

## HRM – factual dimensions in the public sector

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### ABSTRACT

In India, HR in public sector has a vital role especially in global recession conditions, globalization and competitive challenges in the 21<sup>st</sup> century. The current study found that the man power use has continuously declined but, as against, the productivity /TP has increasing due to effective and commitment of workers, managers' ethos in management, government policies, global competition, fear of privatization etc even at lower manpower. Thus, existence of employment is not an ultimate modulator to resolve the adverse conditions as found in many cases that limited employees have successfully leading high profitability in various organizations like Visakhapatnam Port Trust-VPT. The study suggests that heavy work pressure on existing employees with reduction of man power is not healthy to the organizational development and there should be a balance in man and machine utilization in the production process to maintain certain level of employment opportunities.

**Key words :** Human resource, Rationalization, Job satisfaction, Job evaluation, Management methods, Out sourcing

Significance of man power in any organization of the economics either capitalistic or socialistic is recognized as the most important resource and valuable tool propelling the business and in turn of the economies. Employees' contribution to the work environment in terms of job performance, creativity decision making, turnover, leadership, teamwork and negotiations pushes organizations by profitable manner. This view has accepted the management and resulted to consign manpower at large until recent.

From the beginning of the 21<sup>st</sup> century tremendous shifts (changes) have taken place in the modern business organizations especially at the time of organizing the factors combination or human resource management due to the global economic conditions; and have been facing adverse impact of world wide economic meltdown. It was caused to rationalize in the utilization of manpower. Recession affected HRM in paradoxical ways and they emphasize the importance of managing this crucial human resource in most cost-effective and efficient manner at possible. On the other, many firms have reduced their manpower and these conditions have created a new management environment of labour and balance the private and public sector units (PSUs) priorities in the economy. Thus, these conditions necessitated to find out the real position of the HR in the economy.

From the earlier studies, many efforts have been made to analyze the importance of innovative and creative strategies of HRM (Viswaswara Rao, 1990), adoption of pro-active HRM in the organization (Ammannaya, 1995), man power planning and effective use in the global scenario (Dwivedi, 1996) and so on. Role of HRD in improvement of productivity was stressed by Verma (2003). Misra (2001) focused on the new challenges, roles and competences of HRM but Harsh *et al.* (2003) analyzed the global conditions and multi nationals (Bhatnagar and Sharma, 2003) on HRM in the way of profit and productivity. Ramana (2010) highlighted the labourers' positive role. A few studies (Chaterji and Lahiri, 1961, Mukherji, 1971) have also carried out in various port trusts on socio-economic conditions of the workers and management practices.

Nevertheless, no study has specifically concentrated on the factual facets of HR in the public sector in India. In this context, the present study has been conducted with the following objectives.

### METHODOLOGY

In the present paper an attempt has been made to carry out the factual facets of HRM in the public sector units, significance of HRM in organizational development in general and in practice, impact of the concept of rationalization on HR/ manpower and factors influencing on the better performance in terms of production along with manpower in the selected public sector unit. Lastly, some policy implications regarding effective use of human resources etc. has also been tagged.

The analysis has been made based on secondary

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