at least three main objectives; firstly it serves to ascertain the applicant's physical capabilities, secondly to protect the company against the unwarranted claims under worker's compensation laws and at last to prevent communicable diseases entering the organization or company.

Final selection

All the different tests which are taken by the organization are passed. Those candidates become eligible for appointment. Sometime more candidates are selected, than a waiting list can be prepared. If the selection is equal to the number of actual vacancies, they are called for training of joining as the case may be. Normally it is a last step of selection process.

Existing practices

The selection process of employees is a relationship between the employer or and the employee. This process should look to employee's adjustment to organizational objectives. It is important that a selected candidate possesses the ability to perform the job assigned to him and has the opportunity for development and expansion in the organization. It is the most important character of a ideal personnel policy.

Every public enterprise should follow the sound selection policy and system. There must be definite selection process established for screaming out the undesirable and hiring the desirable applicants. There are many methods and procedures of selection practices. They may different from organization to organization or in the same organization from the job to job. Now a day KUKL has adopted the following procedure for employee selection:

a.   Written examination

Written examination is a most important tool of employee selection. It is normally used by all the organization for determining the standard level of the candidates. Generally it is designed to test the general ability and intellectual caliber of the applicants. In the other words, it determines the knowledge of the particular job. Candidates appearing for public enterprises service in Nepal have to take examinations in the related subjects which are already given in the course syllabus.

b.   Practical test

Employees' selection is the process of choosing the applicants who offer themselves for appointment. In the KUKL it is a second step or method of employee's

selection. Generally this method is used for lower level staffs and technical workforce. It is most important and necessary for technical jobs.

c.   Oral examination

This is a third method of employee selection. Interview or oral examinations are the other method to measure the personal features of the applicants. This test is intended to have a look at the applicants and detect his positive or negative qualities and properly judge his qualities of initiative, presence of mind and power of decision making activities.

d.   Final approval

After taking the different tests the human resource department or pudpurti committee should prepare a merit list of candidates. In this context the manager of HRD includes the experience and number of qualification. Thus the candidates formally approved by CEO concerned and appointed by issuing appointments letters and concluding service agreements. Selected candidates are appointed on probation for one year. It is a very popular and traditional method of personnel selection.

KUKL's Employees Selection trendsfor last 4 year period

Table 14:   KUKL's existing employment status for last 4 year period

Year	Permanent	Contract	Others	Total
2010	436	151	385	972
2011	422	148	537	1107
2012	423	130		553
2013	402	327		729

KUKL's employees' status for last 4 year period is observed varied. The numbers of employees are observed highly increased by 1107 in year 2011. The reason behind the drastic changes in the employees' status implies that there should be some unexpected temporary project conducted during the year 2011 and they needed

maximum number of lower level staffs as the increment is highly effective in the others job categories.

In contrast to 2012 and 2013, KUKL do not needed the lower level staffs. The reason behind the null situation of others job categories in KUKL are the promotion of lower level staffs to the contract position. The increasing number of contractual position is considered alarming situation for better human resource management in KUKL.

Table 15 implies that the altogether there is 25.0 percent reduction in the KUKL's employment for last 4 year period.

Table 15:   KUKL's employment index ratio for last 4 year period

Year	Permanent	Contract	Others	Total
2010	100	100	100	100
2011	97	98	139.5	114
2012	97	86		57
2013	92	217		75
Changes	8	117	39.5	25

Table 15 also shows that there is 117.0 percent increment of the employment in contractual assignment status where as there are 8.0 percent reduction of employment in permanent status

Table 16:   Approved post in KUKL for last 4 year period

Year	Permanent	Contract	Others	Total
2010	723	204	278	1205
2011	730	206	284	1220
2012	767	225	292	1283
2013	782	229	295	1306

Source: KUKL annual report 2010

Table 16 shows that the approved post status of KUKL for last 4 year period. It seems that although the approved post is likely increasing throughout the year and respectively the recruitment and selection of employment status is low in compare to approved post. Even the existing post scenario is subjected to high cost and it is directly related to loss in their annual income for last couple of years in KUKL history. It implies that the approved post is not scientific one and the stakeholders' great concern about the approved post is not professional. They believed that the government cannot fund for the employees for long time so that for sustainability of the enterprises the post adjustment should be directly related to their annual income so that there will be less possibility of financial losses in the enterprises.

Conclusion

KUKL management is seen slow and passive in the development of the water supply and its most of the service delivery level. It has been analyzed as backward stage for human resource management in their organization. The annual financial turnover rate is observed in net losses for last 5 years period. The Human resource department is observed passive and not working prompt to energize their staffs. The presences of huge staffs is also one of the major issues for continuous lose in KUKL's financial status.

The existing permanent staffs' passive attitudes and lack of rewards and punishment system is also another setback for the HR department. The ongoing political pressure from the unions is also one of the crucial parts for the gap of KUKL's achievement for last 5 years period.

The relation between the core higher level team and the HR department is analyzed not well.

The HR Department of KUKL has adopted many policies for the recruitment and selection of employees in their organization. KUKL's various strength and weakness related to recruitment and selection of employees have been drawn. Some of important conclusions are drawn below;

- HR Department of KUKL is not well maintaining the Human resource management in the organization.

- The HRM of KUKL have adopted comprehensive selection method only for the permanent position where as it have used discrete method for contract position.

- The HRM of KUKL has recruited maximum number of contract employees in compare to their accepted position for last 4 years.

- The HRM of NEA has recruited fewer employees in Daily wages post (Others) in compare to their accepted position for last 4 years. The number of Daily wages post is observed huge in current year in compare to initial years.

- The HRM of KUKL has also used direct recruitment for the selection of lower level staffs.

- The HRM of KUKL has adopted inclusive criteria for employees' selection process.

- The HRM of KUKL has provided different types of leave holidays for the staffs.

- The HRM of KUKL does not provide dividend or bonus to their staffs.

- The HRM ofKUKL has provided medical, accidental and insurance benefits to their staffs.

- Needs assessment is seen during the employees' recruitment and selection process. Most of the respondents in KUKL are not satisfactory about HR departments implementing of the needs assessment system.

- There are many pre job orientation programs and on duty training program observed in KUKL.

- Existing staffs' unions' dominance in day to day working environment make less achievement in the program outcomes and this results to continuous loss in net profit

- KUKL is located in the Kathmandu Valley about 700 employees and it is analyzed as heavy overstaffing with respect to its actual needs of staffs.

- The reason behind huge financial loss in the NEA is due to overstaffing in the organization. The accepted post is also huge for the KUKL. The concern high

level officer need to analyze the situation analysis for accepted post by doing estimation of actual needs of man power in the organization.

- The working attitude of permanent staffs in KUKL is observed decreasing and existing environment does not affect them to recover into active and hardworking staffs.

- The rewards and punishment system is seen lacking.

- The activities of HR department for human resource management are analyzed below average. It has reduced the overall staffs by 25.0 percent in last 4 year periods where the permanent staffs are increased by 8.0 percent. Similarly KUKL has rapidly increased (117 percent) contract employees for last 4 years period.

- Different benefits programs are observed in KUKL for the employees.

- KUKL has given different leave holidays for their staffs.

- The relation between lower level employees and top level management has observed moderately satisfactory in KUKL.

- HR officers' adequate knowledge, managerial and administrative skill for strengthening the HR department is analyzed less effective in KUKL.

- The sample respondents have suggested more training, Career building program and induction program for capacity building of the existing manpower of the KUKL.

BUTWAL POWER COMPANY CASE STUDY IV

Introduction

Butwal Power Company limited (BPCL) is a leading company in hydro-power sector. It is established in 1965 as a private company and converted into public limited company in 1993. It has a t6rack record of pioneering multi-faceted capacity building indicatives in hydro-power expansion. The government of Nepal handed over majority of its ownership and management control to private investors on public, private partnership model in 2003.

This company is started from a small city in the south central Nepal. It is the only enterprise which can look back to a four decade long history of success, sustained growth and capacity building in the country. This company is engaged in operation and maintenance of power plants, consulting engineering of hydro-power and infrastructure projects, manufacturing and repair of hydro-mechanical equipment for power plants through its subsidiary companies.

This energy power company operates Andhikhola (5.1MW) and Jhimruk (12MW) plants located in Western Nepal. It owns majority stake in Khudi Hydropower Plant.It is also developing three hydropower projects. They are Nyadi, Kabeli and Lower ManangMarsyangdi with combined capacity of (205MW) through separate SPVS. The capacity of Andhikhola project is being upgraded from 5.1 to 9.4 M.W. It has ownership in Khimti hydropower project (60MW) together with partners StatkraftNorfund power invest as (SN power) and BergenshalvoemsKommunale Kraft Selskap (BKK). It also has ownership in hydro lab which specializes in hydraulic model study of hydropower projects, sediment analysis and efficiency measurement.

BPCL is committed to operational excellence and believes in good governance, corporate citizenship and creating value for stakeholders. The framework of BPCL specifies core values, business principles, governance code and code of conducts and ethics. Its corporate culture is founded on its legacy, on the conscious efforts of the board and management to adopt and promote good governance and on

awareness that the long-term interests of the company are best served by maintaining a strong commitment to honest and open business practices.

BPCL is thriving to attain the highest levels of transparency, accountability and equity of its operations and in all its interactions with its stakeholders, including its customers, shareholders and employees as well as government, statutory authorities, regulators, leaders and the wider community. This company believes that all its operations and actions must serve its underlying goal of enhancing the overall enterprises value and safeguarding trust of the shareholders.

Mission

Butwal Power Company limited has several duties and responsibilities. It has also very big mission. It interacts with its customer, shareholders, stakeholders and employees as well as statutory authorities, regulators, leaders, government and wider community. It has some specific missions which are given as below;

- To receive sustainable performance of its investments.
- To be a competitive hydropower developer and an electric utility.
- To give a safe, healthy and fulfilling work environment for its employees.
- To be committed to protect the environment
- To maximize value for all related stakeholders
- To practice corporate social responsibilities by serving the communities where they do business.

Vision

Each and every enterprise has a sound vision to operate the company. BPCL has also a special and typical vision. That is "to be a leading enterprise in power sector with excellence in providing innovative and quality products and services to meet the growing demand for efficient and clean energy."

Quality and environmental policy

BPCL is committed to provide quality and competitive products and services to satisfy customers' needs and conducting business in an environmentally and socially responsible manner (BPCL Annual report (2012) through:

- Conservation and optimization in use of key resources, minimizing impact and environment and prevention of pollution.
- Continual improvement of integrated quality and environmental management system and business process.
- Commitment to meet customer's statutory and regulatory requirements.
- Qualified and trained workforce for effective management of business processes and systems
- Effective communication of policy requirements with both internal and external parties.

Functions of BPCL

Butwal Power Company is managed by its executives under the direction and leadership of the chief executive officer and oversight of the board. The board review and discuss the performance of the company, its future plans, major business strategies, risk management and other pertinent strategic issues. It also assumes responsibilities for the overall direction and supervision of the company affairs.

All directors have a duty to act in good faith in the best interest of the company and are award of their individual and collective responsibilities towards the shareholders. The board has the specific functions. They are as follows:

- To review, monitor and approve major financial and corporate strategies.
- To ensure compliance with the code of conducts and ethics.
- To ensure that mechanisms are in place for maintaining the integrity of the business.
- To ensure compliance with legal requirement

- To provide appropriate authority to the top management, so that it can manage business operations effectively and efficiently.
- To ensure an adequate frame work for risk assent and management
- To provide counsel for development of top level management team
- To review, monitor for and approve financial results, and new business investment.

Function of HR committee

The human resource committee was organized on 15 Baisakh 2069 B.S. (27 April 2012 A.D.). This committee consists of five members of the company. There are some important functions of human resource committee. They are as follows:

- To review the company's personal organizational structure to the board.
- To advise the top level management and board on remuneration and compensation packages provide counsel and guidance the management in negotiations with the employee's union.

Achievements

The Butwal power company limited is established to generate power and provide the qualitative service to the people. Generation and sale of electricity is the core business of the company and the major source of income. With a combined generation capacity of 17.1 MW, the generation facilities at Andhikhola and Jhimruk contributed about 3.02% energy to the total annual domestic hydropower generation in the integrated Nepal power system.

Apart from the wholly owned and operated plants at Andhikhola and Jhimruk, BPCL also holds an additional 12.5 equity MW of generation capacity under its portfolio from Khudi and Khimti hydropower plants which are partially owned by the company. Andhikhola and Jhimruk power plants generated a total of 103.55 GWH energy with an average plant factor of 69.13% during the fiscal year 2068/069 which is 0.04% less than what was achieved during the previous year.

The generated energy was supplied to Nepal electricity authority as per the power purchase agreement and as well as to the retail consumers through the distribution business units. Further 7.2 GWH was purchased from NEA to meet the peak demand and to maintain continuity of supply in the distribution areas during plant outages, of the total energy available 76.8% was supplied to NEA, 20.7% was utilized to cater the local consumer demand and self-consumption MW= Megawatts on and T and D losses accounted for the rest total supply to NEA was 85.03 GWH and the distribution business unit consumed (22.9 GWH).

Contribution towards National Economy

Our country Nepal has an estimated 83000 MW of hydro-electricity potential, with 43000 MW having been identified as potentially economically feasible. Currently the country is generating only 718.099 MW (Department of Electricity Development, 2014) less than 2.0% of its total potential. In this context BPCL has been operating its two power plants with average about 70% plant factor and contributing about 2.5% of available energy 3.02% of total domestic hydro generation in the country.

BPCL has been continuously supplying reliable electricity to its customers as well as the national grid. Nepal, at present has been facing about 14-16 hours of load-shedding during dry season. It shows that there is hung opportunity for the expansion of business in this sector. The total number of consumers electrified by BPCL till the end of FY 2068/69 is 19578 which is about 1.7% of total electricity consumers in the whole country.

Current position of human resource

BPCL has energetic and efficient human resource. The total HR at the end of the year was 297. The competency of its human resource makes a strong foundation for any organization to grow on. The top level management of management of BPCL gives special effort and takes action for continuous skill and competency enhancement of its employees. Through the process of HR accounting, BPCL continuously analyze information about human resource which assists the

management to plan, implement and monitor the company's HR development plan in line with the company's vision and goals.

BPCL believes in practices management through participation. Employees' suggestion grievances are handles to ensure a smooth operation throughout the organization. This also helps in maintaining and improving the industrial relations within the company.

BPCL is managed by an efficient team of employees lead by chef executive officer. There are 297 employees, 271 male and 26 female at the end of the FY 2068/69. The company faced an employee's turnover of about 5% BPCL is making continuous effort and taking appropriate initiatives towards retaining qualified and competent personnel.

Need of HR

Human resource means the proper management of all the employees. This is a most important asset of an organization. This management of an organization is also a problem solver and research organizer. The traditional and important aspect of HR is operation, mobilization and utilization. Therefore the first duty is determination of needs of employees within an organization.

The Butwal power company Limited has determined a plan for future needs of employees. The posts and employees are determined by the board of directors and it depends upon the nature of products. In this context the Board of directors clearly defined the needed number of posts or levels. Nature of jobs, establishment of new office, increase and decrease of customers are the determinants of needs. So the BCPL considered these elements and determined the needs of human resources.

The senior officer of BPCL has said that the actual posts and requirement is decided by the Board of directors. It is later published in public notice in National newspaper as per requirement. The existing need assessment system is observed moderately satisfactory but not scientific. The head of HRD in BPC has said that official needs are based on project, work load of different nature of posts.

The other senior officer of BPCL has clearly said that the authority of management decides different posts and particular number of employees for notice publication. The other officer of the same office has notified that human resource committee determined the post and number of employees and it is recommended to the Board of directors. Normally, it is accepted by the Board of Directors.

Generally the requirement of different posts is based on vacant positions. The need assessment is done every year but not systematic assessment is not satisfactory. This hunching system should be improved immediately for systematic need assessment of BPCL.

Need assessment is a most important element of human resource. It denotes the real need of employees within Butwal power company Limited. Therefore the organization should do the planning of human resource by the expert planner. After that the need assessment system may be satisfactory. So that the organization should forecast the actual need of an organization at least for five year plan.

Sources of recruitment

Recruitment is the ordinary process of searching prospective employees and stimulating them to apply for jobs in the organization. So it is a prospecting job where organizations make search for prospective employees. Prospective employees to seek out organizations just as organizations seek out prospective employees. So the job of recruitment is based on the matching theory where success of both the parties is critically dependent on timing. The sources of recruitment can be divided into two groups they are as follows

Internal sources

Internal sources mean the present working force of a company. It is a best method of recruitment. So the many organizations feel that the best practice is to fill jobs from within the organization if possible. They feel that inside employees already know the company and its policies and presumably have proved that their ability and loyalty. It increases the general level of morale of existing employees. So the several

companies try to develop these sources of recruitment for employees' selection practices.

External source

Public enterprise has to top external sources for different positions because all the vacancies cannot be filled through internal recruitment. The process of recruitment begins with the receipt of the requisition form from the department which wants a position to be filled up. The revulsion form should contain a brief description of the post, qualification and experience required the reason for recruitment and the selection for the post. It should be signed by the requisitioning authority. The external sources of recruitment are tapped keeping in view the type of personnel required. There are many sources of recruitment. They are as follows

a. Advertising

Advertising is one of the most effective sources of attracting prospective applicants. It also helps in building the image of the company. The advertisement should be informative and should have an attractive layout. But it is a costly affair; the advertisements copy must be prepared carefully. This is mostly used for high and middle class vacancies but now it also used for lower services as well. The full information of work and salary is given in the advertisement so that candidate may make their initial evaluation themselves.

b. Employment exchange

Employment exchange registered the candidates seeking various types of jobs. In the context the employers are required to notify certain types of vacancies to the nearest employment exchange and recruit the candidates from among the applicants registered with them. Generally the skilled and unskilled workers and the clerical employees are recruited mainly through employment exchanges.

c. Former employees

Former employees are those persons who have worked in the organization previously but were out of service for some or other reasons. It is excellent sources of employees, provided their previous services records are good. In general former

employees possess the same favorable feature as those workers currently employed. They have been indoctrinated in company policies; know the company's operating procedures will require little training and the chances are greater that they will stay with the company longer than a new comer.

Steps in selection Process

The purpose of selection process is to determine whether an applicant meets the qualification for a specific job and to choose the applicant who is most likely to perform well in that job. This process starts only after the applicants are received by an organization. The following steps are involved in the selection process.

Preliminary Interview

This is the first step of selection process. Its objective is to eliminate the unqualified or unsuitable applicants. It should be brief to have an idea of general education, experience, training, appearance, personality and salary requirements of the candidate. If the applicants to have some chance of being selected he may be given the application blank to fill in.

Application Blank

The application blank is a weeding out device in the selection process. The application blanks are supplied to the successful candidates in preliminary interviews. It gives a written record of the identification education, experience, expected salary, references and community activities.

Employment tests

Psychological and other tests are becoming increasingly popular as a part of selection progress. The personnel department may guide and help in the selection of types of tests appropriate for a particular position. There are two types of test they are as follows:

Trade test

Generally, technical jobs require trade test. The objective of trade test is to assess the capabilities of the applicants for the type of job, which is being offered to

them. For examples, recruitment of a stenographer in an office, a test can be taken to check his speed at dictation and typing.

Psychological tests

Human resource department of an organization takes the different tests to evaluate the expected performance on the task relative to that of the other applicants. Some of these tests are aptitude test intelligence test, interest test, knowledge tests, projective tests, and personality test and judgment tests.

Employment interview

This system is analyzed very simple. But it is very complex to determine the suitability of the candidate. It must be conducted in a friendly atmosphere. The applicant must be made to feel at easy. The questions should be asked on the basis of job specifications. Unwanted question should be avoided. A verification of the information furnished by the candidate in application blank may be made. Additional information may be sought for future record. The applicants should be given a chance to ask question to satisfy them, regarding the job nature and employees' possible career prospect scenarios.

Checking reference

The references supplied by the candidate regarding his or her past employment, education, character, personal reputation. References may be called upon on telephone. They may be contacted through mail or personal visit. Additional information may also be recorded by asking the questions for references.

Group discussion

Now a day, this method is very popular for the employee selection. In this method many applicants are brought together and given a topic for discussion. Experts sit at the same place and observe how each applicant participate in the discussion. It refers ability, communication skill, personality feature, logical presentation etc. the applicants cannot supposed to be different than what s/he really is. This analysis is known as interacting analysis of the particular issues.

Medical test

Medical examination is an essential part of employee selection process. It is conducted after the final decision has been made to select the applicant. Through this medical test is also essential to ensure that the candidate is able to handle the job efficiently and effectively.

Final approval

Interview and medical test are passed by the applicant; he/she becomes eligible for appointment. After that the appointment letter may be given to him mentioning the post on which selected, the forms of mentioning the post on which selected, the terms of appointment pay scales etc. when he joins the organization, the personnel manager should introduce him to the company and his jobs.

Generally the human resources department plays an important role in the selection of employees. Though the decision to recruit the personnel is not taken in the personnel department but it helps the top level management or executives in selecting the candidate by devising the form of applicant blank and preparing job description and setting the job specification.

Existing practices

Selection is a managerial process of choosing the best candidate for the particular job. It is the process of matching of applicants with the requirements of jobs to be filled. It can be called rejection process also because many candidates may be turned away than selected. This is the procedure of weeding out unsuitable applicants. Therefore the employees' selection is often described as a negative process. Suitable selection is very important function of personnel management.

It is very helpful in building up a suitable human resource. Really the right people are selected for different levels of jobs, their performance and productivity will be very high. So the primary objectives of the selection procedure are screening right type of candidates to manage different position within the company or enterprise. There are different methods of selection practices in BPCL. They are as follows:

Written Examination

BPCL has taken a written examination for all the applicants. It determines the level, qualification and standard of candidates.

It may be designed as to test both the general ability and intellectual caliber of the applicants and their knowledge of the specific subject related to the duties of the job. It is a wider and popular method of employees' selection.

There are two types of written examination within BPCL. One is essay type and another is short answer type. Under the essay type examination the applicant is required to write brief essay type of answer. The objective of essay type test is to know the Knowledge of the applicants about fact and his/her ability to reason and argue about a problem.

The other type of written examination is short answer test. The question paper consists of a large number of questions 90 to 150 which are to be answered in "Yes" or "No" in some other words one or two. The true false questions are put and the applicant has just to say whether the statement is correct or not.

Practical Test

Generally selection tests are unbiased and standardized tool. They can be administered to a group and to that extent they save on time and cost.

In the BPCL, this is a second method of employees' selection. Commonly this method is used for technical and lower level employees. Basically it is most essential used for mechanical and technical jobs.

Interview

Selection interview is the historical and the most commonly used device in selecting employees at all post and levels. It can effectively bring out the behavioral features of the applicant.

The interviewer can easily find out whether the applicant is likely to along with others in the organization or not where can his talents be utilized more effectively. It can fill information gaps and can correct questionable responses.

The major objective of the selection interview is to judge the suitability of the applicants. It helps the organization to secure much information about the applicant. It also provides the opportunity to the applicants to understand the organization and the job. The interview test must be conducted in a congenial and friendly atmosphere.

Selection of Employees

When all tests (written practical and oral tests) are passed by an applicant he becomes eligible for merit list. Sometimes more applicants are screened, than a waiting list can be prepared. They may call for joining the job, if any candidate did not take appointment letter of an organization.

Employees Selection trends over last 4 years

Table 17:   BPC's Employees status for last 4 year period

Year	Permanent	Temporary	Contract	Others	Total
2010	258		37		295
2011	258		37		295
2012	251	19	41		311
2013	244		53		297

The employees' turnover number in BPC is seen consistent throughout the years. The total number of employees for the last 2013 is considered decreasing with respect to the initial year. There are no employees in others categories which imply that there are no lower level employees in the BPC.

The number of permanent employees for last year is also seen gradually decreasing throughout the years. There is presence of temporary employees for year 2012 for specific programs and it is not observed in the year 2013.

The contractual assigned employees are seen slightly increased during the period.

Table 18:   BPC's Employees index rate in for last 4year period

Year	Permanent	Temporary	Contract	Others	Total
2010	100		100		100
2011	100		100		100
2012	97.3		110.8		105
2013	94.6		143.2		101
Changes	5.4		43.2		1

Table 18 shows that there is only 1.0 percent increment in employees during last 4 year period. The situation about existing employees in permanent status is improving. There is about 5.4 percent reduction of existing employees' rate for last 4 year period. The situation is analyzed alarming in case of contractual assigned employees

Conclusions

BPC's investment ratio is gradually increasing for last 4 years period in the hydro electricity sector in Nepal. It has been analyzed consistent throughout the period. The revenue is also observed increasing for last 4 fiscal years. The earning per share in NRs is minimum 24 to 32 in last 4 year period. The BPC's net worth valuation is also analyzed very high amount to minimum 1399 to 2516 million NRs. The dividend per share value is observed high in initial year where as it is constant in years 2011, 2012 and the dividend per share value is comparatively low to the previous years.

It is important to know that the financial activities are directly related to the human resource management and its major activities in any organization. The BPC's human resources are slightly increased by 1.0 percent in the current year. The permanent staffs have been decreased by 5.4 percent in the current year but the overall status of contractual employees' staffs' number ratio is increased by 43.2

percent in the current year. It is considered as big problem for the organization. BPC's some specific conclusions are drawn as given below;

- The selection policy should be employment oriented and unbiased to.
- HR Department of BPCis well maintaining the Human resource management with small team in the organization.
- The HRM of BPC have adopted comprehensive selection method only for the permanent position where as it have used discrete method for contract position.
- The HRM of BPC has also used direct recruitment for the selection of lower level staffs.
- The HRM of BPC has adopted inclusive criteria for employees' selection process.
- The HRM of BPC has provided different types of leave holidays for the staffs.
- The HRM of BPCdoes provided dividend or bonus to their staffs.
- The HRM ofBPC has provided medical, accidental and insurance benefits to their staffs.
- Needs assessment is seen during the employees' recruitment and selection process. Most of the respondents in BPCare satisfactory about HR departments implementing of the needs assessment system.
- There are many pre job orientation programs and on duty training program observed in BPC.
- Existing staffs' unions' dominance in day to day working environment is observed very low. It makes more helpful for higher achievement in the program outcomes and this result helps for continuous in net profit in BPC for last 4 years period.
- BPC is locatedKathmandu Valley with more sub branch power generated office in many remote area with about 297 employees and its employment strategies is analyzed as visionary plan for professional business organization.
- The reason behind huge financial gain in the BPC is due to reasonable staffing in the organization.
- The rewards and punishment system is seen effective in BPC.

- The activities of HR department for human resource management are analyzed satisfactory. Although the staffs' number is slightly increased in last year status it is based upon actual needs of the project.

- Different benefits programs are observed in BPC for the employees.

- BPC has given different leave holidays for their staffs.

- The relation between lower level employees and top level management has observed satisfactory in BPC.

- HR officers' adequate knowledge, managerial and administrative skill for strengthening the HR department is analyzed highly effective in BPC.

- The sample respondents have suggested more training, Career building program and induction program for capacity building of the existing manpower of the BPC.

HIMAL HYDRO AND GENERAL CONSTRUCTION LTD CASE STUDY V

Introduction

Himal hydro and general construction limited is a pioneer company of Nepal. It is serving public and private sector clients in the field of tunneling, rope ways, water and waste water, hydropower, transmission line and general construction science 1978. It has some major shareholders; they are Government of Nepal (11%) Limited Mission to Nepal (11%), and Nepal Jalabidyut Prabardhan Tatha Bikas Ltd (78%). Very small hydropower project called Tinau Hydel Project with a capacity of 1MW incorporating 2.4 Km tunnel and the first underground powerhouse in Nepal was constructed during late 1960's to late 1970's. Himal hydro was born in 1978 from the construction team that built this project.

HHGCL was been constructing small and medium size projects like Andhikhola (5.1MW), Jhimruk(12MW), Khudi (4MW), Tatopani (2MW) and Sunkoshi (2.6MW)and different underground works of Middle Marsyangdi Hydroelectric Project is completed by the HHGCL.

HHGCL's major business sector is construction. It is emerging as a developer of hydropower projects. With this objective, it has acquired licenses for few projects and carrying out detailed feasibility and design works of these projects. Himal Hydro has got its own in house survey, design and development department to carry out these jobs. It has qualified and experienced team of human resources. It has more engineers'technicians', foreman, mechanics and electricians, administrative personnel are the main strength of the organization.

HHGCL is registered 'A' class contractor's association of Nepal. It is also an affiliate member of international tunneling a vision that drives our organization. It offers superior value to its clients in every aspect of the construction in terms of time, cost and quality.

Objectives

HHGCL has many typical and meaningful objectives. It provides quick service, reasonable cost, and top quality to the related project or people. It has some important responsibility and purposes (www, himalhydro.com.np) they are as follows;

- To operate a quality and dependable survey and design the business.
- To continue with construction of hydropower, tunneling, water and waste water and other infrastructure works as our major business.
- To operate construction related production and services business.
- To operate an equipment rental and maintenance business.
- To formulate and realize hydropower investment plans.
- To excel in all our activities
- To develop many hydropower projects.

Policy of HHGCL

HHGCL is committed to building up the economy of Nepal. It is realizing the vision through engaging in hydropower development, construction and related activities by fulfilling customer needs and expectation at affordable price with international quality in service and products by fulfilling all legal requirements and continually improving established quality management system. So it is focused on quality service to the stakeholders. Therefore this policy fulfills the following responsibilities:

- To complete the assigned project in time.
- To enhance customer satisfaction level
- To design defect free project works
- To reduce customer complaints
- To control inventory
- To upgrade skills of human resource
- To purchase good quality materials on time.

Mission

HHGCL has several duties and responsibilities. It has also the better mission. It realizes the Limited's vision through engaging in construction, hydropower development and related duties and activities.

Vision

Each and every public enterprise has an important vision to operate the company. HHGCL has also a beautiful vision. It has a most popular and important vision to be a leading company in building up the economy of Nepal.

Duties and responsibilities

HHGCL provides different quality services in hydropower and construction areas of the related projects. It is based on guiding principles and values. Himal hydro specifically intends to implement any duties and jobs in such a manner as to achieve(www.himalhydro.com.np):

- Fostering good, honest and transparent relationship with all partners and shareholders;
- Right quality honor specification, while also understanding the clients implied and future business needs;
- Maximizing, use of local capabilities and resources;
- Completion on schedule and within budget;
- Construction safety and training practicing proactive safety management;
- Promote and practice higher standards of business ethics;
- Long term sustainability for the company's business providing a reasonable return for its shareholders.

Need of HR

When the size of the business is increased, more employees in any organization are required for expansion of the HR to handle the expand business in an organization. A stock of the present manpower should be taken and future needs of the work face should be assessed at the time of taking the decision. It is essential to

know whether new responsibilities should be assigned from among the existing staffs or they should be recruited a fresh person from outside to meet the challenges of the new responsibilities.

It should be decided whether peoples are to be trained within the organization to take charge of the new responsibilities or fresh one with well qualified expertise should be recruited. Future needs may be predicted by top level management for which only right man on the right job at the right time may be recruited and selected. It helps for prompt operation of an organization.

The senior officer of HHGCL has said that employees need assessment is done every year. In this HR plan organization clearly define the different level, post and requirement of employees. But this plan and system of need assessment is not satisfactory. Because the top level management does not follow the principle, criteria and suitable techniques of need assessment. It is determined the new post and requirement on the basis of group interest and personal interest.

Other senior officer of HHGCL has given his idea and opinion, this public enterprises doesnot determine the HR planning and assessment. There is no budget and manpower for workface planning. The need and requirement of different post and levels of HR fixed by the top level management is determined on the basis of resignation, retirement death and dismissal. Therefore the system of need assessment is not suitable for an organization.

Many enterprises are determined the requirement of employees on the basis of vacant posts. Generally the HR committee or Employees fill up (Padpurti) committee clearly defines the requirement of employees. This committee is also influenced by the top level management, related ministries and other political pressure group. The employees fill up committee should analyze the HR plan, nature of job in the project and expansion of the programs and work accordingly for final selection of employees in the organization. In that course of action, the employees fill up committees should closely work together with high level management team for the best selection of the efficient and capable employees.

Sources of recruitment

Recruitment is a first step in the process of employee's selection. It makes possible to acquire the number and types of workface necessary to ensure the continued operation of the organization. Recruiting is the discovering of potential candidates for actual or anticipated organizational vacancies. In other words, this is a linking activity being together those with jobs and those seeking jobs. There are mainly two types of sources. They are as follows:

Internal sources

Internal sources include to the existing working people of an organization. In the event of a vacancy, someone already on the payroll is promoted. Vacancies can be filled by the internal source. It may be promoting the existing people of an organization. It increases the general level of morale of present employees. It promotes loyalty among the employees for it gives them a comparison of external sources.

External sources

External sources are outside source of an organization. The existing employees may be insufficient or they may not fulfill specifications of the jobs to be filled. It provides wide option to bring new and fresh candidate in the organization. Among the many more commonly used external sources are as the following:

a. Advertisement in Newspapers

Advertising is a most popular tool in recruitment. It is generally used when qualified or experienced personnel are not available in the internal sources. Most of the senior positions in industry as well as in trade are filled by this method. The advantage of advertising is that more information about the organization, job description and job specification can be given an advertisement to allow self – screening by the potential applicants. It gives the wider range of candidate to the management for employee selection.

b. Employment exchange

This external source is also an important source of manpower. Unemployed people register the names, address and qualifications. It maintains the correct record of candidates. Needy organizations intimate them to their requirements and recommend suitable persons to them. So the good peoples are available through this source.

c. Casual callers

Most of the big business organization draws a steady stream of unsolicited applicants in their offices. Such job seekers can be a valuable source of employees. A waiting list of such visitors may be prepared and they be screened to fill the vacancies as they arise. The major merit of this source of recruitment is that it avoids the cost of recruitment from other sources.

d. Educational institutions

This is a most important source of manpower supply. Public enterprises and their needs to these institutes and institute in turn send, the names of the persons for services to them and posts are filled within an organization. Suitable peoples are available through this source. So this is a dependable source of recruitment.

e. Recommendation

Many public enterprises keep the record of good employees. Their friends, relatives encourage them to bring suitable applicants for different openings in the organization. The major advantage of this method lies in the fact that the new recruitments will probably be familiar with the organization and its culture and disposed to accept it.

f. Part-time employees

In some conditions, peoples are employed to dispose of heavy seasonal work or the arrears of work temporarily on part-time basis. These part-time employees are good source of manpower supply as and when vacancies occur. If they fulfill the requisite qualification to suit the jobs, vacancies are filled up among them.

g. Use of special consultants for recruitment

At the time of recruitment of the senior officials companies hire the services of these consultants. On receiving requisition from the client companies, these consultant agencies advertise job descriptions in leading newspaper and periodicals without disclosing the names of the employees. The applications receive are passed on to the concerned employees.

Selection process

Manpower selection process is a decision making procedure, where the management decides certain norms and principles to adhere to standards on the basis of which discrimination between qualified and unqualified applicants may be made. A systematic selection policy ensures the selection of efficient employees. There are several selection steps of employees. The following major steps are involved in the selection process.

Initial screening of applicants

Employees' selection process starts with the initial screening of the candidates. The candidates are screened on the basis of standards set out by the organization or company.

Application blank

Application blank is a brief written bio-data of the name, age, education, occupation, experience and address of the applicants. The applicants provides their useful information such as the areas of identification, education, experience expected salary, communities activities, references in the resume. It is an important step in selection process. It also provides the basis information about the potential employee which is helpful at the time of interview.

Checking references

The different information gives in the application blank by the candidates. It can be verified with the help of references. The reference is potentially an important source of information about the helps in verifying the accuracy of the applications and in getting the proper rating of the candidates' skill and capacities.

Medical tests

Medical test is an important part of selection process for all the candidates. Some public enterprises ask for certificates of physical fitness from a medical doctor. This test is also essential to ensure that the applicant is able to handle the particular job efficiently and skillfully.

Psychological tests

The psychological test is a popular and traditional test. The principle of this test is anticipated differ from one to another person by degree. Some of the important which are psychological tests which are practiced are as follows:

a. Aptitude test

This test is designed to measure the aptitude of candidates and their capacity to learn the skills required on a particular job. This system is useful for clerical and trade positions. It helps to improve the accuracy and objectivity of the selection procedure.

b. Personality test

This test is determined the personality traits of the applicants, such as cooperativeness against dominance or the emotional balance and temperamental qualities of a people.

c. Intelligence test

The intelligence test measures the mental capacity of an employee or an applicant. Itreally measures the individual learning ability to grasp the knowledge or understand theinstructions and also ability to make judgment for any crucial reason identified during the organization working period.

d. Knowledge test

It is also called the achievement test. It measures the level of knowledge and proficiency in certain skills already achieved by the applicants such as computerizing, accounting and engineering.

e. Interest tests

Interest test is a most important tool of selection test. It determines the preference of the candidates for occupations of different types. So it is useful for public enterprises.

f. Interview

This is also a screening practice of employee selection for the job. It must be conducted a friendly environment. The applicants must be made to feel at easy. The questions should be asked on the basis of job. After that the applicants should be given a chance to ask question about the history of an organization, future prospects, salary offered, and nature of job and responsibility of the candidate. It is also a face to face communication and involves a brief personal with the candidate to judge his suitability for job and responsibilities.

Final approval

Any candidates are selected for final approval if any candidates successfully passed all the given tests to them. In this context, the HR department gives the appointment letter to the selected candidate. The organization mentions the terms of appointment, like post, pay scales, branch of an organization. When he or she joins the organization, the human resource manager should introduce him to the related branch and job.

Existing practices

Selection is a complex process of human resource management. It must be unbiased and employment oriented. So a test is designed to measure the skill and abilities of employees, which is essential for successful job performance. It is a most important tool to measure the different factors of candidates.

There are many steps in selection process of employees. They may be different from organization to organization or in the some organization from job to job. The arrangement of the steps may also be disregarded or steps may be reduced or some other new steps may be added. So it depends upon the size, nature and project of

the enterprise, nature of the company and the nature of the job; description of the job and the objective of the enterprise.

There are different techniques of selection practices within the public enterprises. Written test, oral test, interest test, performance test, personality and aptitude test, intelligence tests are major methods of employees' selection. These are very popular and traditional systems of HR selection. But the careless use of tests and the application poorly designed test is more harmful and might bring discredit to testing as a means of employees' selection.

The selection policy should provide the vocational guidance for the potential candidates. Normally the technical and administrative posts or levels are filled on the basis of written test, practical test and interview. HHGCL'S course of different test has prepared by the HR committee and administered by the related department. This public enterprise has adopted the following process of employees' selection.

Written test

Written test is a popular in different public enterprises. It is generally used by all the organizations to measure the qualification and knowledge of the candidates for a particular job. HHGCL has taken a written test for all the applicants. After taking the written examination, HHGCL selects the technical and non-technical manpower. All the candidates are required to give answer to different question in particular written format. This is a very historical, traditional and reliable technique of human resource selection.

Particular tests

Many types of tests are used in practice for selecting the candidates. Practical test is also an important element in the process of employee selection. It is used to measure the related skill and abilities for the job. So the HHGCL has adopted this test for employees' selection. It is needed for efficient performance of the job. Normally it is used for lower level manpower like computer assistant, typists cook, driver and other technical staffs.

Interview

Individual interview is a face to face communication between the employer and the applicant. It is fundamentally a procedure of social interaction in which the interviewer wants to know some more about interviewee. In general, employment interviewer wants to check the information obtained in his form; to seek more information to test the skill and qualities of the applicants and to inform the candidate about the job and responsibilities.

Final approval

When written practical and interview tests are passed by applicant, he becomes eligible for appointment in HHGCL. Sometime more candidates are selected than needed, so the waiting list can be prepared by the HR committee. This list is sent to the board of directors and they give the final approval. After that the HR department provides the appointment letter to the candidates: Generally they are appointed on probation for one year.

HHGCL has adopted the written tests, practical test, interview test and final approval for employees' selection. These are the established practice in Himal Hydro and General Construction Limited. This enterprise has selected the different levels employees such as Temporary, Contract and others.

After the final approval, the selected candidates are placed on the particular job. It is the assignment of employees to jobs for which they appear qualified on the basis of the selection methods. The public enterprise generally decides the final placement after the initial training is finished.

HHGL's Employees Selection trends over last 4 year period

Table 19:   HHGL existing employees' status for last 4 year period

Year	Temporary	Contract	Others	Total	Annual Index ratio
2010		194	66	260	100
2011		290	200	490	189
2012		290	200	490	189
2013	450	419		869	334

HHGL have no provision of permanent employees from the beginning. It has also no temporary employees for last 3 year period. HHGL have high number of employees' available in contract position for last 4 year period. The number of contractual assignment is observed highly increasing for last 4 year period.

The presence of lower level staff is also seen presence in the last 3 year period. It can be assessed that the total number of employees are increased by 234 percent in the current year. The ratio of employees' increment is seen consistent in the year 2011 and 2012.

The huge number of overstaffing is considered as one of factor related to net loss of the enterprises. HHGL is suffering from the annual financial losses for last 4 year period.

The reason behind overstaffing in HHGL is beyond the scope of study. It is estimated that HHGL is semi government utility sector and they were well known about the relationship between the annual financial losses and the overstaffing in their enterprises.

Conclusion

Himal Hydro and general construction limited is serving public and private sector clients in the field of tunneling, rope ways, water and waste water, hydropower, transmission line and general construction science 1978.It has qualified and experienced team of human resources. It has more engineers'technicians', foreman, mechanics and electricians and administrative personnel are working in the organization. The HHGL financial status is analyzed in loss for last 4 years period. It has not so much share values in compare to BPC. HHGL as the semi government Public Utility Sector is not smoothly working as it should be expected. There is huge overstaffing identified in the HHGL for last 4 years period and the over staffing in the organization is the major reason for annual financial losses for the consecutive period. There is lack of relationship between the high level management team and lower level staffs identified in the HHGL.

Some of The important issues of HHGL have been drawn from the case study and given below;

- HR Department of HHGL is observed not well functioning and the existing staffs' presence is not scientific in the organization.
- The HRM of HHGL has also used direct recruitment for the selection of lower level staffs.
- The HRM of HHGL has adopted inclusive criteria for employees' selection process.
- The HRM of HHGL has provided different types of leave holidays for the staffs.
- The HRM of HHGL does not provided dividend or bonus to their staffs.
- The HRM ofHHGLhas provided medical, accidental and insurance benefits to their staffs.
- Needs assessment is seen during the employees' recruitment and selection process. Most of the respondents in HHGL aremoderately satisfactory about HR departments implementing of the needs assessment system.
- There are many pre job orientation programs and on duty training program observed in HHGL.
- Existing staffs' unions' dominance in day to day working environment is presence in the organization. It makes more effect better achievement in the program outcomes and this result directly related to the continuous losses in financial matter in BPC for last 4 years period.
- HHGLhas gradually increment in existing staffs for the last 4 years period and there are about 869 different staffs involving the organization.
- HHGL's employment recruitment and selection strategies are analyzed as less visionary plan for professional business organization.
- The reason behind huge financial loss in the HHGL is due to overstaffing in the organization.
- There is lack of regular monitor and evaluation in the programmes and the working employment.
- The rewards and punishment system is seen effective in HHGL.

- The activities of HR department for human resource management are analyzed not satisfactory. The staffs' number is highly increased in last 4 year statusand it is observed high in compare to their actual needs of the project.
- HHGL has given different leave holidays for their staffs.
- The relation between lower level employees and top level management has observed not satisfactory in HHGL.
- HR officers' adequate knowledge, managerial and administrative skill for strengthening the HR department is analyzed not effectivein BPC.
- The sample respondents have suggested more training, Career building program and induction program for capacity building of the existing manpower of the HHGL.

Respondent's perception:

The study has analyzed Respondents perception in the field for in depth analysis of the human Resource Selection Practices in Public Utility Sector Enterprises of Nepal.

The study is based upon qualitative data but some quantitative data is also collected for the support of the case study of the Public Utility Sector of Nepal. 5 major case studies are undertaken for the study of the human Resources Selection practices in Public Utility Sector of Nepal. Public Utility Sector of Nepal is divided by Government and Semi Government Sector for comparative study between the sample sizes. 31 sample respondents have been selected for the direct interview with the targeted sample utility sector. 23 sample sizes are allocated for Government Public Utility Sector where as 8 sample sizes are allocated for Semi government public Utility Sector.

The field based direct interview with sample respondent is intended to overview the case study analysis and to draw the conclusion as given below;

Needs of Human Resources Department:

The respondents form the 31 sample respondent has been asked about the availability of the Human Resources Department in their organization. It is known

from the Table 20 that 96.8 percent (30 out of 31 sample size) have been acknowledging about the availability of the HRD in their organization.

Table 20:   Respondents feedback on availability of HRD in their organization

Public Utility Sector	Yes		Not Known		Total
	N	**%**	**N**	**%**	
Government	22	95.7	1	4.3	23
Semi Government	8	100.0	0	0.0	8
Total	30	96.8	1	3.2	31

Only 3.2 percent (1 out of 31 sample size) from government Public Utility Sector have not known about the availability of HRD in their organization. More responses have seen occurred in Semi government sector in compare to Government sector Public Utility Sector.

Source of Human Resources:

It is known that all the recruitment and selection of candidates are based upon external recruitment and selection processes from the human resources department. The study focused on the human resources departments' indication on transparency on job description including the sources for external recruiting.

In the same line, the study has asked with the sample respondents about their perception on such issues. In the table 21, 90.3 percent respondents have revealed that they agreed about clearly defining the sources for the external recruiting in the Enterprises. Only 9.7 percent respondents have felt unknown about the clearly defining the source of external recruiting in the advertisement.

Table 21:   **Respondents feedback on the organizations clearly define the source of external recruiting in the advertisement**

Public Utility Sector	Yes		Not known		Total
	N	%	N	%	
Government Sector	21	91.3	2	8.7	23
Semi Government Sector	7	87.5	1	12.5	8
Total	28	90.3	3	9.7	31

Notes: Generally the sources of external recruiting indicate the Bachelor / Master degree level as per needs for the given vacant post. There will be additional technical skill is added if necessary.

The overall variation within the Government and Semi government Sector about the clearly defining the source of external recruiting in the advertisement is minimal.

Existing Selection Process of Employees:

The Public Utility Enterprises of Nepal has two types of selection process available for the final selection time. It is well known that they have External and Internal selection process in practice in their organizations.

External selection process is used when they need fresh candidates for newly launched programs where as they used internal selection process for promotion of their existing staffs in higher level.

Table 22:   **Respondents feedback on the HRD recruitment practices in their organization**

Public Utility Sector	Open competition as per GoN rules		Internal rules		Total
	N	%	N	%	
Government	20	87.0	3	13.0	23
Semi Government	8	100.0	0	0.0	8
Total	28	90.3	3	9.7	31

The Study has asked the total sample respondents about their perception in the HRD recruitment practices in their organization. It is known from the Table 22 that 90.3(28 out of 31 sample size) percent respondents perception are known as open competition as per GoN rules for the recruitment practices undertaken by HRD. 9.7(3 out of 31 sample size) percent respondents responded that they have internal rules for the recruitment practices in their organization. Most of the respondents from semi government sector have responded that open competition as per Public Service Commission rules for the recruitment practices whereas Government sector respondents have accepted combination of both external and the internal practices within their organization for additional recruitment and promotion.

The promotion in the particular post is very much important for the development of regular staffs and Enterprises itself. It is understood that most of the staffs who were recruited some year before would be promoted after serving the Enterprises for some years. It implies that promotion of any existing staffs is possible from the internal process within the enterprises. The promotion will take place in regular time interval after the job retirement of senior officers or someone quitting from the post.

Table 23: **Respondents feedback on most popular recruiting method for promotionin officer level job**

Public Utility Sector	Internal		File promotion		Not Known		Total
	N	%	N	%	N	%	
Government Sector	15	65.2	3	13.0	5	21.7	23
Semi Government	5	62.5	1	12.5	2	25.0	8
Total	20	64.5	4	12.9	7	22.6	31

The study has focused the officers' promotion issues in recruiting and selection of candidates in the public utility Sector. In the table 23, 64.5 percent sample respondents (20 out of 31 sample sizes) have revealed that internal process is used for the promotion of existing officers for senior posts. Similarly 12.9 sample respondents have revealed that file promotion is basic steps for their promotion. 22.6 percent

sample respondents have not known the internal recruitment method for promotion in officer level job because their time period for internal promotion is not confirmed.

Table 24: **Respondents feedback on initial screening in their organization**

Public Utility Sector	Agreed		Not agreed		Total
	N	%	N	%	
Government	13	56.5	10	43.5	23
Semi Government	3	37.5	5	62.5	8
Total	16	51.6	15	48.4	31

The study has also focused on the initial screening process for the recruitment and selection processes. In the table 24, 51.6 percent (16 out of 31 sample size) respondents are seen agreed about the initial screening in their organization for the recruitment and selection processes. Whereas 48.4 percent (15 out of 31 sample size) are seen not agreed on initial screening in their organization for the recruitment and selection processes. Table 24 also indicated that most of the semi government sector respondents have less idea about the initial screening during the recruitment and selection processes in their organization in compare to government sector Public Utility sector. It also implies that the initial screening of the application was not given the top priority in any organization.

The study have analyzed positive impact about the additional technical skill available in the possible candidates for the further working environment in the Public utility sector.

In the Table 25, 90.3 percent sample respondents (28 out of 31 sample size) have agreed that there is measurement of skill test during the selection process in the Enterprises. About 9.7 percent sample respondents (3 out of 31 sample size) have not agreed about the measurement of skill test during the selection process in their enterprises. Not agreed cases about the measurement of skill test for the given sample respondents might be represented by non-technical staff or they have not clear idea about it. Even they might be selection on the basis of contract.

Table 25:   Respondents perception about the skill tests measure for possible candidates

Public Utility Sector	Agreed		Not agreed		Total
	N	%	N	%	
Government	20	87.0	3	13.0	23
Semi Government	8	100.0	0	0.0	8
Total	28	90.3	3	9.7	31

There is variation seen in both government and non-government sector. Semi Government sector is seen more consistent than Government public utility sector.

It is very important to assess the human resources planning system in any enterprises specifically during the recruitment and selection of required staffs in any Enterprises. The well-developed human resources planning system will indicate the quality of human resource department and even the quality performance by the selected staffs in their system. In the same line, the study has focused on the human resources planning system in public utility sectors. The study has analyzed the sample respondents' perception about adopting any human resources planning system in their respective Enterprises.

In the Table 26, it is known that 83.9 percent sample respondents (26 out of 31 sample size) have acknowledged about the existence of such human resource planning system in their enterprises, Whereas 16.1 percent sample respondents (5 out of 31 sample size) have viewed that they have not known about such human resources planning system in their respective enterprises.

Table 26: **Respondents' perception about adopting any human resources planning system in their Enterprises**

Public Utility Sector	Yes		Not known		Total
	N	%	N	%	
Government	19	82.6	4	17.4	23
Semi Government	7	87.5	1	12.5	8
Total	26	83.9	5	16.1	31

The respondents' perception about adopting any human resources planning system in their Enterprises is seen similar in both government and semi Government public utility sector.

There is different situation raised while recruiting the required human resources in their respective Enterprises. The different situation can be explained as below;

- Based upon project activities
- New Services
- Job created upon old staffs retirement

The study has also focused on such issues and asked with the sample respondents for such respondents' perception for further analysis of the recruitment and selection processes in Public Utility Sector in Nepal.

Table 27:   **Respondents perception about the needs of human requirements in their organization**

Public Utility Sector	Based upon project activities		New Services		Job created upon retirement		Total
	N	%	N	%	N	%	
Government Sector	23	100	8	34.8	4	17.4	23
Semi Government Sector	8	100	2	25.0	2	25.0	8
Total	31	100	10	32.3	6	19.4	31

In the Table 27, it is known that all most all sample respondents have agreed on the first criteria. It is considered that new jobs are only created upon project activities. If project activities are elongated then the extra human resources are needed for the detailed task assigned. Only 32.3 percent sample respondents (10 out of 31 sample size) have agreed upon new services created in their enterprises.

It is known that annually there is very few permanent positions are created as per human resources planning. Similarly 19.4 percent sample respondents (6 out of 31 sample size) believed that there will be more jobs available upon the old ones retirements in the respective Enterprises.

There is little variation observed in the cases upon new services and job created upon retirement case by Government and Semi Government public utility Sector. The sample respondents' perception showed that there are more new jobs created in government sector in compare to semi government sector where as there are more jobs hopefully after orders retirements in the Semi Government sector in compare to Government Sector.

Defining job description and related facilities for the vacant position is very much important to Public Utility Sector for attracting best candidates for better performance in their enterprises. In due courses most of the Nepalese Public Utility Sector have published their vacancy advertisement in local daily newspaper with clear job defining notification but most of them still lacking of clear facilities mention.

In the same vein, the study has raised such crucial issues with the sample respondents in the field and all most all sample respondents have revealed that there were clear job descriptions in the vacancy advertisement. Whether there were lacking of facilities mention in the same advertisement.

Table 28: **Respondents' perception about clearly defining the post and TOR in the recruitment and selection process**

Public Utility Sector	Job Define	Facilities lacking	Total
	N	N	
Government Sector	23	23	23
Semi Government Sector	8	8	8
Total	31	31	31

Table 28 is seen as the evidence of the sample respondents' perception.

Needs assessment system is found crucial for identifying the vacant position in any enterprises for new recruitment and selection of the human resources. Need assessment system can be instrumental to locate actual needed of human resources in any department within the Enterprises. The nature of post and job description will be easily identified by need assessment system while conducted in Enterprises for locating actual needs of human resources.

Table 29: **Respondent's feedback in the need assessment system for creating new jobs within the organization**

Public Utility Sector	Very Important		Moderately Important		Need to improve		Total
	N	%	N	%	N	%	
Government Sector	13	56.5	7	30.4	3	13.0	23
Semi Government Sector	3	37.5	4	50.0	1	12.5	8
Total	16	51.6	11	35.5	4	12.9	31

The study has focused on the effective implementation of need assessment system in the Enterprises for creating new jobs within the organization. In the Table 29, it is known that 51.6 percent sample respondents (16 out of 31 sample size) have felt need assessment system is very important. Likewise 35.5 percent sample respondents (11 out of 31 sample size) have felt need assessment system is moderately important. similarly 12.9 percent sample respondents (4 out of 31 sample size) have felt that the existing need assessment system need to be improved for better outcomes in the recruitment and selection of best candidates in the sample enterprises.

The scale of importance of need assessment system is near about similar in both government and Semi Government Public utility sector in Nepal. Even the respondents' perception for need to be improved on the need assessment system is also in the same line.

It can be said that near about 87.0 percent respondents' perception is analyzed positive about the existing need assessment system while 13.0 percent respondents' perception is analyzed for better need assessment system within the Enterprises.

Effectiveness of Various Selection Tests:

Table 30:   Respondents perception about the existing written test for the selection of staffs

Public Utility Sector	Good		Medium		Low		
	N	%	N	%	N	%	Total
Government	14	60.9	6	26.1	3	13.0	23
Semi Government	5	62.5	2	25.0	1	12.5	8
Total	19	61.3	8	25.8	4	12.9	31

It is very much interesting to analyze the respondents' perception about the existing written test for the selection of staffs by government and Semi Government Sector. Table 30 shows that 61.3 percent sample respondents' evaluate good about the existing written test for the selection of staffs in their organizations where as 25.8 percent sample respondents evaluate it as medium. Only 12.9 percent sample

respondents' have responded low quality about the existing written test for the selection of staffs.

It is found that there is no such variation identified about the existing written test criteria between the Government and Semi government Sector in Nepal.

Interview is necessary process of Human resource department for final selection for those candidates who have passed in written test in their enterprises.

Table 31:   Respondent's feedback on the interview process for the selection of employee

Public Utility Sector	Satisfactory		Average		Not Satisfactory	Total
	N	%	N	%	N	
Government	19	82.6	4	17.4	N/A	23
Semi Government	7	87.5	1	12.5	N/A	8
Total	26	83.9	5	16.1	N/A	31

In the Table 31, 83.9 percent sample respondents (26 out of 31 sample size) have acknowledged that the existing interview process is satisfactory to them. Similarly 16.1 percent sample respondents (5 out of 31 sample size) have acknowledged that the existing interview process is on an average to them.

It is important that all most all respondents were satisfied about the interview process.

The sample respondents' responses are analyzed similar by both Government and semi Government Sector in Nepal.

Table 32: **Respondents perception about the medical examination adopted in their organization during recruitment and selection period**

Public Utility Sector	Adopted and useful		Formality only		Not Known		Total
	N	%	N	%	N	%	
Government Sector	18	78.3	3	13.0	2	8.7	23
Semi Government	7	87.5	0	0.0	1	12.5	8
Total	25	80.6	3	9.7	3	9.7	31

The study has focused the important criteria while selection of employees in the Enterprises. It is considered that medical examination is essential for any candidates before entering in their Enterprises as staff. In the table 32, 80.6 percent sample respondents (25 out of 31 sample size) have felt that the Public utility sector have adopted the medical examination system and even it became very useful for the Enterprises.

Likewise 9.7 percent sample respondents (3 out of 31 sample size) have felt that the necessary of medical examination is just formality only in their enterprises for employees' selection process. Similarly 9.7 percent sample respondents (3 out of 31 sample size) have do not known about the necessary medical examination certificate in their enterprises. The importance of medical examination system is analyzed more in semi government sector rather than Government sector.

Benefit and Services of Human Resources:

It is known that all most all Enterprises have managed different benefits and services provided for their permanent and contract staffs. There are different benefits given to the existing staffs which are given below;

- Allowances
- Medical facilities
- Bonus
- Insurance
- Loans

- Incentives
- Paid holidays

The study has interacted with sample respondents from the Public Utility Sector in Nepal for real field based evidence on it. In the Table 33, the respondents have revealed that Allowances and Medical facilities are the top most priority given by the Public Utility Sector. Likewise Bonus and Insurance are also given high priority to their staffs.

Table 33:   Respondents feedback on different benefits and services provided by their Enterprises

Benefits type	Government		Semi Government		Total		Ranking of Benefits
	N	%	N	%	N	%	
Allowances	14	60.9	4	50	18	58.1	1
Medical facilities	15	65.2	3	37.5	18	58.1	1
Bonus	14	60.9	3	37.5	17	54.8	2
insurance	13	56.5	1	12.5	14	45.2	3
Loans	10	43.5	2	25.0	12	38.7	4
Incentives	7	30.4	3	37.5	10	32.3	5
Paid holidays	1	4.3	1	12.5	2	6.5	6
Total	23	100.0	8	100	91	91	

Similarly Loans and Incentives are also given priority by Public Utility Sector for motivating their staffs within the organization. Paid holidays are begin in some economically sound organization such as NTC.

There are variation observed within the benefit types and between the government and Semi government Sector. All most all items are analyzed high priority for Government sector in compare to Semi Government Sector.

Public Utility Sector have provided different benefits item to their staffs for motivating to their staffs and high retention rate of the existing staffs. The institution

believes in human resources development strategies where most of the staffs became motivated by institutions benefits package.

Table 34: **Respondents feedback on the different reasons for providing the benefits for them in Enterprises**

Public Utility Sector	Motivation		Retention		Total
	N	%	N	%	
Government	20	87.0	17	73.9	23
Semi Government	7	87.5	6	75.0	8
Total	27	87.2	23	74.4	31

In the Table 34, 87.2 percent sample respondents (27 out 31 sample size) have revealed that the given benefits for them from the enterprises is directly proportional to motivating factor to them for regular good performance in the enterprises. The respondents' perception about the motivation factor is nearly similar in both Government and Semi Government Sector.

Likewise, 74.4 percent sample respondents (23 out of 31 sample size) have revealed that the given benefits for them from the enterprises is also directly proportional to keeping up high retention rate with experiences staffs in the enterprises. The respondents' perception about the retention rate is nearly similar in both government and Semi Government Sector. It implies that both motivation and retention rate is serious considered important for best performance of the Enterprises.

Employees' health and safety is prime factor for development of the organization. It believed that it will increases employees ownership and accountability in the organization and that will certainly improve the organization in terms of financial and other infrastructural status.

The study has also focused on the organizations contribution for employees' health and safety. In the Table 35, 54.8 percent sample respondents (17 out of 31 sample size) have reveals highly satisfied regarding the organizations contribution for employees' health and safety.

Likewise, 35.5 percent sample respondents (11 out of 31 sample size) have reveals moderately satisfied regarding the organizations contribution for employees' health and safety. And rest 9.7 percent sample respondents (3 out of 31 sample size) have reveal no idea about such issues.

Table 35: **Respondents feedback on the organizations contribution for employees' health and safety**

Public Utility Sector	Highly Satisfied		Moderately satisfied		Not known		Total
	N	%	N	%	N	%	
Government	13	56.5	7	30.4	3	13.0	23
Semi Government	4	50.0	4	50.0	0	0.0	8
Total	17	54.8	11	35.5	3	9.7	31

The Table 35 reveals that 90.3 percent sample respondents are found satisfied. The level of satisfaction between the government and Semi Government Sector is observed varied. there is all most all respondents are seen satisfied in Semi Government sector in compare to government Sector regarding the organizations contributions for employees' health and safety issues.

Hygienic cafeteria is considered as other important issues for delivering healthy food for the staffs in the organization. It has lot influences to staffs mental and physical aspiration for inner development of their potential and working hard for institutional improvement. In that line, the study has focused on the availability of

Table 36: **Respondents' feedback on Enterprises providing hygienic cafeteria to them**

Public Utility Sector	Agreed		Disagreed		Total
	N	%	N	%	
Government	19	82.6	4	17.4	23
Semi Government	7	87.5	1	12.5	8
Total	26	83.9	5	16.1	31

In the Table 36, 83.9 percent sample respondents (26 out of 31 sample size) have seen agreed on the Enterprises providing hygienic cafeteria to them whereas 16.1 percent sample respondents (5 out of 31 sample size) were disagreed on the Enterprises providing hygienic cafeteria to them . The sample respondents responding behavior regarding the hygienic cafeteria to them is analyzed consistent in both Government and Semi Government Public Utility Sector of Nepal.

Different leave holidays are seen allotted for the staffs for various motivating factor for inner development of organizations. It also helps the working staff for various needs. It can be said that some of the leave became their rights. The study has focused that most of the respondents are highly proactive for getting such leave holidays. In the table 37, it is observed that Public holiday such as Sick leave, Casual leave, Special leave are given top priority by the sample respondents.

Table 37: **Respondents feedback on the different leaves they received in their respective Enterprises**

Leave Item	Government		Semi government		Total		Remarks
	N	%	N	%	N	%	
Public Holidays	23	100	8	100.0	31	100.0	
Paid weekend	4	17.4	2	25.0	6	19.4	
Home leave	22	95.7	7	87.5	29	93.5	
Sick leave	23	100.0	8	100.0	31	100.0	
Casual leave	23	100.0	8	100.0	31	100.0	
Special leave	23	100.0	8	100.0	31	100.0	
Maternity leave	7	30.4	5	62.5	12	38.7	

Likewise 93.5 percent sample respondents have taken home leave. It is important to analyze that only 38.7 percent sample respondents have seen active for getting maternity leave. Paid weekend holidays is analyzed less priority to the sample respondents. It is believed that the paid weekend holiday perception in Enterprises is new and limited to most of the staffs in the Public Utility Sector in Nepal.

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Government has directed certain rules and regulation for the paid leave days. It is known that there should be minimum 180 paid leave records for any staffs in the organizations and if the paid leave records became exceed more than 180 days any enterprises have to pay cash payment to their staffs according to their paid leave records.

In the same line, the study has also focused on the organizations payment for the paid leave days. It is observed from the table 38 that 51.6 percent sample respondents (16 out of 31 sample size) have agreed that they have experiences on the organizations payment for the paid leave days.

It is little unpredictable that 48.4 percent sample respondents (15 out of 31 sample size) have disagreed that they have no experiences on the organizations payment for the paid leave days.

Table 38: **Respondents feedback on the organization's payment on the excess paid leave**

Public Utility Sector	Agreed		Disagreed		Total
	N	%	N	%	
Government	11	47.8	12	52.2	23
Semi Government	5	62.5	3	37.5	8
Total	16	51.6	15	48.4	31

In the table 39, variation is observed between the Public Utility Sector. Semi Government Sectors staffs are seen more positive on the organizations payment on the excess paid leave in compare to Government Sector staffs.

Overtime duty is natural phenomenon in any organizations. It occurred as per the needs and it is under the overall power of the section head or director. Even there is 20.0 percent overtime policy provision for any staffs if needed in their working department and section. The concern section head and director will be directly responsible for approving such overtime payment.

Table 39:   Respondents experiences on overtime payment in the organization

Public Utility Sector	Paid		Not Paid		Total
	N	%	N	%	
Government	16	69.6	7	30.4	23
Semi Government	7	87.5	1	12.5	8
Total	23	74.2	8	25.8	31

The study is focused on the facilities and benefits gain to the current employees. It is intended to analyze the ongoing Human resource departments' policy and program to motivate and retention of their staffs in their organizations for better improvement of organization.

In the Table 39, 74.2 percent sample respondents (23 out of 31 sample size) have seen positive that they have received the overtime payment from their organizations. Similarly, 25.8 percent sample respondents (8 out of 31 sample size) have reflected that they have not received such overtime payment from their organizations. It is analyzed from the table 42 that most of the Semi Government Sector staffs have received overtime payment in their organizations in compare to the Government Sector.

Pension is one of the attracting benefits for the working employees in any Enterprises. It is also considered as great financial support for the staffs after retirement from the organization.

The study believed that the pension provision is one of the instrumental issues for motivating the staffs. It is important to notice that pension have been even stopped in many sectors for 10 years. There are variation occurred in distribution of pension in most of the Public Utility Sector.

In the Table 40, It is known that 74.2 percent sample respondents(23 out of 31 sample size) have acknowledged that organizations have providing the pension to them whereas 25.8 percent sample respondents (8 out of 31 sample size) have not

acknowledged about receiving the pension from the organization. The distribution of pension in both Government and Semi Government Sector is analyzed uniformity.

Table 40:   Respondents feedback about providing the pension after their retirement

Public Utility Sector	Provide		Not Known		Total
	N	%	N	%	
Government	17	73.9	6	26.1	23
Semi Government	6	75.0	2	25.0	8
Total	23	74.2	8	25.8	31

Provident fund is available in any organization for those have been working in permanent or contractual post. Human resources department have allocated the necessary budget for the renowned provident fund system. The management of provident fund system is also directed to motivate the staffs and make positive environment for maximum retention of staffs in the working period.

The study has also tried to know the provident fund system in the Public Utility Sector for best operating of human resource department. It is believed that provident fund system is one of the backbones for retaining more potential staffs in the organization and even it is well committed provision for the staffs for organizational improvement and staffs financial stability after retirement.

Table 41:   Respondents feedback on organizations operating a provident fund

Public Utility Sector	Operate		Not operate		Total
	N	%	N	%	
Government	16	69.6	6	26.1	23
Semi Government	5	62.5	2	25.0	8
Total	23	74.2	8	25.8	31

In the Table 41, it is observed that 74.2 percent sample respondents(23 out of 31 sample size) have acknowledged that their organizations have been operating the provident fund system for them whereas only 25.8 percent sample respondents (8 out of 31 sample size) have not acknowledged about provident fund operation in their organizations.

The provident fund operation situational status is observed uniformity in both Government and Semi Government Public Utility Sector in Nepal.

Providing Health Caring facilities is another important strategy of Human resource department in any Public Utility Sector. It is believed that better health can be factor related to overall development of Enterprises.

The study is thus focused on the Health care benefits status in the ground level. In the Table 42, It is observed that 74.2 percent sample respondents (23 out of 31 sample size) have acknowledged that their working Enterprises have provided health care facilities to them whereas 25.8 percent sample respondents(8 out of 31 sample size) have denied that the Enterprises have not provided health care facilities to them.

It is known from the Government and Public Utility Sector that there is special provision for health care system. It is little crucial to accept that 25.8 percent sample respondents have not benefited from the existing health care facilities.

Health care system is varied in many cases and situation in Public Utility Sector. In any Enterprises they have minimum 15 days sick leave in a year and excess facilities depending upon the health problems. It is estimated that 25.8 percent sample respondents who have not experienced about getting the health facilities might be not fully experienced about the health care system and even they have not to face such health problem yet.

Table 42: **Respondents feedback on Organizations providing health services**

Public Utility Sector	Provided		Not Provided		Total
	N	%	N	%	
Government Sector	18	78.3	5	21.7	23
Semi Government Sector	5	62.5	3	37.5	8
Total	23	74.2	8	25.8	31

More government Public Utility Sector Staffs have seen experiences about the health care providing system in their organizations in compare to Semi government Public Utility Sector.

Some of the Public Utility Sector has improved their resources and infrastructure in highest point. They have managed dividend and bonus to their staffs according to their norms.

The study has assessed the Public Utility Sector human resources departments' policy on dividend or bonus policy. In the table 43, It is observed that only 38.7 percent sample respondents (12 out of 31 sample size) have acknowledged the existence of dividend or bonus system in their enterprises where as 51.6 percent (16 out of 31 sample size) have disagreed that they have no dividend or bonus system in their organizations.

Table 43: **Respondents feedback on their organizations providing dividend or bonus**

Public Utility Sector	Provided		Not Provided		Not Known		Total
	N	%	N	%	N	%	
Government	6	26.1	14	60.9	3	13.0	23
Semi Government	6	75.0	2	25.0			8
Total	12	38.7	16	51.6	3	13.0	31

13.0 percent only have not known about the dividend or bonus providing system in their organizations. It is important to notice that more dividend and bonus is provided in the Semi Government Sector in compare to Government Sector.

Welfare fund is very important one for those who retired from their working organization for serving long time. Welfare fund help them to provide benefits for them in problematic days.

Table 44:   Respondents feedback on employee's welfare fund in their organization

Public Utility Sector	Managed		Not managed		Total
	N	%	N	%	
Government	16	69.6	7	30.4	23
Semi Government	8	100.0	0	0.0	8
Total	24	77.4	7	22.6	31

Table 44 shows that 77.4 percent sample respondents revealed about the management of such welfare fund in their organization where as 22.6 percent sample respondents have denied about presence of such welfare fund in their organizations. Almost all Semi Government Sector respondents have agreed on management of welfare fund in their organizations where as 30.4 percent Government Sector respondents denied about the presence of such welfare fund in their organizations.

Government has made special provision for office uniform from 2006. In the Table 45, it is observed from the all most all sample respondents that they have been provided uniform.

Table 45: **Respondents feedback on Organizations providing uniform facilities for them**

Public Utility Sector	Uniform provided		Uniform not provided		Total
	N	%	N	%	
Government Sector	23	100	N/A	N/A	23
Semi Government Sector	8	100	N/A	N/A	8
Total	31	100	N/A	N/A	31

Training program is essential and important for the newly appointed staffs and existing senior staffs. It is well understood that well training may boost their potential in handling the official work and it will certainly improve the organizations.

Table 46: **Respondents feedback on the necessity of training program for your existing job**

Public Utility Sector	Necessary		Not define		Total
	N	%	N	%	
Government Sector	22	95.7	1	4.3	23
Semi Government Sector	8	100.0	0	0.0	8
Total	30	96.8	1	3.2	31

In the same line, the study has focused on the respondents' perception about the necessity of the training program. In the Table 46, it is observed that 96.8 percent sample respondents (30 out of 31 sample size) have admitted the views that he well skillful training is must for well handle of new jobs. All most all Semi Government Sector staffs have viewed that training is necessary for them whereas 95.7 percent sample respondents (22 out of 23 sample size).

Public Utility Sector has made training provision for new appointed staffs and other different senior staffs as per their promotion factor and technical expertise.

Table 47:   Respondents feedback on their participation in training program

Public Utility Sector	Training		Training not taken		Total
	N	%	N	%	
Government Sector	21	91.3	2	8.7	23
Semi Government Sector	7	87.5	1	12.5	8
Total	28	90.3	3	9.7	31

The study has focused on the training availability to the concern staffs during the time period. In the Table 47, it is observed that 90.3 percent sample respondents (28 out of 31 sample sizes) have been provided training whereas only 9.7 percent sample respondents (3 out of 31 sample sizes) have not taken training during the service period.

It is seen that 91.3 percent sample respondents from the Government Sector staffs have been provided training during their service period in compare to 87.5 percent of Semi Government Sector. It implies that Government Sector is more aware and prompt in providing training to their staffs in compare to Semi Government Sector.

The training program is seen not adequate as per the working staffs demand on such important training for their participation in organization in systematic way.

Promotion of any potential staffs is natural phenomena in any organizations. An organizations' have their own rules and regulations' about promotion. There are some specific rules for promotion in officer level and assistant level.

Table 48:   Respondents   feedback   on   the   promotion   system   in   their organizations

PublicUtilitySector	Partial		Impartial		Total
	N	%	N	%	
Government Sector	5	21.7	18	78.3	23
Semi Government Sector	2	25.0	6	75.0	8
Total	7	22.6	24	77.4	31

The study has focused on the promotion system in the organization. In the Table 48, It is observed that 77.4 percent sample respondents (24 out of 31 sample sizes) have viewed that their promotion system is very impartial where as 22.6 percent sample respondents (7 out of 31 percent sample sizes) have viewed that their promotion is partial to them.

It can be said that the impartiality of promotion cases for Government Sector staffs are little higher (about 3.3 percent) in compare to Semi Government Sector.

Performance appraisal system in Public Utility Sector is based upon the field responses. It should reflect the existing staffs' real holistic picture during the analysis of performance.

Table 49 Respondents feedback about the performance appraisal system in their Enterprises

Public Utility Sector	Satisfactory		Need to improve		Total
	N	%	N	%	
Government Sector	15	65.2	8	34.8	23
Semi Government Sector	5	62.5	3	37.5	8
Total	20	64.5	11	35.5	31

Table 49 shows that the satisfactory level of Respondents on the performance appraisal system is about 65.0 percent for both Government Sector and Semi Government Sector Public Utility Sector.

There are similar critical situation identified in both government and Semi Government Sector. About 35.0 percent Respondents have pointed out that Performance appraisal system need to improve for the strengthening Human resource planning in Public Utility Sector of Nepal.

The effectiveness of performance appraisal system is assessed in the study. It is considered useful for tools for employees' selection in internal process.

Table 5049: Respondents feedback about usefulness of the Performance appraisal system in their Enterprises

Public Utility Sector	Useful		Not Useful		Total
	N	%	N	%	
Government Sector	21	91.3	2	8.7	23
Semi Government Sector	6	75.0	2	25.0	8
Total	27	87.1	4	12.9	31

Table 50 shows that, 87.1 percent sample respondents have responded positive about the implementation of performance appraisal system in their organizations whereas only 12.9 percent sample respondents have noted as not useful tools for internal recruitment in their organizations.

The usefulness of conducting performance appraisal system is less in semi Government Sector in compare to Government Sector Public Utility Sector in Nepal.

The relation between the higher level and lower level staffs within any organizations are essential for the real development strategies. It is obvious that such type of relationship will only directed the organizations overall development activities.

It is also known that the all higher staffs are involved in planning, implementation of policies and programs. The higher level staffs have need to orient and give direction to the lower staffs.

The study has tried to assess the respondents' perception about such relationship within the organization.

Table 50:   Respondents perception about the relationship between lower level employees and top level management

Public Utility Sector	Satisfactory		Moderately Satisfactory		Not Satisfactory		Total
	N	%	N	%	N	%	
Government Sector	12	52.2	8	34.8	3	13.0	23
Semi Government Sector	5	62.5	2	25.0	1	12.5	8
Total	17	54.8	10	32.3	4	12.9	31

Human Resource department is known as crucial and centrifugal part of any organizations to boost the existing staffs for further development of organizations and even it is responsible one for recruiting and selection of best employees as per the organization's needs.

Thus it can be said that HRD related stakeholders should be very competitive, diplomatic, hardworking and well diversified planner for the well set up of their human resources in the organizations.

Table 51 shows that 54.8 percent sample respondents have seen satisfactory about the relationship between the higher and lower level staffs in their organizations where as 32.3 percent are seen only moderately satisfied. 12.9 percent sample respondents are found not satisfactory about their relationship between higher and lower level staffs.

HRD officer's Capabilities for Selection of Suitable Candidates:

The study has focused on the capability of existing human resource departments' officer regarding their working modality, in depth knowledge and time management in recruiting and selection of the employees.

In the table 52, it is observed that 12.9 percent sample respondents have strongly agreed that the HR officers' have adequate knowledge for employees recruitment and selection process where as 64.5 percent sample respondents (20 out of 31 sample size) have just agreed that the HR officers' have adequate knowledge for employees recruitment and selection process.

It is also known from the table 52 that 22.6 percent sample respondents (7 out of 31 sample sizes) have disagreed that the existing HR officers have adequate knowledge for employees' recruitment and selection process.

It is observed from the Table 54 that the respondents' perception about HR officers' knowledge for employees' recruitment and selection process is nearly uniformity between the Government and Semi Government Public Utility Sector.

Table 51:   Respondents perception about HR officers' knowledge for Employees recruitment and selection process

Public Utility Sector	Disagree		Undecided		Agree		Strongly agreed		Total
	N	%	N	%	N	%	N	%	
Government	4	17.4	1	4.3	17	73.9	1	4.3	23
Semi Government	2	25.0	0	0.0	3	37.5	3	37.5	8
Total	6	19.4	1	3.2	20	64.5	4	12.9	31

HR officers' knowledge for employees'recruitment and selection process is analyzed in the field. Table 52 shows that 24 sample respondents (about 77.4 percent sample respondents) have seen agreed about the capability of existing HR officers' adequate knowledge for employees' recruitment and selection in their organization.

It is observed from the Table 52 that only 6 sample respondents (19.4 percent sample respondents) have seen disagreed about the capability of existing HR officers' in HRD management.

It implies that there are positive environment towards the HRD officers in HR department from the concern respondents and this favorable situation towards HR officers about the capability is near about similar in both Government and Semi Government Sector in Public utility Sector of Nepal.

It is known to everyonethat HR officials should have also possessed with high quality managerial and administrative skill to implement the Public service commissions' personnel rules and regulations for strengthening the Human resource management in their Public Utility Sector.

Table 52:   Respondents feedback about HR officials' managerial and administrative skill to implement the personnel rules and regulations

Public Utility Sector	Disagree		Undecided		Agree		Strongly agree		Total
	N	%	N	%	N	%	N	%	
Government Sector	4	17.4	1	4.3	16	69.6	2	8.7	23
Semi Government Sector	2	25.0	0	0.0	5	62.5	1	12.5	8
Total	6	19.4	1	3.2	21	67.7	3	9.7	31

Table 53 shows that 24 sample respondents (78.4 percent sample respondents) have seen agreed about the adequate managerial and administrative skill possessed to current HR officials' in their organizations. Only 6 sample respondents (19.4 percent sample respondents) have seen disagreed about the adequate managerial and administrative skill to HR officials in their public utility sector.

Table 53:   Respondents feedback about the HR officers' selection process based upon ability to meet the public needs

Public Utility Sector	Strongly disagree		Disagree		Un-decided		Agree		Strongly agree		Total
	N	%	N	%	N	%	N	%	N	%	
Government Sector	1	4.3	1	4.3	4	17.4	15	65.2	2	8.7	23
Semi Government Sector	1	12.5	1	12.5	1	12.5	4	50.0	1	12.5	8
Total	2	6.5	2	6.5	5	16.1	19	61.3	3	9.7	31

Human resource department have conducted orientation/induction program for their newly appointed employees.

It believed that the orientation/induction program will helped them to motivate for better relationship with other employees and give time to know about the organizations rules and regulations.

Table 54:   Respondents feedback for induction program for newly appointed staffs

Public Utility Sector	Strongly disagree		Disagree		Un-decided		Agree		Strongly agree		Total
	N	%	N	%	N	%	N	%	N	%	
Government Sector	0	0.0	1	4.8	2	9.5	18	85.7	2	9.5	21
Semi Government Sector	1	12.5	1	12.5	0	0.0	6	75.0	0	0.0	8
Total	1	3.2	2	6.5	3	9.7	24	77.4	2	6.5	31

Table 55 shows that 26 sample respondents (83.9 percent sample respondents) have agreed for launching such type of orientation/induction program for newly appointed staffs.

Government Sector sample respondents positive perception have analyzed far ahead in compare to Semi Government Sector respondents on behalfof the orientation/induction program.

There is ignorable the negative perception observed from the sample respondents regarding the orientation/induction program for newly appointed staffs in Government and semi Government sector Public Utility Sector in Nepal.

Respondents Suggestion:

Table 55:   Respondents Suggestion for better outcomes in HRD

S.No.	Respondents Suggestion	Government Sector		Semi Government Sector		Total Cases	Total Cases (%)
		N	%	N	%	N	%
1	Training	20	22.5	6	20	26	21.8
2	Performance appraisal (Evaluation)	19	21.3	6	20	25	21.0
3	Counseling& feedback	18	20.2	5	16.7	23	19.3
4	Career development program	17	19.1	1	3.3	18	15.1
5	Motivation(Promotion and Incentives)	8	9	4	13.3	12	10.1
6	Un biasness	4	4.5	4	13.3	8	6.7
7	Planning and development units in HRD	3	3.4	1	3.3	4	3.4
8	Reduction of Union Role	0	0	3	10	3	2.5
9	Total	89	74.8	30	25.2	119	100

Table 56 shows that the study has assessed the sample respondents' suggestion as crucial and helpful direction for Human resource department to implement the Human resource management practices for coming days.

It believed that there will be participatory based service delivery action in the Public Utility Sector area in Nepal. The sample respondents have demanded more training program. 21.8 percent sample respondents have suggested for additional training program in their organization.

The sample respondents are also seen highly aware of performance appraisal of their work activities within their organization. Correct performance appraisal lead to better outcomes in organizational achievement and even it will helps to the concern stakeholder for their promotion in senior level position. Table 56shows that 21.0 percent sample respondents have suggested the study to focus on the correct and unbiased performance appraisal so that the expected benefits should be mutual to organization and employees.

Counseling and feedback program is observed important to the concern stakeholder staff in any enterprises. It help them to update and modified their working modality and to know about their enterprises rules and regulation. Table 58 shows that 19.3 percent sample respondents have suggested for better improvement and regularity of counseling and feedback in their organization.

Career development program is also observed important factor for the employees for their capacity building. 15.1 percent sample respondents have suggested on duty graduation program and training program for their capacity building aspect.

Motivation of staffs implies the Promotion and Incentives of the staffs. Motivation of such factors will lead the organization with maximum profit and the retention of the experienced employees in their organization.

Most of the respondents expect unbiased behave from organization for them in performance appraisal, promotion, motivation, training and political environment. 6.4 sample respondent have focused on unbiased behave for them.

Concluding Remarks:

The study has been focused on five case studies on government and semi government public utility sector of Nepal. NTC, NEA and KUKL have been identified as Government sector Public Utility Sector. Similarly BPC and HHGL have been identified as Semi Government Public Utility Sector in Nepal. The development story of Public Utility Sector is identified different in each Public Utility Sector.

NTC is seen highly success in the overall development of the organization in terms of financial, growth and effectiveness of the existing staffs and efficiency of HR management. The relation between high level management and lower level staffs is highly positive in NTC. NTC have provided optimum facilities to their staffs for capacity building and incentives for more motivation.

NEA is also seen huge Public Utility Sector in Nepal with major work force of about 10000 across the country. The service delivery of NEA is observed very in adequate to the People of Nepal. Ithas not adequate electricity production in Nepal and even NEA is unable to manage the well distribution of electricity power in country. It has huge electricity power misused in rural area. Its monitoring, evaluation and supervision mechanism need more updated for consolidate outcomes from the existing NEA's electricity generation position. More staffs are recruited in the organization because old permanent staffs' contributionis analyzed below satisfactory level. HR management team could not able to change the attitudes of permanentstaffs' dedication towards to their organization. Most of the staffs when they became permanentthey have less contributed in services to their organization. There is high confident and morale is necessary for the high level management team and HR officers to produce more working environment in the NEA. Unions pressure is also identified one of the major obstacles for development of the NEA. The existing HR

management system is identified satisfactory however the working people's attitude and working environment in the organization is remained stagnant.

KUKL is working for management of water supply and sewerage in the Kathmandu valley for more than 20 years. It has been seen very essential part of the local communities for day to day drinking water and management of sanitation. The overstaffing and less promptness of permanent staffs is found major problematic to the KUKL for the development of KUKL. The existing political instability is also another factor for financial downfall of KUKL for last couple of years.

BPC is one of the semi government public utility sectors in Nepal. It financial and staffs status for last 4 year period is assessed satisfactory. It has good human resource management team and they have working with less technical and non-technical staffs in their organizations. The relation between higher level and lower level staffs is identified positive and even the existing staffs are seen satisfactory about the organizations input to them.

HHGL is another semi government public utility sector in Nepal. It's financial and staff management for last 4 year period is assessed not satisfactory. HHGL's financial status is analyzed in net loss for that 4 year period. Similarly the existing staffs' trend is also increasing trend for that period. The high level management team is major factor for controlling the HR team and responsible for delivery required human resource planning. This is not applicable to HHGL.

CHAPTER V
CONCLUSION AND RECOMMENDATIONS
Major findings:

Some of the major findings are mention as given below;

- Each and every public enterprise should be done the need assessment of human resource. The effectiveness of screening can be increased by forecasting workforce requirements of different categories of employees, personnel requirements of various categories of personnel operative, technical and executive on the basis of following elements:

- Most of the public enterprises clearly define the post, level and need of employees. The need assessment and requirement of the enterprises based on vacant position or level. Normally it is done every year but not more scientific method. So the many officers (group discussion) have stated that the current requirement system is not satisfactory. Generally the public utility sector has done the requirement of the employees on the basis of their rules and regulation.

Table 56:   **Vacant post level and proportion employees**

Level	Service	Group	Open competition	Promotion	Remarks
1	All	All	100%	X	
2	Technical	All	50%	50%	
2	Admiration	All	-	100%	
3	Technical	All	50%	50%	
3	Admiration	All	50%	50%	
4	All	All	50%	50%	
5	All	All	50%	50%	
6	Administration	All	-	100%	
6	Technical	All	-	100%	
7	Administration	All	50%	50%	
7	Technical	All	70%	30%	
8 to 10	All	All	10%	90%	
11	All	All	-	100%	

Source: NEA's Personnel rules and regulation 2062

Recruitment Source

There are many sources of recruitment generally used by public utility sector. These sources of recruitment can be divided into two major groups. They are internal sources of recruitment and external sources of recruitment. The brief interpretations of those sources are as follows:

Internal

Internal source refers the promotion of staffs from the lower posts to the upper post. Most of the public enterprises have a policy of personnel promotion from existing employees who are engaged within an organization. Vacancies are fulfilled by promoting the manpower to the higher posts and levels. The practice of this system creates to a healthy and progressive environment. It is commonly adopted to fill vacancies different post and levels of personnel.

External

A Nepalese public enterprise has more external sources of recruitment. The existing employees may be insufficient, so they may not fulfill the total posts or levels. External source provides wider area and brings new and fresh candidates in the organization. But it is expensive and time consuming process; the following are the most commonly used external sources.

a. Advertisement in Newspaper (the Kantipur and the Gorkhapatra or the Rising Nepal):

Advertisement in newspaper like the Kantipur and the Gorkhapatra or the Rising Nepal is a popular source of recruiting the workforce. It gives all information of vacancies. So it is the most suitable source for filling the vacancies of administrative and technical staffs. The nature of job and qualifications of the prospective candidate are given in the advertisement in the Kantipur and the Rising Nepal. After viewing advertisement interested candidates applied for the job.

b. Higher secondary universities and institutions:

Higher secondary schools, colleges and different universities are the most useful source of recruitment for the different jobs. Plus two schools Tribhuwan University, Kathmandu University, Pokhara University and Purbanchal University provide the young fresh and talents for employment. Technical institutions like CTEVT, BTI and STC supply the skilled manpower for lower level jobs.

c. Old employees:

Old staffs are worked in public enterprise and have been laid off or have left the organization for personal reasons and now wish to return back to same organization. These old personnel having good record and image may be preferred for filling up new vacancies. In this context, public enterprises can keep them in contract for semi-skilled or lower level jobs. They do not need the more initial training for the same job. It increases the strength of an organization.

d. Recommendations:

Friends and relatives of existing employees are the very good sources of recruitment. Many organizations can take them because something about their background is already known. The merit of this method lies in the fact that the new employees will probably be familiar with the organization and its culture and disposed to accept it. So the few public enterprises adopt this source of recruitment.

Recruitment and Selection:

Personnel selection is a process by which the qualified applicants may be chosen from the candidates offering their service to the organization for a job. Selection of employees is a vital tool in the hands of human resources management to differentiate the qualified and unqualified applicants. So it is a complex and negative process of employment. The following stages are involved in the selection method:

a. Inviting applications

First of all public utility sectors organization invites the application from the probable candidates. This is an effective selection step. Application forms are especially designed for each principle class of jobs to be filled. It gives more information about identification, education, experience and expected salary.

b. Preliminary interview

The initial interview is generally quite short and has as its objectives the elimination of the obviously the unqualified applicants. Lack of certain requirement in education age experience etc. might determine unfitness. The interview seeks to move rapidly from one indicator to the next checking them off until one of them eliminates the candidate or he is cleared from further investigation.

c. Selection tests

The employee selection tests is also called psychological test. The major testing procedure in public utility sector is interview, practical interview and return interview. The testing procedure is similar to the public enterprises under this study. It is done for appointing the contract temporary and permanent personnel. So this is a most important phase of the employee selection process.

d. Employment interview

The major objective of employment interview is to find out the applicants mental and social makeup and to know the qualities possessed by him make him suitable for a job in the organization. It should be conducted in the friendly atmosphere. The different questions should better be asked on the basis of nature and job specifications. This is face to face conversation and involves a brief personnel contact with the applicants to judge his suitability for the job and responsibilities

e. Checking references

The different information's give in the application blank can be verified with the help or references. It is supplied by the applicant regarding his past employment, education character personal reputation. It helps to know the candidates skill and abilities for the related jobs.

f. Medical test

Physical test is a part of selection process for all suitable candidates. It is conducted after the final decision has been made to select the applicant. This is also essential to insure that the applicant is able to handle the job effectively and efficiently.

g. Final approval

After passing the above different steps selected candidate is received a appointment letter. The post, terms of appointment, pay scales are mentioned in appointment letter. When the new candidate joints the public enterprise the human resource manager should introduce him to the organization and his jobs and responsibilities.

h. Minimum requirement for selection of candidates

There are many requirements of public enterprises to apply the different post and levels. They are as follows:

i. Age bar

Age limit of different candidate and level is defined in different rules and regulations of an organization. Generally a applicant should cross a minimum of 18 years of to be eligible for competition assistant level and 21 age cross is the minimum for an officer level. This age bar for selection is shown in a table which is as follows

Table 57:   Age bar for Selection

S. No	Level	Administrative	Technical
1	Assistant level	18-35(40 for women)	18-35(40 for women)
2	Officer level	21-35(40 for women)	21-35(40 for women)

Source: personnel rules and regulations of NEA 2062

The above table shows the final limit of age bar is declared as 35 years for technical and administrative staffs and 40 years for women candidates. If the candidate is out of this limit he cannot apply for the related job.

Existing practices of selection tests in public utility sector

Employees' selection is a process of procurement of work force. This is the process of choosing the candidates who passes the necessary skill, abilities and personality to successful filling for specific jobs. It is a problem of matching a man to the job. Really it is a matter of choices several tests have been developed to know the ability, capacity, aptitude, creativity, leadership, personality and interest of the candidate. The major tests are taken by the utility sector, they are as follows:

a. Written test

Written test are normally used to determine the qualification of the individuals. It may be so designed as to test common ability and intellectual capacity of the applicants. This test measures the candidate's mastery of the knowledge essential for job performance. Most of the public enterprises are using this test. Candidates are involving for lower and higher level services in public utility sector have to take examinations in the related subjects.

Generally there are two types of written examinations. One is short answer type and other is essay type. In the essay type examination the applicant is required to write brief essay type of logical answer. The next type of written examination is short answer. In this test question paper may be long but the answer may be very short like yes or no answer type. In this examination question should be cleared to give the correct answer.

b. Practical tests

Practical examination is a most important test for technical posts. This test is administered for the selection of the personnel. It is the work sample the candidates are demonstrated ability to do the related jobs. Typists, computer operator, mechanics are the posts which are requiring the practical tests in the particular field. It measures the actual performance of the candidates. So the public enterprise has taken this practical examination of applicants.

c. Oral examination

Oral examination or interview is a part of communication. The interview looks for a symptom that indicates suitable or unstable for a particular job. It covers the details of a mental picture which trying to complete. It is a picture which fits the applicant into the job or which rules him out of consideration. It obtains the additional information through face to face visit. After that it measures the personality of the applicants.

d. Selection

When preliminary interview, practical and written tests are passed by a applicant, s/he becomes eligible for appointment in public enterprise some time many candidates are selected than a waiting list can be prepared. The selecting process of candidates is not a single action but it is essentially a series of procedure. From these steps more information is secured about the candidate.

Promotion is also a tool of selection. Most of the public enterprises are used this system for selection the employees. Generally, the two methods can be found in practice within the public enterprises for promoting the employees. They are internal

competition by written examination and evaluation of performance. They are as follows

- **Internal competition**

    There are limited candidates in internal competition. The employees who are in service within an organization are invited to appear in the test. It is preferred by the employees who are already doing the jobs. It is adopted by public utility sector of Nepal. This is a very popular and traditional system of employees' promotion.

    The most capable employees in written examination and promoted as merit are the basic of promotion. This system encourages all employees to improve their skill. Human resource department of public enterprises normally prefer merit as the basic of promotion.

- **File promotion**

    Seniority and performance appraisal is a very popular basis of employee's promotion. It creates a sense of security in employees for they can predict in advance when and how certain changes will be effected. Seniority is also acceptable to HRD because it reduces the rate of employee turnover. So the public utility sector has adopted the file promotion system.

    Human resources department of public utility sector has used the performance apprised of assistant and officer level with the help of a particular form. It is developed by the public enterprises. It is a formal procedure used by an enterprise to evaluate performance, personality, qualification and interest of an employee

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Conclusions:

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The major conclusions are drawn from the above Case study and respondents perception outcomes. The major conclusions are given below;

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Human Resources Department:

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- All five Public Utility Sector sample respondents for the case study has well managed Human resource department. Employees fill up committees are

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created in all sample case study utility sector for recruitment and selection process.

- 96.8 percent (30 out of 31 sample size) have been acknowledging about the availability of the HRD in their organization.

- More responses have seen in Semi government sector in compare to Government sector Public Utility Sector.

- HR department's promptness and activities is depending upon the capable senior the HR officers. It implies that there is variation observed within the public utility sectors in Nepal.

Human resources source:

- 90.3 percent respondents have revealed that they agreed about clearly defining the sources for the external recruiting in the Enterprises. Only 9.7 percent respondents have felt unknown about the clearly defining the source of external recruiting in the advertisement.

- The overall variation within the Government and Semi government Sector about the clearly defining the source of external recruiting in the advertisement is minimal.

- Human resource source implies the production of capable manpower for the particular organization. NTC, NEA, KUKL, BPC and HHGL has specifically declared that there sources of technical expertise are engineers and other non-technical expertise are product of Tribhuvan University graduates and Masters.

- For low level employees the specific human resource source is not recommend.

HRD recruitment practices:

- NTC, NEA, KUKL and BPC have approaches the open competition process for the employees selection process.

- 90.3(28 out of 31 sample size) percent respondents perception are known as open competition as per GoN rules for the recruitment practices undertaken by

HRD. 9.7(3 out of 31 sample size) percent respondents responded that they have internal rules for the recruitment practices in their organization.

- HHGL have less approach the open competition process for the employees selection process because it have no permanent staffs recruited.

- Most of the respondents from semi government sector have responded that open competition as per Public Service Commission rules for the recruitment practices whereas Government sector respondents have accepted combination of both external and the internal practices within their organization for additional recruitment and promotion.

a. **Internal recruiting for promotion:**

- Internal recruiting for promotion is a continued process in NTC, NEA, KUKL and BPC public utility sector.

- 64.5 percent sample respondents (20 out of 31 sample sizes) have revealed that internal process is used for the promotion of existing officers for senior posts.

- 12.9 sample respondents have revealed that file promotion is basic steps for their promotion.

- Internal recruitment is seen usual process to motivate the existing staffs in the organization

b. **Skill tests measure for possible candidates:**

- 51.6 percent (16 out of 31 sample size) respondents are seen agreed about the initial screening in their organization for the recruitment and selection processes. Whereas 48.4 percent (15 out of 31 sample size) are seen not agreed on initial screening in their organization for the recruitment and selection processes.

- 90.3 percent sample respondents (28 out of 31 sample size) have agreed that there is measurement of skill test during the selection process in the Enterprises. About 9.7 percent sample respondents (3 out of 31 sample size)

have not agreed about the measurement of skill test during the selection process in their enterprises.

- All case study sample utility sectors have been continuously applying the skill tests for all possible candidates and it is observed satisfactory within the applicants.

c. Human resource planning system:

- NTC and BPC have seen well human resource planner throughout the period. Their human resource planning system is able to provide more financial gain for the organization in last 4 year period. It implies that KUKL, NEA and HHGL did not apply the well vision human resource planning.

- 83.9 percent sample respondents (26 out of 31 sample size) have acknowledged about the existence of such human resource planning system in their enterprises, whereas 16.1 percent sample respondents (5 out of 31 sample sizes) have viewed that they have not known about such human resources planning system in their respective enterprises.

- Nepalese Public Utility Sector have published their vacancy advertisement in local daily newspaper with clear job defining notification but most of them still lacking of clear facilities mention.

- Needs assessment system is found crucial for identifying the vacant position in any enterprises for new recruitment and selection of the human resources. The nature of post and job description has been easily identified by need assessment system.

- 51.6 percent sample respondents (16 out of 31 sample size) have felt need assessment system is very important. Likewise 35.5 percent sample respondents (11 out of 31 sample size) have felt need assessment system is moderately important. similarly 12.9 percent sample respondents (4 out of 31 sample size) have felt that the existing need assessment system need to be improved for better outcomes in the recruitment and selection of best candidates in the sample enterprises.

- The scale of importance of need assessment system is near about similar in both government and Semi Government Public utility sector in Nepal.

d. Human resources requirement:

- All most all sample respondents have agreed that new jobs are only created upon project activities. If project activities are elongated then the extra human resources are needed for the detailed task assigned.

- Only 32.3 percent sample respondents (10 out of 31 sample size) have agreed upon new services created in their enterprises. It is known that annually there is very few permanent positions are created as per human resources planning.

- Similarly 19.4 percent sample respondents (6 out of 31 sample size) believed that there will be more jobs available upon the old ones retirements in the respective Enterprises.

- NTC, NEA and KUKL have observed more human resource as per their huge work area and working modality. BPC and HHGL is observed semi government public utility sector even though the staffing ratio is seen very high in HHGL. The overstaffing makes them financial loss for the last couple of years.

Effectiveness of Various Selection Tests

a. Evaluation of written test

- 61.3 percent sample respondents' evaluate good about the existing written test for the selection of staffs in their organizations where as 25.8 percent sample respondents evaluate it as medium.

- Only 12.9 percent sample respondents have responded low quality about the existing written test for the selection of staffs.

- There is no such variation identified about the existing written test criteria between the Government and Semi government Sector in Nepal.

b. Existing interview status

- 83.9 percent sample respondents (26 out of 31 sample size) have acknowledged that the existing interview process is satisfactory to them.

- 16.1 percent sample respondents (5 out of 31 sample size) have acknowledged that the existing interview process is on an average to them.

- The sample respondents' responses are analyzed similar by both Government and semi Government Sector in Nepal.

c. Medical test

- 80.6 percent sample respondents (25 out of 31 sample size) have felt that the Public utility sector have adopted the medical examination system and even it became very useful for the Enterprises.

- 9.7 percent sample respondents (3 out of 31 sample size) have felt that the necessary of medical examination is just formality only in their enterprises for employees' selection process.

- 9.7 percent sample respondents (3 out of 31 sample size) have do not known about the necessary medical examination certificate in their enterprises.

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Sum up:

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All most all evaluation tests are applied in NTV, NEA, KUKL, BPC and HHGL. And the level of effectiveness is observed satisfactory from the case study and the respondents' perception.

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Benefit and Services of Human Resources

</div>

- The respondents have revealed that Allowances and Medical facilities are the top most priority given by the Public Utility Sector. Likewise Bonus and Insurance are also given high priority to their staffs.

- Loans and Incentives are also given priority by Public Utility Sector for motivating their staffs within the organization.

- 87.2 percent sample respondents (27 out 31 sample size) have revealed that the given benefits for them from the enterprises is directly proportional to motivating factor to them for regular good performance in the enterprises.

- The respondents' perception about the motivation factor is nearly similar in both Government and Semi Government Sector.

- 74.4 percent sample respondents (23 out of 31 sample size) have revealed that the given benefits for them from the enterprises is also directly proportional to keeping up high retention rate with experiences staffs in the enterprises.

- The respondents' perception about the retention rate is nearly similar in both government and Semi Government Sector.
- NTC, NEA, KUKL, BPC and HHGL have provided various benefits to their staffs. Among that NTC have provided more benefits to their staffs in compare to others (NEA, KUKL, BPC and HHGL). It is known that NTC have net profit of couple of billion rupees in Nepal.

Respondents' suggestion

Respondents' suggestion is observed in-depth from the insight of the enterprises working function. Most of the Respondent suggests that they have confident that the existing HR officers' capabilities and vision is effective for human resource planning in their enterprises.

Similarly most of them are also seen very happy with the benefits and training provided for them in their respective enterprises. Even 20.0 percent Respondents seek more capacity building training to them for sustaining the enterprises and themselves. Respondents have also anticipated regular and continuity of the existing staffs' performance evaluation for internal promotion is fair.

Recommendations:

The major recommendations are drawn from the above results. The major recommendations are given below;

Human Resources Department:

- Senior and capable technical staffs should be recruited in the Human resource department so that it could revive the human resource department.
- HR officers should have experiences and charismatic quality to handle the human resource management.
- The core senior level managementshould give importance to Human resource department and should not interfere in their work function.
- Human resource department in government sector Public utility sector should be more responsible and able to create friendly environment within the higher and lower level staffs.

- There should be consistence work performance anticipated by HR officers in Human resource department.
- Human resource department should be unbiased of unions' political pressure and work in favor of organizations system.

Human resources source:

- Human resource source should be clearly identified during the advertisement in any publication.
- The public utility sector should aware of the concrete sources of human resources.
- There should be clearly mention of sources while producing post vacant notice to the information resources.
- The human resources for technical expertise should be definingas education and experiences.
- For lower employees there should not be any specific human resource sources rules followed.

HRD recruitment practices:

- Public Utility Sector should continue the comprehensive selection process for the employees' recruitment and selection process.
- The HR recruitment practices are seen varied in all utility sectors. It is depend upon the best existing senior officers and availablepositiveenvironment in the organization.
- The government and semi government public utility sector should follow the public service commission rules and regulation for the recruitment and selection in Nepal.
- The human recruitment practices should be unbiased from the political influence.

a. Internal recruiting for promotion:

- Internal recruitment is seen usual process to motivate the existing staffs in the organization.

- Internal promotion process is continued and the rules and regulation for internal promotion should be more scientific and more reliable

b. Skill tests measure for possible candidates:

- Skill test application should be revised and used to concern applicants.
- NTC, BPC have seen active in doing more skill test during the interview and practical test.
- More initial screening is needed for the working staffs. More staffs have demanded the initial screening.
- There should be compulsory in skill test program in any organization.
- More scientific approach should be applied during the skill test conduction.

c. Human resource planning system:

- NTC and BPC's human resource planning capability should be maintained in the same level for expected benefits throughout the period.
- KUKL, NEA and HHGL should do more planning exercise to overcome from less achievement in providing the well visionary planning for human resource
- The field perception ratio of human resource planning system should be focused and work accordingly to achieve more on the human resource planning.
- Nepalese Public Utility Sector should published their vacancy advertisement in local daily newspaper with clear job defining notification but most of them still lacking of clear facilities mention.
- Needs assessment system should be very clear and unbiased of any political identity.
- The existing need assessment system status in NTC and BPC should be maintained and there should be maximum changes in need assessment system in NEA, HHGL and KUKL for rapid development in field in need assessment system is anticipated
- More improvement in need assessment system is required.

Human resources requirement:

- Human resource requirement in public utility sector should be increased upon the scientific approaches.
- There should be time retirement policy conducted for better work force in the organization.
- New service opportunity should be created in a regular time intervals.
- New project should be launched in needed area and profitable reason.

Effectiveness of Various Selection Tests

a. Evaluation of written test

- The written test should maintain standard format.
- The subject matter in written test should be well related to the post and the working area.
- The quality of written test should be higher and it should unbiased from any political and ethical matter.

b. Existing interview status

- 83.9 percent sample respondents (26 out of 31 sample size) have acknowledged that the existing interview process is satisfactory to them.
- 16.1 percent sample respondents (5 out of 31 sample size) have acknowledged that the existing interview process is on an average to them.
- The sample respondents' responses are analyzed similar by both Government and semi Government Sector in Nepal.
- The interview should be unbiased and nepotism.
- It should be conducted very strictly and well manner environment.

c. Medical test

- Medical test should be compulsory before entering the organization.
- Medical facility should be continued to the existing staffs for their health.

Benefit and Services of Human Resources

- Allowances, Medicalfacilities, Bonus and Insurance should be continued to motivate the staffs in the organization.
- Loans and Incentives should be given to the hard working and dedicated staffs.
- Both Government and Semi Government Sector should continue their benefit programs for their staffs.

Respondents' suggestion

Respondents' suggestion about the existing HR officers' capability and vision should be focused and higher level management team should recruit only capable officers in HR department.

More training programs should be allotted to the existing employees for effective and efficient outcomes in the enterprises.

Higher level management team and HR department should unbiased during the performance evaluation of internal employee for internal promotion period.

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APPENDICES

APPENDIX-I

LIST OF PUBLIC SECTOR ENTERPRISES

Financial Sector

1. Agricultural Development Bank Ltd.
2. National Insurance Company (Life/Non-life)
3. Nepal Industrial Development Corporation Ltd.
4. RastriyaBanijya Bank Ltd.
5. Deposit and Credit Guarantee Corporation Ltd.
6. Nepal Housing Development Finance Company Ltd.
7. Nepal Stock Exchange Ltd.
8. Citizen Investment Trust

Social Sector

1. Cultural Corporation
2. Gorkhapatra Corporation
3. Janak Education Materials Center Ltd.
4. Nepal Television
5. Rural Housing Company Ltd.

Public Utility Sector

1. Nepal Water Supply Corporation
2. Nepal Electricity Authority
3. Nepal Telecom Ltd.

Service Sector

1. Industrial District Management Ltd.
2. National Construction Company Nepal Ltd.
3. Nepal Transit and Warehouse Company Ltd.
4. Nepal Engineering Consultancy Service Center Ltd.
5. Nepal Airlines Corporation
6. National Productivity and Economic Development Center Ltd.
7. Civil Aviation Authority of Nepal

Trading Sector

1. Agricultural Inputs Company Ltd.
2. National Seed Company Ltd.
3. National Trading Corporation Ltd.
4. Nepal Food Corporation
5. Nepal Oil Corporation Ltd.
6. The Timber Corporation of Nepal Ltd.

Industrial Sector

1. Dairy Development Corporation
2. Herbs Production and Processing Company Ltd
3. Hetauda Cement Industry Ltd
4. Janakpur Cigarette Factroy Ltd
5. Nepal Aushadhi Ltd
6. Udayapur Cement Industry Ltd
7. Nepal OriendMagnesite Pvt. Ltd.

APPENDIX-II

FORMAT FOR OUTLINE OF PROPOSED RESEARCH WORK (AS PER APPENDIX-I)

APPENDIX-III

FORMATE FOR PANEL OF EXAMINERS

Name of the Candidate : Giridhari Kafle

Enrollment Number : 2011051174

Title : "Human Resource selection practices in public utility sector enterprises of Nepal"

Sr. No.	Name of Examiner	Address with email id and Phone No.
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Note: The examiners suggested should be actively engaged in the area of research work concerned and also as far as possible, should not be below the rank of university Professor/Scientist in the grade of Professor.

Place………………   ……………………….

Date……………….   Signature of Supervisor

                                                                      Professor (seal)

APPENDIX-IV

COLOUR SCHEME FOR THESIS COVER IN DIFFERENT FACULTIES

1. School of Computer Science & IT-**Red**
2. School of Electronics & Electrical Engineering- **Yellow**
3. School of Life Science- **Crimson**
4. School of Pharmacy &Medical Sciences- **Purple**
5. School of Humanities & Education- **Black**
6. School of Industrial Engineering- **White**
7. School of Applied & Social Sciences- **Light Blue**
8. **School of Law & Management – Light Green**

APPENDIX-V

HUMAN RESOURCE SELECTION PRACTICES IN PUBLIC UTILITY SECTOR ENTERPRISES OF NEPAL

A THESIS

Submitted in Partial fulfillment of the requirement for the degree of

DOCTOR OF PHILOSOPHY in MANAGEMENT
by
Giridhari Kafle

Enrollment No: **2011051174**

Under the Supervision of
PROFESSOR DR. BIHARI BINOD POKHAREL

School Of Management

Singhania University

Pacheri Bari, Jhunjhunu(Raj.), India

Year of Submission: 2014

DETAILS ABOUT APPROVED SUPERVISOR

(To be filled by the supervisor)

1. **Name:** BihariBinodPokharel

2. **Present Designation:** Professor of Management

3. **Institution/University**: Nepal Commerce Campus, Tribhuvan University

4. **Address for Correspondence**

    (i)   Nepal Commerce Campus, Minbhawan, Nayabaneshwor, Kathmandu, Nepal

    (ii)   Ph. No. with STD Code: 0977-014472650

    (iii)   Mobile No. 9851059215

    (iv)   Email: bbpokharel@yahoo.com

5. **Qualification:** PhD

    (Please enclose detailed bio data with all testimonials)

6. **Fields of Specialization**: Management

7. **Total Experience (Years)**

    (i)   Teaching: 33 years

    (ii)   Research: 20 years

8. **Publications**

    (i)   Referred Journal

    (ii)   International Seven

    (iii)   National Twenty Nine

9. **Referred Journals**

    (i)   International: Many

    (ii)   National: Many

10. **Conference Proceedings**

    (i)   International: Many

    (ii)   National: Many

11. **Total Number of Supervision**
    (i)   Ph. D.: Ten
    (ii)   M. Phil: Nine

12. **No. of research candidates already enrolled (attach details of all Singhania University Research Scholars)**
    (i)   Singhania University: Five
    (ii)   Other University: Ten

13. **Are you already an approved PhD Thesis Supervisor of Singhania University? (Yes)** (If yes, please enclose guide approval letter)

………………………..
Supervisor
Prof. BihariBinodPokharel, Ph.D.
Nepal Commerce Campus,
Tribhuvan University,
Kathmandu, Nepal
Date: ………………..
Place: Kathmandu

APPENDIX-VIII

SINGHANIA UNIVERSITY PACHERI BARI (JHUNJHUNU)
(CERTIFICATE BY SCHOLAR)

This is to certify that the thesis titled "Human Resource Selection Practices in Public Utility Sector Enterprises of Nepal" and submitted by Giridhari Kafle under the supervision of Prof.Dr. Bihari Binod Pokharel. Enrolment No.2011051174 for award of Ph.D. Degree of the University carried out during the period of 30 September 2011 to 19March 2014 embodies my original work and has not formed the basis for the award of any degree, diploma associates hip, fellowship, titles in this or any other university or other similar Institution of higher learning.

Signature in full:
Name in block letters:
Enrolment No.:
Date:-

SINGHANIA UNIVERSITY PACHERI BARI (JHUNJHUNU)
SCHOOL of RESEARCH & DEVELOPMENT
(Information to be supplied at the time of the submission of the Thesis)

Name of Student	:	Giridhari Kafle
Enrollment No. of Student	:	2011051174
Name of the Supervisor	:	Prof. Bihari Binod Pokharel, PhD
Title of the Thesis	:	Human Resource Selection Practices in Public Utility Sector Enterprises of Nepal

1. (a) Date of provisional registration in the PhD Program: 30, September, 2011

   (b) If more than two years have been taken, Please give:

       (i) Extension of time granted up to No

       (ii) Order No. & Date on No

2. Which extended was granted by the university No

3. Date of passing the PhD qualifying examination: 2013

4. Date of the thesis title approval: July 2012

5. No. of seminar, conference attended: Two Seminars

6. Course Work completion certificate

Supervisor	**Student**
Professor Bihari Binod Pokharel Ph.D.	Giridhari Kafle
Date:	Date:
Place: Kathmandu	Place: Kathmandu

NO DUE CERTIFICAT AND VOUCHER
SINGHANIA UNIVERSITY, PACHERI BARI, JHUNJHUN
NO DUES CERTIFICAT
(ACCOUNTS DEPARTMENT)

Name of Student	**:**	Giridhari Kafle
Program	:	PhD
Branch	**:**	Management
Father's Name	**:**	Chabilal Kafle
Enrolment No.	**:**	2011051174
Date of Admission	**:**	September 2011
Permanent Address	**:**	Banethok VDC,Shyangja, Nepal
Present Address	:	Kathmandu -16 Mhepi,Kathmandu, Bagmati, Nepal
Mailing Address	:	Kathmandu-35, Mhepi, House No.315/47 ,Mhepi jana margha Nepal.
Telephone No.	:	01-4356897
Cell	**:**	**9841352412**

Fee Details:

Librarian Signature:…………………

Accounts Head Signature: ………………

Bank Voucher i.e. NEPAL SBI BANK LTD.

(A Joint Venture of State Bank of India-India's Premier Bank)

4 nos. of Voucher

Outline format and seal and signature of supervisor with date.

APPENDIX X- PROVISIONAL REGISTRATION

APPENDIX XI-PROVISIONAL RECEIPTS/ACCEPTANCE LETTER

APPENDIX XII-SEMINAR CERTIFICATES

APPENDIX XIII-ID CARD

APPENDIX XIV-COMPLETION OF PRE-PHD COURSE WORK

APPENDIX XV-SUMMARY OF THE THESIS

APPENDIX XVI-RESUME OF CANDIDATE AND CERTIFICATE

APPENDIX XVII-A THESIS PROPOSALS/SYNOPSIS

APPENDIX XVIII-JOURNALS/ARTICLES

APPENDIX XIX-QUESTIONNAIRE

This questionnaire is a part of my research work in management. These questionnaires are information about selection practices in HRM. To fulfill this research work some questionnaires have been designed. Your logical answer, suggestions and advice will be valuable for the research and kept confidential.

Section A: Demographic information

i) Name: ………………………

ii) Address of the organization: ………………………………………………

iii) Level of education: ………………   iv) Nationality …………..

v) Gender: a) Male ……... ……….   b) Female……………..

vi) Designation: …………………….   vii) Job Nature……………

viii) Total experience: …………………   ix) Any other……………..

Section B: HR Planning

Q. No.1: Does your enterprise adopt any system of human resources planning?

Ans ………………………………………………………………………..

Q.No.2: At present does your organization require officer level staff or employees?

Ans ………………………………………………………………………..

Q.No.3: Have you prepared an adequate budget for the human resource needs plan?

a) Yes ………………….   b) No ……………………..

Q.No.4: How do you find out the Human resource requirements in your organization?

Ans ………………………………………………………………………..

Q.No.5: How do you feel about the need assessment system of creating new jobs in your organization? Give your opinion.

Ans ………………………………………………………………………..

Section C: HR Recruitment

Q.No.6: Do you have human resource department in your organization?

a) Yes: ………………..   b) No……………………..

Q.No.7: What are the recruitment practices followed by your organization?

………………………………………………………………………………

Q.No.8: What are the different methods of recruitment does your enterprise use?

…………………………………………………………………………………..

Q.No.9: Do you follow different recruitment process for different levels of employees?

a) Yes ……………………   b) No………………………….

Q.No.10: Does your organization clearly define the position, objectives, requirements and applicants' specifications in the recruitment process? Give your opinion.

Ans ………………………………………………………………………………

Section D: HR Selection

Q.No.11: State the minimum academic qualification or job experience required for officer level?

Ans………………………………………………………………………………

Q.No.12: State the age limit for officer level.

    Minimum   Maximum

Q.No.13: Does the HR department is efficient in selection policy of the employees? Give your opinion.

Ans ……………………………………………………………………………….

Q.No.14: What is the selection process generally followed by your organization? Please mention the total steps.

Ans ………………………………………………………………………………

Q.No.15: Who is the final decision maker to select the candidates?

                                  Decision maker/Authority

a) For labour: ………………………………….

b) For assistant: ………………………………

c) For officer: …………………………………..

Section E: HR Selection Tests

Q.No.16: Written test is used in your organization? What is the effect of it? Please give your opinion.

Ans ……………………………………………………………………………

Q.No.17: Ability, Personality, Medical and Honesty tests are used in your organization? Are they useful or not? Please give your opinion

Ans ………………………………………………………………………………….

Q.No.18: State your response /reaction with the interview conducted for the selection of employees?

a.   Satisfactory   b.   Moderately Satisfactory

c.   Not Satisfactory

Q.No.19: What are the different sources of recruitment adopted by your organization?

 Ans……………………………………………………………………………….

Q.No.20: Internal recruiting brings new blood to an organization. Do you agree with this statement? Give your opinion.

Ans………………………………………………………………………….

Q.No.21: Does the organization clearly define the source of external recruiting?

Ans…………………………………………………………………………..

Q.No.22: Is there any system for internet recruiting in your organization?

Ans…………………………………………………………………………

Q.No.23: What are the most popular recruiting sources for officer level job?

Ans…………………………………………………………………………………….

Section F: Reliability and Validity

Q.No.24: Written, interview and other tests are useful for your job?

Yes……………… No…………… Do not say …………….

Q.No.25: How have reliability estimates been computed? Have any appropriate statistical methods been used?

Yes………. No…………. If any………………

Q.No.26: What are the different criteria of measurement have evaluated validity (accuracy)? What is the rational for choosing this method? Please give your opinion.

Ans …………………………………………………………………………………….

Q.No.27: Selection tests must have validity for a given organization. Do you agree with this statement?

Yes ………………………….. If any……………………………..

Section G: Information related to Recruitment and selection problems, challenges and threat

Q.No.28: Please mention the major problems or difficulties which are facing by your organization in recruiting?

Ans……………………………………………………………………………………….

Q.No.29: What are the different challenges in selection practices within your organization? Give your opinion.

Ans…………………………………………………………………………………..

Q.No.30: What are the major problems and challenges of existing promotion system in your organization?

Ans ………………………………………………………………………………..

Q.No.31: What are the typical problems, challenges and other difficulties to employees' retention system in your organization? Please mention in the priority order.

Ans a) ……………….   b) …………………

    c)………………….   d)………………..

Section H: Information related to new practice, concept and philosophy of recruitment and selection

Q.No.32: What new activity, concept and philosophy of recruitment selection are practiced in your organization?

Ans…………………………………………………………………………………...

Q.No.33: What new activity, concept and principles of selection tests are used in your organization? Please mention in sequential order.

Ans…………………………………………………………………………………...

Q.No.34: How public utility sector select human resource and how they measure the reliability and validity?

Ans…………………………………………………………………………………...

Section I: HR Benefit and Services

Q.No.35: Who is the decision maker on employees' benefits and service in your organization?

Ans …………………………………………………………………………………..

Q.No.36: What are the different benefits and services provided by your enterprise?

a)……………..   b)………………

c)………………   d)………………..

Q.No.37: What are the different reasons/criteria for providing the benefits?

a)……………..   b)………………

c) ……………..   d)………………

Q.No.38:Does your enterprise provide housing facility or allowances for the employees?

Yes ☐   No ☐

Q.No.39: Does your organization provide safety schemes?

Yes ☐   No ☐

Q.No.40: What are the different leaves does your enterprise provide?

Public holidays……………   f) Special leave ………………

Paid weekend…………….   g) Maternity leave……………..

Home leave……………   h) Others …………………….

Sick leave…………….

Casual leave ……………

Q.No.41: Does your organization pay for the excess leave of employees?

Yes ☐   No ☐

Q.No.42: Is there any practices of overtime payment for employees?

Yes ☐   No ☐

Q.No.43: Does your enterprise provide pension for employees after their retirement?

Yes ☐   No ☐

Q.No.44: How does your enterprise compensate for an accident during work hours to the employees?

a) In the case of minor physical injuries…………………………………….

b) In the case of physical disability…………………………………….

c) In the case of death…………………………………………………….

d) Others ………………………………………………………………..

n

Q.No.45:   Does your organization provide medical expenses for employees?

Yes ☐   No   ☐

Q.No.46: Does your enterprise provide dividend or bonus?

Yes ☐   No   ☐

Q.No.47: Does your enterprise have an employee's welfare fund?

Yes ☐   No   ☐

   Q.No.48: Does your organization provide loan to employees?   What type please specify.

Yes ☐   No   ☐

Q.No49: Does your organization provide uniform facilities for employees?

Yes ☐   No   ☐

Q.No50: How does your organization acquire different suggestions from the employees?

……………………………………………………………………………………

……………………………………………………………………………………

Section J: HR Induction

Q. No51:   HR officials inform all the employees of new appoint to orientation program?

Ans…………………………………………………………………………….

Q. No52 : What are the typical techniques of induction program adopted in your organization?

 Ans…………………………………………………………………………….

Q. No53: What are the different benefits of induction program?

Ans…………………………………………………………………………….

Section K: Organizational efforts to HR

Q. No54: Do you have human resource department in your organization?

a) Yes………………….   B) No……………….

Q. No55: What efforts have been made to create HRD department in your organization?

Ans…………………………………………………………………….

Q. No56: What efforts have been made recruitment and selection plan, policy and program in your organization?

Ans …………………………………………………………………………..

Q. No57: What efforts have been made to increase the employees' productivity in your organization?

Ans……………………………………………………………………………...

Q. No58: What practices and policies have been adopted for making HRD practice efficient and effective in your organization?

Ans ………………………………………………………………………….

Q. No59: Do you have any suggestions for improving the HR management system in your organization? If any please state those in your priority order.

a)……………..   b)………………

c) …………….   d) ……………….