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Combating Corruption in Indian Public Procurement – Some Exploratory Case Studies

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This paper has adopted the exploratory case study method of analyzing a few recent cases of public procurement irregularities on Indian Railways documented by the vigilance departments and the CAG available in public domain to inquire into the following issues : (a) how do irregularities and instances of corruption persist in spite of safeguards and thereby find the deficiencies of the current procurement processes and control mechanisms, (b) recommending appropriate corruption prevention methods for arresting the deficiencies in the Indian context. The recommendations following the case analyses are the need for comprehensive set of measures including strengthening the accountability, monitoring and whistleblower mechanisms, training of procurement officials and building a strong information system.

Keywords : Public Procurement, Corruption, Public Sector, Audit, Vigilance, Accountability.

Introduction

Public procurement in the Indian context is the (a) procurement of goods under Sales of Goods Act, (1930) for buying assets for replacement or expansion of services, maintenance and repair spares, plant and machinery, and (b) procurement of works and services under Indian Contracts Act, (1872) for construction of buildings, providing security to premises, maintaining computer assets etc by the public sector. Public procurement in India has been growing at a compound annual growth rate of 14 per cent over the last three decades

and currently accounts for nearly 25-30 per cent of India's GDP (CUTS International 2012, 2).

Indian Railways (IR) has been chosen for this study of Indian public procurement since IR is one of the largest public procurers of goods and services in India, possessing a monopsony position, since firms engaged in transactions with them have no other alternatives to pursue business. (Bovis 2007, 7) About 75 per cent of IR's annual

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Knowledge Capital Management of Indian Public Sector Enterprises : A Panel Data Analysis

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Productivity comes from Knowledge Capital (KC) aggregated to the employee's in the form of useful training and company-relevant experience. His or her wage is based on prevailing wage rates for entry level skills at the time of joining. Ten years later, that person becomes a manager or expert, earning three or four times the entry level wages. How does a firm justify spending three times more on the identical person? The accumulation of company-specific knowledge explains the difference. During those ten years, the organization invested anywhere from a year's to several years of salary in helping the employee to function more effectively. In that way, the company will be recovering the investment on its knowledge capital as incremental profits. Value Added Intellectual Coefficient (VAIC) is a management and control tool that is designed to enable the organizations to monitor and measure the KC performance and potential of the firm. The primary objective of this paper is to evaluate the performance of Knowledge Capital of the Public Sector Enterprises in India so that ordinary shareholder's earning is maximised. Ten years data i.e. from 2001-02 to 2010-2011 for 50 number of Public Sector Enterprises listed in Bombay Stock Exchange have been taken for analysis.

Keywords : Capital, Public Sector Enterprises, VAIC, Panel Data Analysis, Fixed Effects, Random Effects.

Introduction

The concept of knowledge capital gained popularity in the 1990s with the rapid emergence of information and communication technologies. Soon it began to be considered more important for the success of an organization than physical capital. Consequently, both public and private sector organisations started attributing their business value to intangible, knowledge-based assets. On the other hand, traditional measurement systems of accounting

were not sophisticated enough to value these intangible assets. Thus, the past one-and-a-half decade realized the importance of intangible assets in the operation and valuation of organizations resulting in new ways of management and evaluation of performance. As a result of this development, human resources are treated as assets to be

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Performance Appraisal System and Practices in Indian Banks

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The aim of the paper is to assess the design and implementation aspects of the performance appraisal system in the selected public sector, private sector and foreign banks operating in India. Additionally, the study measured the perceived satisfaction level of the bank managers pertaining to the performance appraisal practices viz., PA outcomes in terms of performance improvement and employee development; fairness of PA rating; accuracy of PA rating; providing feedback; explaining rating decisions; and overall satisfaction with appraisal system. The findings of the study clearly indicate that design and implementation of performance appraisal system and practices in Indian banks across the sectors have both strengths and weaknesses. On an average, 67 per cent bank managers are satisfied with the existing performance appraisal practices. Viewed thus, performance appraisal system and practices in the selected banks are effective only to the moderate extent and a substantial improvement in such a system and practices is needed.

Keywords : Performance Appraisal System, Performance Appraisal Practices, Performance Review, HRM in Indian Banks.

Introduction

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. The centerpiece of a performance management system is typically the performance appraisal (PA), a formal and systematic process for reviewing performance and providing oral and written feedback to the employees about performance at least annually (Seiden & Sowa, 2011). It is defined as formal evaluation of an employee's job performance in order to determine the degree to which the employee is performing

effectively (Griffin & Ebert, 2002). DeNisi and Pritchard (2006) described more appropriately the entire process of PA. According to them, 'Performance appraisal' is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process; and it is an evaluation process, in that

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Role of Commercial Banks in Self-Help Group-Bank Linkage Programme in India : An Empirical Assessment

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Self-Help Group-Bank Linkage Programme (SHG-BLP), an initiative of National Bank for Agriculture and Rural Development (NABARD), is firmly considered as a revolution of Microfinance (MF) movement in India. In its effort, it gets extraordinary support from agency banks mainly from Commercial Banks (CBs) under two specific models – Self-Help Group-Bank Linkage Model (SHG-BLM) and Micro-finance Institution-Bank Linkage Model (MFI-BLM). But sometimes, CBs have to face tremendous financial pressure while performing their activities under the programme. In this context, the present paper takes its objective to analyse the present financial position of CBs under SHG-BLP. It has been found that CBs have to face the bleak prospects due to lesser amount of savings of SHG in comparison with the disbursed loan amount, uncontrollable amount of loan outstanding and non-performing assets (NPA) against SHG and MFIs etc., in different regions of India at different scales in different years. Now, CBs and their associated parties like NABARD, SHG etc., should take serious attempt to make SHG-BLP a means to spread financial literacy and inclusion as well through monitoring proper utilization of bank finance by the target groups, measuring creditworthiness of borrower groups etc.

Keywords : Microfinance, Self-Help Group, Microfinance Institutions, Self-Help Group Bank Linkage Programme, Commercial Banks.

Introduction

In India, the self-employment opportunity is supposed to be the best way to generate unconditional long-term employment for unemployed and under-employed labour force which helps to obviate the resultant issues of unemployment like poverty, regional disparity and unrest etc. Indian economy, in this context, should focus specially on its rural segments as these are confined into poverty mainly due to unsustainable

employment more than that of the urban areas. Self-Help Group (SHG), the small, informal and homogeneous group of not more than 20 members, in this regard, proves its importance in Indian society by motivating self-employment and resultantly offering empowerment to the members of the community in terms of self-esteem, self-respect with economic freedom.

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'Line' and 'Staff' HRD Climate Perceptions : A Comparative Analysis in State Bank of India

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A bank whether belonging to the public sector or private sector, includes both administrative (staff) and operational (line) offices whose mutual cooperation and coordination is essential for accomplishing success. HRD climate, an integral part of the organizational climate, ensures motivation and brings about the development of employee competence and commitment. It strongly influences the performance of banks. Hence the HRD climate of any bank is expected to be uniform among the two units. This paper seeks to explore whether the HRD climate in State Bank of India across Line and Staff units is uniform or different. Thus, the main objective of the paper is to assess current HRD climatic conditions in 'Line' and 'Staff' units, i.e. operational and administrative offices in SBI, through internal and external comparison, using the perceptions of managerial and non-managerial personnel. Results indicate that in both units, HRD climate perceptions of managerial and non-managerial personnel are contradicting. Also, while managerial perceptions significantly differ between these units, non-managerial perceptions do not vary.

Keywords : HRD Climate, General Climate, Octapace Culture, HRD Mechanisms, Line and Staff Personnel.

Introduction

Commercial banks in India are spreading out their businesses and moving towards new work environments with an objective to provide a range of quality services to their customers. In this exercise, both administrative offices ('staff' units) and operating branches ('line' units) are required to act in mutual cooperation to attain success. Usually, the role of 'staff' personnel is considered extraneous.

Though their attempts are not seen openly, they too lead to the efficient operation of the branches. To consistently deliver quality services to customers, banks must ensure coordination between these two limbs and foster uniform HRD climate. Priyadarshini

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Bank Market Structure and Concentration in Indian Banking Sector

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Post-reforms the deregulation in the Indian financial sector, particularly in banking sector is expected to contribute to dramatic changes in the banking sector. In the light of these reforms, the paper makes an attempt to measure the banking structural and concentration in commercial banks in India from 1992-2011 using a sample of 51 banks. For this purpose, three approaches have been used to measure in terms of – assets concentration, deposits concentration and advance concentration. The results show that Indian banking sector has a low concentration and has been reduced statistically significant in the post-financial liberalization period. Structure-wise the share of banks in terms of total assets, deposits and advances of SBI and its associates and nationalized bank has been decreased. Private and foreign sector banks have increased their share in the post-financial liberalization era. Year-wise average of the largest five banks share in terms of total assets, deposits and advances was almost 42 per cent in terms of total assets, deposits and advances.

Keywords : Banking competitiveness, banking concentration, structure conduct performance, Hirschman Herfindhal Index, concentration ratio.

Introduction

Financial system of any country consists of financial institutions, financial markets, financial instruments and services, which facilitate the transfer of funds from financial surpluses of savings to financial deficit. These constituents are closely inter-mixed and operate in conjunction with each other. Financial system aims at establishing a regular, smooth, efficient and cost effective link between savers and investors. Thus, it promotes both saving, investment and filtering the profitable projects. The Indian financial system is composed of different institutions and assigned with

specific role in the system in India, the financial institutions are controlled by Reserve Bank of India (RBI) and these institutions can be broadly categorized into three parts-commercial banks, co-operative societies and other institutions. At the time of independence, India inherited an extremely weak banking structure and majority of

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Linking Work-Family and Family-Work Conflict to Demographic Determinants : A Study on Officers of a Defence CPSE in Bangalore

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Work-family conflict occurs when a person is unable to balance work and personal domains. The aim of the paper is to find the relationship between work-family conflict/family-work conflict and demographic variables like age, total work experience, marital status, education, managerial level, partner's employment and children among officers of a defence manufacturing company in Bangalore. The paper included both married and unmarried officers to observe the disparity in the levels of work-family and family-work conflicts. The findings of the study showed that age, total work experience and marital status were not significantly related to both work-family conflict and family-work conflict. Partner's employment and children were significantly related to both work-family conflict and family-work conflict. Only managerial level was significantly related to work-family conflict but not family-work conflict.

Keywords : Work-Family Conflict, Family-Work Conflict, Demographic Variables, Defence Manufacturing Company.

Introduction

Today employees are concerned with how to balance work and non-work domains simultaneously. Work-life conflict occurs when cumulative demands of work and non-work roles are incompatible in some respects in terms of participation in one role is made more difficult by participation in the other roles (Guest, 2002; Duxbury Higgins, 2003). The interference or incompatibility between work and non-work always results in work-life conflict. Social scientists adopted discourse of

balance, conflict and stress in studying work-life interface (Duxbury, Higgins Lee, 1994; Greenhaus Beutell 1985; Marks MacDermid, 1996). An important element of work – life conflict is work related stress caused by long

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Impact of Organisational Culture on Organisational Performance

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This paper analyses the relationship between organisational culture and organizational performance in the various banks in India. It uses correlation and step-wise regression to estimate the relationship between organizational culture and financial performance of banks. The paper studies the impact of various dimensions of organizational culture on the organizational financial performance of the banks in India. It discusses the role played by varying dimensions of organizational culture on various performance parameters of banks.

Keywords : Organisational Culture, Organisational Performance, Net Profitability, Operating Profit.

Introduction

Banks are not merely moneylenders but also influential advisers and efficient associates. They collaborate with industrialists in the elaboration and adoption of programmes of rationalization, which permit the conquest of national markets and invasion of foreign markets. The whole economic structure may collapse in the absence of banking services.

The Indian banking system in the recent years has undergone a major phase of metamorphosis. There has been a paradigm shift in the concept, percept and outlook. As a result, the banking sector has become more complex and sophisticated. In the process of adjusting themselves to the new era of deregulation, market economy and functional autonomy, banks became more professional,

as they were forced to work in an environment of stiff competition. Banks find themselves in a market where the buyer (customer) has more options than ever before and the seller (bank) has, therefore, been compelled to constantly review his package of products and services to suit the ever-escalating expectations of customers.

Strengthening financial systems has been one of the central issues facing emerging markets and developing economies. This is because sound financial systems serve as an important channel for achieving economic growth through the mobilization of financial savings, putting them to productive use and transforming various risks

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Talent Management Practices in APSPDCL

B.Padmaja & N.Venkateswara Rao**

Talent management implies recognizing a person's inherent skills, traits and personality, and offering him a matching job. Every person has a unique talent that suits a particular job profile and any other position may cause discomfort. Finding good people is only a part of the task, talented people can be difficult to manage, but the effort towards nurturing talent is well worthwhile. This paper examines the talent management practices in APSPDCL, and suggestions have been proposed in line with organization requirements and capabilities in order to select perfect and highly skilled employees for the organization.

Keywords : Talent Management, Personality, Human Resource Management, Organization, Employee Engagement.

Introduction

In a competitive market place, talent management is a primary driver for organizational success. Broadly defined, talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs. A recent study shows that 85 per cent of HR executives state that the "single greatest challenge in workforce management is creating or maintaining their companies' ability to compete for talent." Without question, effective talent management provides one of the most critical points of strategic leverage today.

Talent management is a process that emerged in 1990's and continues to be

adopted, as more companies come to realize that their employees, talent and skills drive their business success. Companies that have put into practice talent management have done so to solve an employee retention problem. The issue with many companies today is that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather must be practiced at all levels of the organization.

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