

Human Resource Management:
A Case Study of Election Commission of Nepal
With Special Reference to Constituent Assembly Election 2008

A Term Paper

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Approval Sheet

This is to certify that the Term Paper

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Entitled

Human Resource Management:
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With Special Reference to Constituent Assembly Election 2008

has been prepared as approved by this department in the prescribed format of Faculty of Management. This Term Paper is forwarded for examination and acceptance.

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Declaration

I hereby declare that the Project Report entitled ' **Human Resource Management: A Case Study of Election Commission of Nepal** (*With Special Reference to Constituent Assembly Election 2008*)' submitted to Office of the Dean, Faculty of Management, Tribhuvan University, is my original work done in the form of partial fulfillment of the requirement of the Masters Degree in Business Studies (MBS) under the supervision of Prof. Dr. B.B. Pokharel, Head of Research Department, and Mr. Surya Devkota, Lecturer of Nepal Commerce Campus, TU.

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Executive Summary

Elections can be conducted in an efficient manner only if the effectiveness of Election Commission can be increased. Human Resource Management is very important for increasing effectiveness of any organization. Hence Election Commission should also give priority to better human management.

This study is intended to examine the human resource management policy and practices adopted by Election Commission. The effectiveness of the Human Resource interventions and satisfaction of the employees is the major concern of the study. The study is also intended to find to what extent Election Commission uses behavioral interventions and OD experts for solving human resource related problems. Descriptive and analytical research design is followed for the study. Primary as well as secondary data was used. Judgment and convenience sampling method was used to collect primary data from a sample of 100 employees. In the sample employees from technical as well as administrative background and officers as well as non officers are included. Statistical tools like mean, percentage, standard deviation; ANOVA, etc. are used for analysis of the collected data.

Study showed that awareness in employees about policies and practices of different aspects of human resource management was fairly good. 63% of the respondents were aware about the policy and practice for training and development and 76% were aware about utilization aspect of human resources.

Almost all mean response of the respondents was below 3 in Likert's five point scale which represents below average characteristics. Hence the human resource management is found to be in moderate level of dissatisfaction and moderate level of agreeable ineffectiveness.

Study showed that the organization have no sufficient knowledge about OD and OD interventions for effective human resource management. Similarly management is not

using behavioral interventions and support of OD experts to the extent it is desired. But response of the employees shows that employees are positive about getting help from OD experts to solve the employee management problems.

Thus, by analyzing the primary and secondary data, Human Resource Management of Election Commission is studied. Overall finding of the study indicate that Human Resource Management in Election Commission is not satisfactory. The management needs to concentrate more to improve the human resource management to increase the satisfaction and hence effectiveness of the employees. Election Commission has not utilized its full potential for the betterment of acquisition, development, utilization and maintenance aspects of HRM.

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List of Acronyms

ADBN	Agricultural Development Bank of Nepal
ANOVA	Analysis of Variance
BOD	Board of Directors
BPKIHS	B.P. Koiral Institute of Health Science
CA	Constituent Assembly
DEO	District Election Office
EC	Election Commission
ECN	Election Commission of Nepal
FY	Fiscal Year
HR	Human Resource
HRM	Human Resource Management
ILO	International Labor Organization
Ltd	Limited
MBO	Management By Objective
NTC	Nepal Telecommunication Corporation
OD	Organization Development
RO	Returning Officer
TU	Tribhuvan University
TUTH	Tribhuvan University Teaching Hospital
Op.cit.	In the work cited
e.g.	For example
No.	Number
Vs.	Versus
i.e.	That is

Chapter I

Introduction

1.1 Background

Election Commission of Nepal is a constitutional body established under the Interim Constitution of Nepal 2063 mandated to conduct the elections of the constituent Assembly, local bodies and referendum.

An election is a formal decision-making process by which a population chooses an individual to hold public office. Elections have been the usual mechanism by which modern representative democracy operates since the 17th century. Elections may fill offices in the legislature, sometimes in the executive and judiciary, and for regional and local government.¹ This process is also used in many other private and business organizations, from clubs to voluntary associations and corporations.

Interim Constitution of Nepal, 2063 has made a provision of an Election Commission consisting of a Chief Election Commissioner and up to four other Commissioners. The constitution also has defined the functions as to conduct, supervise, direct and control the elections to Constituent Assembly, Referendum and the Local Authorities. For these purposes, the constitution has also mandated the Election Commission to prepare the electoral rolls of voters. The Government of Nepal is required to provide necessary employees and other things as may be required to perform the functions of the Election Commission.²

¹ Encyclopaedia Britannica Online (www.britannica.com). Accessed March 18, 2010

² GON, Interim Constitution of Nepal 2063(2063), p64

Election Commission being the only organization to conduct elections of parliament, constituent assembly and any other elections mandated by the prevailing constitution of Nepal, it is the sole responsibility of Election Commission to conduct elections in free and fair manner. Election Commission is also responsible for preparing and maintaining of the national electoral roll. All these functions require skilled, competent and capable human resources.

Effectiveness of any organization largely depends on the performance of the people working in the organization. People possessing energy and physical strength alone are not human resources. People become human resources only when they acquire competences such as knowledge, skill, attitude, potential for growth, etc. "Human Resources are people who are ready, willing and able to contribute to organizational goals."¹³ Human resource management is concerned with people element in organizations. It ensures right people at right places. Human resource Management harmonizes organizational goals with individual goals.

The ability of any organization to achieve their objectives in time depends, among other things, on the managerial and technical capabilities of its human resources. Unless those who work in organization work in a healthy environment, they can not perform their tasks effectively. Human Resource Management ensures that organization employs right person with the right skills, knowledge and attitude at the right time. Interventions to improve the effectiveness of organization through the improvement of the human resource functions are a vital part of Organization Development interventions.

Election Commission was established in 2008 BS for the first time. It is the only organization to conduct elections of parliament, constituent assembly and any other elections mandated by the prevailing constitution of Nepal, it is the sole responsibility of Election Commission to conduct elections in free and fair manner. With a view to enhance the effectiveness of organization, Election Commission implemented interventions like training interventions. Election Commission also performs different human resource management activities like staffing, training and development,

³ Prem Raj Pant (2000); *Instruction Manual: Foundations of HRM*, Kathmandu: Curriculum Development Center, T.U., p65

performance appraisal, etc. The human resource management should be sound for increasing effectiveness and efficiency of Election Commission.

The study confines itself to the problem of Human Resource Management in Election Commission. Even though the credibility of the Election Commission is good enough, an observation of Human Resource Management in Election Commission does not seem to be satisfactory and encouraging. It is important to identify and rectify the problem areas in human resource management so that the performance of the employees will not degrade to a level that will affect the credibility of the Election Commission. Hence this study will also attempt to recommend some concrete suggestions for improvement in overall human resource management.

In this context, a study in the area of Human Resource Management policies and programs of Election Commission is carried out for recommending areas for improvement which will help Election Commission of Nepal to conduct future elections in a more efficient manner.

1.2 Objectives of the Study

The objectives of the study are to review the efforts of human resource management in Election Commission and find out the strength and the areas for weakness so that the positive strength can be applied while weakness areas will be strengthened for future elections. Hence the study is intended to be carried out with following objectives in mind:

1. To find the problem areas of Election Commission of Nepal with regard to Human Resource Management
2. To examine staffing, training and development, motivation and maintenance program of Election Commission of Nepal
3. To evaluate effectiveness of Human Resource Management in Election Commission of Nepal

4. To examine the extent to which behavioral science knowledge is used in Human Resource Management.
5. To recommend the findings of the study to the Election Commission of Nepal.

1.3 Research Questions

This study raises some issues to be examined, which are stated as follows.

1. What are the problems prevailing in Election Commission regarding Human Resource Management?
2. What is staffing, training and development, motivation and maintenance procedure in Election Commission?
3. Whether or not the effectiveness of Human Resource Management praiseworthy?

1.4 Limitations of the Study

The study will be concerned with Election Commission only. The study will concentrate on the Human Resource Management aspect of the management of Election Commission during the year 2006-2008 for the purpose of CA election 2008 only. The study will have certain limitations mentioned below.

1. The study will largely depend on secondary data.
2. Accuracy of the study result will be influenced by the accuracy of the secondary data.
3. Accuracy will also depend on the seriousness of the respondents.
4. Only a limited duration of time will be considered.

5. Many employees hesitate to provide actual data.

1.5 Research Methodology

1.5.1 Introduction

Research methodology refers to the various sequential steps to be adopted by a researcher in studying a problem with certain objectives in view. So, a research methodology indicates a step by step process to meet reliable solution for certain problems.

Research may be defined as the objectives and systematic method of finding solution to a problem i.e.- systematic collection, recording, analysis, interpretation and reporting of information about various facets of phenomenon under study⁴. Research is a systematic and organized effort to investigate specific problem that needs a solution⁵.

The main objective of the research is to find out the situation of human resource management in Election Commission and to find whether an external OD Experts are used or not for solving the human resource management problem. For the smooth running of the organization effective management of human resource is very important. So the study is directed to access the human resource management in Election Commission.

1.5.2 Research Design

Research design is a plan, structure, and strategy of investigation conceived so as to obtain answers to research questions and to control variance. By Research design we mean an overall framework or plan for the collection and analysis of data. The

⁴ Kothari, CR, Quantitative Techniques, third edition, page 19.

⁵ Wolff K W and Pant PR(2002), A handbook for Social Science Research and Thesis Writing, Buddha Academic Publishers, Nepal, p4.

research design serves as the framework of the study, guiding the collection and analysis of data. The research design then focuses on the data collection methods, the research instruments utilized, and the sampling plan to be followed.

The research design used in this study is descriptive as well as analytical. The study is carried out on the basis of primary as well as secondary data. Performance of human resource management system of Election Commission is based on the evaluations of the perceptions of the employees. The knowledge about their perception is based on the response made by the sample of employees on the questionnaires supplied to them. The responses are then statistically analyzed for the assessment of human resource management as an organization development intervention. Responses of the employees are rated on the basis of Likert five point scale and other statistical tools. This study is designed as a thorough study of human resource management as an organization development intervention in Election Commission by using descriptive and analytical methods.

1.5.3 Sources of Data

The study has been carried out on the basis of primary and secondary data. Primary data will be collected by using questionnaire, by conducting interviews and by formal and informal talks with the employees of Election Commission. Secondary data has been collected from official documents in Admin and Training section, annual progress report and other publications of Election Commission.

1.5.4 Population and Sample

The total number of employees in Election Commission is 515. The population is broadly divided into two categories - technical and administrative. The number of employees in officer level is 97 and non officer level is 418. The total number of

technical staff is 90 and administrative staff is 425. A sample of 100 employees is selected for the study. Judgment and convenience sampling method is used for data collection.

Table 1.1 Distribution of Population and Sample with respect to Level

S. No.	Level	Population	Sample	Percentage
1	Non-Officer	418	53	12.68
2	Officer	97	47	48.45
3	Total	515	100	19.42

Table 1.2 Distribution of Population and Sample with respect to Service Type

S. No.	Level	Population	Sample	Percentage
1	Technical	90	19	21.11
2	Administration	425	81	19.06
3	Total	515	100	19.42

In the sample only three respondents are female and 97 are males. This shows that Election Commission is male dominated. Personal information obtained from the questionnaire is coded and entered in SPSS software and analyzed. Age distribution of sample is shown in table below.

Table 1.3 Age distribution of the sample

S. No.	Age Range	Frequency	Percentage
1	<=30	20	20.0
2	31 - 40	42	42.0
3	41 - 50	23	23.0
4	>=51	15	15.0
5	Total	100	100.0

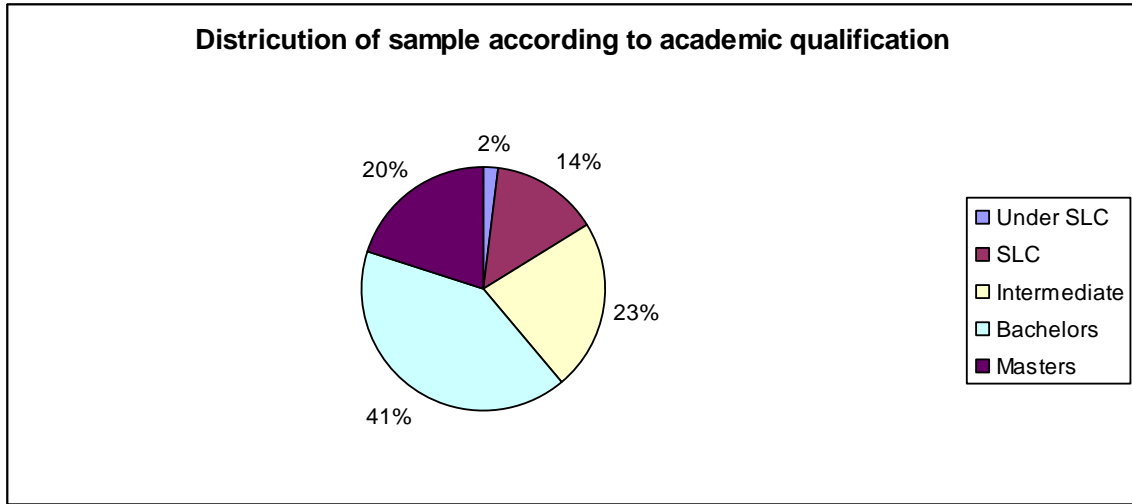
1.4 Marital status of the sample is shown in the table below.

S. No.	Marital Status	Frequency	Percentage
1	Unmarried	24	24.0
2	Married	76	76.0
5	Total	100	100.0

1.5 Academic qualification of the sample is as shown below.

S. No.	Academic Qualification	Frequency	Percentage
1	Under SLC	2	2.0
2	SLC	14	14.0
3	Intermediate	23	23.0
4	Bachelors	41	41.0
5	Masters	20	20.0
5	Total	100	100.0

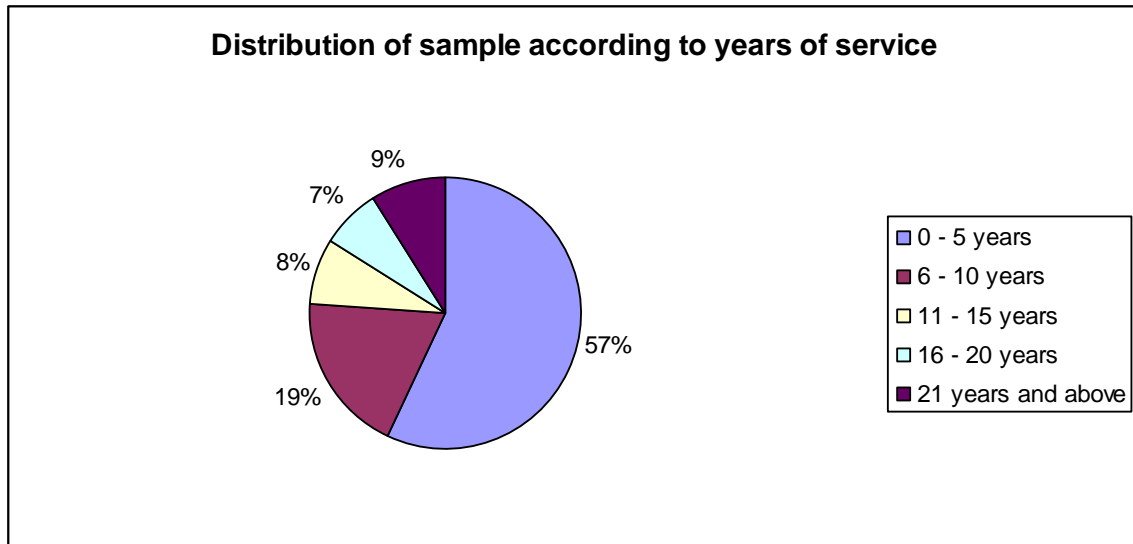
Chart 1.1 Distribution of sample according to academic qualification



1.6 Service period of the respondents in the sample are given below.

S. No.	Academic Qualification	Frequency	Percentage
1	0 - 5 years	57	57.0
2	6 - 10 years	19	19.0
3	11 - 15 years	8	8.0
4	16 - 20 years	7	7.0
5	21 years and above	9	9.0
5	Total	100	100.0

Chart 1.2 Distribution of sample according to years of service



1.5.5 Data Collection Procedure

Election Commission is an organization with its head office in Kathmandu and 75 District level offices spread all over the country. Due to the scattering nature of the employees, convenience and judgmental sampling method is adopted for sampling. Head Office was selected as it represents all levels of the employees including non officer to officer to top management level as well as all service type of the employees. Similarly few district level offices (DEO Kathmandu, DEO Rupandehi, DEO Kailali) were selected to represent perspective of the employees working at the field level.

Due to lack of time and resource cluster sampling is not done. Due to the poor understanding capability of the lower level staffs, they were not selected in the sample. To avoid the low return of the questionnaire, researcher actively participated in the collection. The researcher also conducted some interviews with some respondents to validate if the respondents had understood the questionnaire.

Besides questionnaire method, some data were collected from office records, observations, etc. Secondary data were collected from annual reports and other official publications too.

Since questionnaires were self administered, distributed and collected by the researcher all within the individual efforts, data collection took about a month.

1.5.6 Design of Questionnaire

Online resources, other proven questionnaires, and questionnaires formulated by other researchers available in the library were consulted during the formulation of questionnaires. Special attention was paid to cover the broad aspects of Human Resource Management. Care was taken for the proper choice of words such that it would not be offensive to the respondents.

1.5.7 Tools of Analysis

The information collected from various sources was compiled to analyze the situations. The data was recoded and data entered to computer to be analyzed using Microsoft Excel and SPSS, a statistical software package. For the purpose of the study, the descriptive statistics such as frequencies, cross tabulations, mean and percentage were calculated to interpret the available data and to establish insightful relation between the variables. Hence analytical, comparative and inferential approaches were used to deduce conclusions.

1.5.8 Methods of Analysis and Presentation

In order to collect the data of primary nature required for the study, the Likert Five Point Scale is used. The Five Point Scale ranging from 1 to 5, minimum to maximum is used for measuring and quantifying the opinion of each respondent. The five points 1,2,3,4 and 5 are assigned with certain values. 1 and 2 of the scale are for below average values, 3 for average value and 4 and 5 for above average value. In this study, 1 is for strongly disagree or highly dissatisfied; 2 for moderately disagree or moderately dissatisfied; 3 for neutral; 4 for moderately agree or moderately satisfied; and 5 for strongly agree or highly satisfied. In this context, the percentage was divided into five equal parts and range attached to the points in order. For example, the range of 1 to 20 was for option 1.

The score obtained on each item is analyzed and interpreted with the help of analysis of variance (ANNOVA), frequency analysis, mean and other statistical tools. The mean response of below or equal to 3 is considered unfavorable situation. The situation is considered favorable only when mean response is greater than 3.

Other demographic information of the respondents such as gender, age, etc. is also collected so as to classify the respondents. For grasping the status of human resource management situation of Election Commission, frequency and other analytical tools such as percentage average, mean, etc, are presented in tables and relationships are established and analyzed. All of the analysis is conducted with SPSS 11.5 software package.

1.6 Plan of Study

This study has been compiled into five chapters. They are as follows.

1. Introduction

2. Review of Literature

3. Conclusion and Recommendations

Chapter I: Introduction

First chapter deals with general introduction of the study with a view to explain in brief the overview of Election Commission and its business processes. Main focus is laid on objective and importance of the study, limitations of the study and research methodology.

Chapter II: Review of Literature

It includes a discussion on the conceptual framework of Human Resource Management, Training in focus, Organizational Development, etc. It also reviews some work with findings and recommendations of previous research work specially made in the area of Human Resource Management in various organizations.

Chapter III: Conclusion and Recommendations

Last chapter of the study mainly includes conclusions and recommendations that have been made on the basis of study. Besides, bibliography and appendix are also included in the last section of the study.

Chapter II

Review of Literature

2.1 Conceptual Framework of HRM

Human Resource refers to people working in any organization. However, each and every people of an organization are not equally competent of performing every activities of the organization. So the term human resource indicates to those people who can perform a particular job skillfully. People become human resource when they combine energy and physical strength with competencies. Competency consists of knowledge, skills, attitudes and potential for growth.

Managing people is an important aspect of managing an organization. Organizations need people and people need organizations. It is people who staff, lead and control organizations. HRM is concerned with the people dimension in organizations. It is an essential function of Management. Managers work and through people. HRM is an integral part of every manager's job⁶.

Human Resource Management is about managing people. It is concerned with the management of human energy and competencies in organizational settings. It is concerned with philosophies, principles and practices related to human aspects of management. It aims at achieving organizational objectives through productive contribution of people. It creates harmonies between the objective of organization and objectives of the individual.⁷

Different authors have defined Human Resource Management differently. According to Wendwell French, Human Resource Management is the systematic planning,

⁶ Govind R. Agarwal, Human Resource Management in Nepal, (Kathmandu: M.K. Publishers, 2004),p1

⁷ Govind R. Agarwal, Human Resource Management in Nepal, (Kathmandu: M.K. Publishers, 2004),p2

development and control of a network of interrelated process affecting and involving all members of an organization.⁸

According to DeCenzo and Robbins, "Human Resource Management is a process consisting of four functions - Acquisition, Development, Motivation and Maintenance of Human Resources".⁹ Similarly according to Gary Dessler, 'Human Resource Management refers to the policies and practices one needs to carry out people or human resource aspect of a management position including recruiting, screening, training, rewarding and appraising'.¹⁰

Human Resource Management is a process concerned with management of human energies and competencies for achieving organizational objectives through acquisition, development, utilization and maintenance of a competent and committed work force in a changing environment.¹¹

2.2 Components of Human Resource Management

Components of HRM are:¹²

A. Acquisition: This component consists of human resource planning, job analysis, recruitment, selection, and socialization of employees. It ensures entry of right number of people at right place at right time.

) **Human Resource Planning:** It is the process of determining future human resource requirement.

⁸ Wendwell French, Human Resource Management, (Chennai: All India Publishers and Distributors, 1994), p55

⁹ DeCenzo and Robbins, Personal/Human Resource Management, (New Delhi: Prentice Hall of India Pvt. Ltd., 2001), p152

¹⁰ Gary Dessler, Human Resource Management, (New Delhi: Prentice Hall of India Pvt. Ltd., 1997), p211

¹¹ Govind R. Agarwal, Human Resource Management in Nepal, (Kathmandu: M.K. Publishers, 2004),p3

¹² Govind R. Agarwal, Human Resource Management in Nepal, (Kathmandu: M.K. Publishers, 2004),p4

-) **Job Analysis:** It specifies job requirements and determines qualification and skills for various jobs.
-) **Recruitment:** It consists of choosing qualified and right person from among the prospective candidates.
-) **Socialization:** It is the process of adaptation of new employees to organizational culture. Orientation is a part of socialization.

B. Development: This component consists of development needs assessment, employee training, management development programs and career planning and development. It ensures proper competencies of employees to handle current and future jobs.

-) **Analyzing developmental needs:** It involves human resource development planning to predetermine future HRD needs.
-) **Employee Training:** It involves skills development of employees to cope with the job. It can be On-the-Job and Off-the-Job.
-) **Management Development:** It involves programs to enhance abilities of executives to develop their future potential.
-) **Career Development:** It involves tracking career paths of employees to match long term needs of the individual and the organization.

C. Utilization: This component consists of employee motivation, performance appraisal, and compensation management. It is concerned with improving productivity. It ensures willingness of employees for doing jobs effectively. It consists of employing people productivity through:

-) **Motivation:** Higher output through employee needs satisfaction. Motivation is employee willingness to put high levels of effort to achieve goals.
-) **Performance Appraisal:** Assessment of employee effectiveness in achieving goals through performance in the job.
-) **Compensation Management:** Management of compensation to motivate employees. It ensures design of the lowest cost pay structure that is perceived as fair by employees. It includes money, promotion, fringe benefits and services.

D. Maintenance: This component consists of discipline, grievance handling and employee welfare programs. It ensures retention of competent employees in the organization. It consists of:

-) **Employee Discipline:** It includes adherence of employees to rules and standards of acceptable behavior. Disciplinary problems arise when some employees do not conform to proper norms of organization behavior.
-) **Labor Relations:** It deals with the employer-employee relations, grievance handling and employees' discontent with job and conditions of employment resulting from perception of unfair treatment. It also includes unionization and collective bargaining.
-) **Employee Welfare:** It consists of various activities and programs that promote welfare such as safety, health, sports, recreation, canteen facilities, etc.

2.2.1. Acquisition Aspect

1. Recruitment

1.1 Introduction

Recruitment is a process of finding right people for right position at right time. It is concerned with identifying and attracting a pool of qualified candidates to fulfill the human resource needs of an organization. The quality of acquired human resources very much depends on the quality of recruitment.¹³

The following factors affect the recruitment in an organization:

-) Size of organization
-) Employee turnover
-) Organizational growth
-) Image of organization
-) Attractiveness of the job
-) Government and employee influence
-) Nature of job
-) Organizational policies and HRP

1.2 Developing Recruitment Policies

Policies are guidelines for decision making to achieve goals. Recruitment policies are guidelines for making recruitment decisions. Organizations have the following policy options for recruitment.¹⁴

-) Non discrimination policies
-) Merit policy

¹³ Givind Ram Agrawal, Dynamics of Human Resource Management in Nepal, (Kathmandu: M.K. Publishers, 2004), p135

¹⁴ William E. Wrether and Keith Davis, quoted by G.R. Agarwal, Dynamics of HRM in Nepal, 2000, p138.

-) Preferential policy
-) Quota policy
-) Promotion from within policy

The important considerations in developing recruitment policies are:

-) Labor market issues
-) Legal considerations
-) Nature of job
-) Organizational policies
-) Environmental forces

1.3 Recruitment process

Recruitment process mainly consists of two step locating sources of recruitment and attracting qualified candidates to apply for jobs. Sources may be external and internal. Internal candidates can be attracted by posting, employee referrals and human resource inventory methods. Similarly external candidates may be attracted by advertising, employee referrals, educational institute placements, employment exchanges etc.

2. Selection

Organizational effectiveness ultimately depends on the quality of human resources selected. Selection is a process of choosing the most suitable candidate

for a particular position from among the prospective applicants. It is concerned with hiring as well as rejecting the applicant.¹⁵

Poor selection leads to:

-) Increased employee turnover
-) Absenteeism
-) Accidents
-) Job dissatisfaction
-) High cost of training
-) Productivity loss

The selection process consists of series of steps through which an applicant must pass. In selection process some organization use only interview where as others use both written tests and interview. A systematic selection process consists of the following steps:

-) Application of evaluation
-) Preliminary interview
-) Selection tests
-) Reference checks
-) Selection interview
-) Physical examination
-) Hiring decision

¹⁵ G.R. Agarwal, Dynamics of HRM in Nepal 2000, p155

3. Placement

Placement involves assigning a specific rank and responsibilities to the selected candidate. It implies matching of job requirements with the qualification of the candidate.

According to Michael Jucius, "Placement is the determination of the job to which an accepted candidate is to be assigned and his assignment to the job."

During the placement it should be noted that misplaced employees perform below expectation. The placement should comply with legal provisions. It should minimize disruptions to the employee and to the organization.

4. Orientation and Socialization

Orientation is a tool for socialization process. It introduces new employee to the organization and its work environment. Its purpose is to communicate human resource policies and review job duties and responsibilities to the new employee.

According to Decenzo and Robbins, "Orientation covers the activities involved in introducing new employees to the organization and their work units."

Socialization is a process of adaptation to make a fit between the employee and the job in the organization's culture and context. It is learning the Dos and Don'ts in the organization.

According to Werther and Davis, "Socialization is the ongoing process through which an employee begins to understand and accept the values, norms and beliefs held by others in the organization."

Purpose of socialization is to improve performance, increase organizational stability, reduce employee anxiety, screen out deviant employees etc.

2.2.2. Development Aspect

1. Training

1.1 Introduction

Training is the organized process by which people learn knowledge and/or skills for a definite purpose.¹⁶ The purpose of training is to achieve a change in the behavior of those who are trained. By training, the trainees will acquire new manipulative skills, technical knowledge and problem solving abilities or attitudes.

A well planned and well executed training program may provide following tangible benefits.

-) Reduced learning time to reach acceptable performances
-) Improved performance in the present job
-) Aid in solving operational problems
-) Fill manpower needs
-) Benefits to employee themselves
-) Improvement in quality of the products
-) Improvement in production rate etc.

1.2 Training need assessment

¹⁶ Dale S. Beach, The personal management at work, 1983, p110

Training need assessment can be done in three levels: organizational level, task level and individual level. Some of the methods of determining the training needs suggested by IGNOU are:¹⁷

-) Analysis of an activity
-) Analysis of problems
-) Analysis of behavior
-) Analysis of an organization
-) Appraisal of performance, etc.

1.3 Training Objectives

There are certain objectives to conduct a training program. Major objectives may be listed as follows.

-) To prepare employees for the job performance while on first appointment, on transfer or on promotion and impart them the required knowledge and skills.
-) To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills that would be required in their particular field.
-) To build a second line of competent officers and prepare them assume more responsibilities.

1.4 Training Methods

1.4.1 On-the-Job training

¹⁷ IGNOU, part II p23

This training involves "learning while working". Training takes place on the job. It places the employee in the context of real work situation. It is learning by doing under the supervision of an experienced employee. The methods available for on-the-job trainings are;¹⁸

-) Apprenticeship training – employees learn by working with those already skilled job.
-) Internship Training – It is given to skilled and technical personnel to combine practical experience with theoretical knowledge.
-) Job instruction training

1.4.2 *Off-the-Job Training*

This training takes place outside the work situation. It is mostly classroom based. The trainees are freed from stress and work load of their job. The methods used for off-the-job training are:

-) Lecture/conference method
-) Simulation exercise method
-) Programmed instruction
-) Experiential exercises

2. Management Development

Management development is a systematic process of improving managerial performance by imparting knowledge, increasing skills, changing attitudes and developing experiences.¹⁹ According to DeCenzo and Robbins,

¹⁸ G.R. Agarwal, op.cit p228.

¹⁹ G.R. Agarwal, op.cit. p240

"Management Development is future oriented training focused on personnel growth of the employee".²⁰

-) The goals of management development are:
-) To increase managerial capabilities
-) Enhance managerial potential
-) Foster team work
-) Facilitate environmental adaptation
-) Improve managerial decision making
-) Facilitate managerial succession etc.

2.1 Methods of Management Development

2.1.1 On-the-Job methods

-) Coaching
-) Job Rotation
-) Planned work assignment
-) Internship

2.1.2 Off-the-Job methods

-) Lecture/seminar
-) Simulation exercises
-) Behavior modeling

²⁰ DeCenzo and Robbins, Human Resource Management, (New Delhi: Prentice Hall, 1998), p212

-) Sensitivity analysis

3. Career Planning and Development

3.1 Career planning

Career is a sequence of jobs held during the course of a persons life. Career planning means helping employees to plan their career. According to Werther and Davis, "Career planning is a process by which one selects career goals and the path to those goals.". Objectives of career planning are:

-) To meet staffing requirements
-) Lower employee turnover
-) Develop employee potential
-) Assist work force diversity
-) Motivate employees

3.2 Career Development

Career development is required to implement career plans. It comprises personal improvements undertaken by an employee to achieve career plan as well as organizational efforts designed to assist employees in developing careers. According to Byars and Rue, "Career development is ongoing formalized efforts that focus on developing and enriching human

resources in light of both the employee's and the organization's needs."²¹

Objectives of career development are

-) Integrate human resource development plan of organization with career development needs of employee
-) Meet human resource needs of the organization on a timely basis
-) Reduce employee frustration
-) Inform employees about potential career path

2.2.3. Utilization Aspect

1. Motivation

1.1 Introduction

Motivation is an individual's willingness to exert effort to achieve the organization's goals, conditioned by this effort's ability to satisfy individual needs.²² The indicators of motivation are willingness for work, greater effort, sense of belongingness in organization, higher productivity, etc. Motivation is an important tool to harness goals of individuals and organizations.

1.2 Techniques of employee motivation

²¹ Byars and Rue, Management Today: Principles and Practices, (New Delhi: Tata McGraw Hill, 1996), p213

²² DeCenzo and Robbins (1998) op.cit., p228

Motivation is the key to effective work performance. It is the act of energizing people to achieve goals through higher productivity. Following techniques of motivation can be used to motivate employees.²³

-) Participation
-) Money
-) Quality of work life
-) Modified work schedule
-) Management by objectives, etc.

2. Job Design

2.1 Introduction

Jobs are closely related tasks, which are to be performed by an individual or group. So, job design is the process of structuring work and designing the specific work activities of an individual or group of individuals to achieve certain organizational objectives.²⁴

Job design mainly involves three steps. First step is the specification of individual tasks. Second step is the combination of tasks into jobs that can be assigned to an individual or a group and last step is the specification of methods of performing each task.

2.2 Approaches to Job Design

There are various approaches to job design

1. Classical approach: It emphasis on work simplification, job rotation, job enlargement, etc.

²³ DeCenzo and Robbins (1998) op.cit., p229

²⁴ Byars and Rue (1996) op.cit, p312

2. Socio-technical approach: Both social as well as technical aspects of job are included.
3. Behavioral approach: This is modern approach to job design. It emphasis on job enrichment, autonomous teams, modified work schedule, etc.

Job design clearly defines a job from different angles providing the appropriate methods to perform it. A well designed job greatly affect in productivity, cost, quality and effectiveness of the organization.

3. Performance Appraisal

3.1 Introduction

Performance refers to accomplishment of assigned tasks by an employee. It is the result of efforts plus abilities. It implies productivity measured in terms of effectiveness and efficiency. Performance appraisal reviews job relevant strengths and weaknesses of an employee. It provides feedback to that employee know where they stand, where they ought to be going, and how they are going to get there. It assesses the relative worth of each employee to the organization.²⁵

3.2 Purpose of performance appraisal

In general, purposes of performance appraisal are as follows

-) Performance feedback
-) Reward management
-) Training and development decisions
-) Supervisory understanding

²⁵ G.R. Agarwal, op.cit, p311.

) Career and succession planning, etc.

3.3 Methods of performance appraisal

3.3.1 Job standard method

Under this method there are several methods of performance appraisal.

They are

-) Easy method
-) Checklist method
-) Rating scale method
-) Behavioral anchored rating scale (BARS)

3.3.2 Comparison oriented methods

Some of the comparison oriented methods are

-) Individual ranking
-) Group order ranking
-) Paired comparison, etc.

3.3.3 Objective oriented methods

In this method, performance appraisal is based on how well the time bound objectives have been accomplished. This approach is known as management by objectives (MBO).

2.2.4 Maintenance Aspect

1. Compensation

1.1 Introduction

Compensation refers to all forms of financial rewards received by employees. It includes base wage or salary, any incentives or bonuses and any benefits. Compensation is mainly of two types: direct or indirect. Direct compensation consists of pay and incentives and direct compensation consists of benefits and services.

1.2 Compensation Management

Compensation management consists of designing a cost effective pay structure and will attract, retain and motivate the competent employees. Compensation system should balance organization's ability to pay with employee satisfaction.

Compensation management is essentially about designing, implementing and maintaining pay system, which helps to improve organizational performance.²⁶

The main objectives of compensation management are

-) Establish fair and equitable pay system
-) Attract and retain competent human resources
-) Improve motivation and morale of employees
-) Control cost by designing lowest cost pay structure
-) Improve labor relations

²⁶ Michael Armstrong, A Handbook of Human Resource Management, (New Delhi: Aditya Books, 1990), p232

-) Improve image of the organization

2. Employee Welfare

2.1 Introduction

Welfare implies physical, mental, moral and emotional well being of an individual. Employee welfare refers to taking care of the well being of the employees and employers, trade unions, government and voluntary agencies.²⁷ Labor welfare includes such services, facilities and amenities as may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale.

2.2 Objectives of employee welfare

Some of the objectives of employee welfare are

-) From the humanitarian point of view, to enable the worker to enjoy a fuller and richer life
-) From the economic point of view, to improve the employee's efficiency
-) From the civic point of view, to develop among the employees a sense of responsibility and dignity as noble citizens of the nation
-) From the organizational point of view, to attract and retain better life.

²⁷ G.R. Agarwal, op.cit, p355

-) To make the employees free from worries of taking care of basics of living.

2.3 Types of welfare programs

2.3.1 Welfare program inside work place

It includes conditions of work environment like housekeeping, sanitation and cleanliness, safety measures, prevention of violence at work against employees, etc. Welfare activities also include conveniences like bathrooms, toilets, provisions of safe drinking water, library, reading room, health services, workers recreation facilities, women and child welfare etc. Welfare program also include economic services like co-operative stores, loans and saving plans, transport services, health insurance etc.

2.3.2 Welfare programs outside work place

These programs and facilities are provided outside the organization. The welfare activities included outside the work place are²⁸

-) Housing, utilities, holiday homes
-) Parks, playgrounds, recreational facilities, clubs, amusements, cultural centers, community halls, marriage halls
-) Educational facilities for the children of employees
-) Transport facilities, travel concessions
-) Health Services, hospitals, etc.

²⁸ G.R. Agarwal op.cit, p444

3. Discipline

No organization can be effective without promotion and maintenance of discipline at all levels of employees. Discipline is a condition in the organization when employees conduct themselves in accordance with the organization's rules and standards of acceptable behavior.²⁹

Not all employees practice self discipline. Discipline problems can be various. The frequently encountered problems can be classified as follows.

-) Attendance related problems such as absenteeism, late for work etc.
-) On-the-Job behavior-related problems such as defective work, drug use on job, gambling, etc.
-) Dishonesty related problems such as theft, concealing defective work, etc.
-) Outside activities-related problems such as unauthorized strike, criminal activities, etc.

Indiscipline requires disciplinary actions. Disciplinary action is punishment associated with violation of rules. It should aim to correct undesirable behavior. It should not be punitive. Disciplinary action generally follows progressive sequence of six steps: oral warning, written warning, suspension, pay cuts, demotion and dismissal.

4. Grievances

Grievances are employee's perception of unfair treatment on the job manifested in feelings of discontent or dissatisfaction. When employee's complaint is brought to the notice of management, it becomes a grievance. According to Dale S. Bitch, "grievance is any dissatisfaction or feeling of injustice in conjunction with one's

²⁹ DeCenzo and Robbins (1998), op.cit, p446

employment situation that is brought to the attention of management." Grievances may be caused due to interpretation difference, management practices, labor union practices, organization culture, etc.

Some of the consequences of grievances are:

-) Decrease in productivity
-) Absenteeism
-) Deterioration in quality of work
-) Indiscipline
-) Worry, tension in employees
-) Lack of co-ordination among employees, etc.

There are many approaches of grievances handling such as informal approach, labor contract approach, grievance procedure, etc. In open door policy, employees are invited to walk in any time and express their grievances to higher level of management.

2.3 Conceptual Framework of OD

2.3.1 Introduction

An organization is an establishment, an institution or a work place where activities are carried out in order to achieve a defined purpose. For achieving the purpose organizations should be effectively managed. Because of the rapid change in technology, change in organization culture, globalization etc. management of organization is becoming complex. People in organization should adapt in dynamic environment. One method for bringing significant economic,

social, political and cultural change is Organization Development (OD). OD focuses on human and social aspects of organization as a way of improving their ability to adapt and solve problems.³⁰

Some of the distinguishing characteristics of OD are:

-) OD focuses on culture and processes in organization.
-) OD encourages collaboration between organization leaders and members in managing culture and processes.
-) OD focuses on human and social side of the organization.
-) OD focuses on participation and involvement of all levels in organization.
-) OD practitioners are facilitators, collaborators and co-learners with the client system.
-) OD relies on action research model, etc.

OD is the process of diagnosing, taking action, re diagnosing and taking new action. This process assumes a distinct form in OD called action research. The action research model as applied in OD consists of:

-) A preliminary diagnosis
-) Data gathering from the client group
-) Data feedback from the client group
-) Exploration of the data by the client group
-) Action planning by the client group

³⁰ Ken Afful and Mohan D. Manandhar, Organization Development in the south, (Kathmandu: Ekta Books, 2002), p43

-) Evaluation and assessment of the results of the actions by the client group

All the above steps are taken with an OD practitioner acting as facilitator throughout the process. OD practitioner may be from within the organization or from outside the organization.

2.3.2. OD Interventions

OD intervention is the deliberate set of activities designed to interpret resisting force or status quo and support driving forces to bring change for organizational effectiveness. OD interventions bring change in the organization and help the organization to achieve organizational goals effectively and efficiently.

OD interventions are set of activities involving internal and external stakeholders in task or sequence of task. (French and Bell, 2003).

The following are the objectives of OD interventions:

-) To increase organizational effectiveness
-) To improve the level of trust and support among organizational members.
-) To insure the effective mechanisms are in which roles are managed by an authority.
-) To improve communication.
-) To increase the level of motivation, personal enthusiasm and satisfaction
-) To increase level of self and group responsibility.

Human Resource Management is a sub discipline of general management which is very closely related to OD. Human Resource Management is one of the most

important OD interventions which cover education and training activities, coaching and counseling activities, life and career planning activities, etc.

2.4 Review from Previous Works

No any similar studies were found to have conducted to review the Human Resource Management System of the Election Commission of Nepal. Some research has been done in the area in some public enterprises. However, human resource management as an organization development intervention is relatively new topic in our context. That is why any research is not found in this topic thoroughly. Therefore, related research has been tried to review here.

A study conducted by D. Kandel entitled "A study on Managerial Training in Nepal Bank Limited" concludes that:³¹

1. Training is the process of increasing the knowledge and skill of an employee for doing particular job. It is an organized activity designed to create a change in the thinking and behavior of people and enable them to do their jobs in a more efficient manner. The study finds that branch managers are working with less confidence and without adequate knowledge.
2. There is no consistency and clear objective about selecting subject matter, trainers and trainees as well. The selection of the trainees is worst. Those officers working in Kathmandu valley have more opportunities of training than those who are working in remote areas. The employees are dissatisfied with the existing selection criteria for training.
3. Due to lack of experts' knowledge in designing the course, trainings are not worthy to cope with the present job functions.

³¹ Kandel D., A Study on Managerial Training in Nepal Bank Limited, An unpublished Masters Degree Thesis submitted to Central Department of Management, TU, p82.

4. Either due to lack of top management support or lack of experts, training department plays minor role in order to train officer level employees. On the other hand Trainees response is not very encouraging because 18 out of 25 are not satisfied with performance of training department.
5. As there is no pre determined and well designed course, there is no fixed duration of training.

R. K. Dahal conducted a study entitled "Study of Human Resource Acquisition System in NTC". Some of the conclusions drawn by Mr. Dahal are:³²

1. There is lack of scientific sytem in the process of HR Acquisition.
2. Selection at NTC is influenced by source, force and favouritism syndrome. The rules are misinterpreted to select favoured candidates, either under political pressure or other influence.
3. Personal requirements are estimated on ad hoc decisions. Need assessment is not properly done.
4. There is no proper job description and job specification.
5. Promotion opportunities are limited with no proper system.

Another study entitled "A study on human resource planning in Agricultural Development Bank of Nepal" was done by M.R. Chaulagain. The study concluded that the recruitment system is not found very conducive. Respondents were less satisfied with the recruitment system. The middle aged, middle experienced and middle level groups are the most dissatisfied. The study also found that the employees are not satisfied with the placement and transfer policies and procedures. The promotion system has been viewed as the most unsatisfactory factor as there are irregularities in promotion. Study concludes that there were no systematic mechanism and opportunity for promotion thus

³² Dahal, R.K., Study of Human Resource Acquisition System in NTC, An unpublished Masters Degree thesis submitted to Central Department of TU., p.32

affecting the level of employee satisfaction. The study reflects that although ADBN has some sort of manpower planning, it lacks scientific and systematic approach.³³

Bina Sharma on her study entitled "Recruitment, Selection, and Promotion practices in Nepalese Organizations with reference to TUTH and BPKIHS" reveals followings.³⁴

1. Although there are well planned rules and regulations for recruitment, selection and promotion of faculties, at times the rules were broken and utilized as per the mercy of the authorities in the interest of their keen, keith and favourities.
2. It has been seen that because of the irregular and long pending advertisement for promotion, senior faculties have to compete with their students/juniors. So regular, systematic, and scientific fulfillment procedure for vacant posts should be maintained to improve the satisfaction level of faculties.
3. Promotion criteria based on multiple factors have been found to delay the promotion of appropriate ones and the faculties with higher degrees are lagging. It has been strongly felt inappropriate and high priority should be given to higher degrees rather than years of experience.
4. A clear logical and time suitable HRD planning is the acute need to satisfy and retain the faculties in both the institute of national repute.

Another study conducted by Gajendra Bahadur Singh entitled "Human Resource Management in Tribhuvan University: A study on Training and Development of TU" has concluded that training programs are not regular and not practically applied. Job rotation

³³ Chaulagain, M.R., 2003, Study of Human Resource Planning in Agricultural Development Bank of Nepal, An unpublished Masters Degree thesis submitted to Central Department of Management, TU, p82.

³⁴ Sharma, Bina, 2003, Recruitment, Selection, and Promotion Practices in Nepalese Organizations with reference at TUTH and BPKIHS, An unpublished Masters Degree thesis submitted to faculty of Management, TU, p36.

and transfer policies are not systematic. Promotion systems are not fair. Salaries are not sufficient. So they can not give full time to TU.³⁵

In the study entitled "Leadership Effectiveness in Selected Nepalese Service Organizations" done by Dipesh Upadhyay, it is concluded that leadership in one hand had near to moderate level of effectiveness but leadership still had not utilized its' potential on vision, empowerment, communication, task orientation and locus of control. The study concluded that leaders are not quite effective as they ought to be. Based on analysis of variance, it is understood that the difference between mean scores as obtained from managers in banking, hotel, airlines organizations were not significant, i.e.- they were much alike in their behaviors.³⁶

³⁵ Singh, Gajendra Bahadur, 2000, Human Resource Management in Tribhuvan University: A study on Training and Development of TU Staff, An unpublished Masters Degree Thesis submitted to Faculty of Management, TU. p72.

³⁶ Upadhyay, Dipesh, 2005, Leadership Effectiveness in Selected Nepalese Organization, An unpublished Masters' Degree Thesis submitted to Faculty of Management, T.U. p123.

Chapter III

Conclusion and Recommendations

This chapter summarizes the whole research process and outcome of the research. This research is basically concentrated on human resource management policy and practices in Election Commission and employees' opinion about it. Based on the findings of the study, some conclusions have been drawn and some recommendations are made in this chapter.

3.1 Conclusion

In this study, situation of all the human resource management aspects such as acquisition, development, utilization and maintenance is assessed and satisfaction of employees with the existing policies and practices is evaluated. Some of the conclusions of the study are given below.

1. Awareness of the employees about the policy and practices of human resource management in Election Commission is fairly good. But some employees think that the current policies and practices is not good.
2. Posting of the employees, in most of the cases, is neither done neither according to choice of the employees nor according to potential and personality traits.
3. Need Assessment for training is lacking. Similarly, in most of the time, training is provided irrespective of the job requirement.
4. Training methodology and course of study has less practical relevance. Employees are sent for training without evaluating the depth of course content. It was found that

training was taken as leave to relax out of work and as a method of getting financial incentives rather than an opportunity to improve skills and knowledge.

5. Though most of the employees support the use of external experts and OD practitioners for training and development of employees, management has not done to the extent desired.
6. Performance appraisal system is found to be not transparent to the desired level. Employees are moderately unsatisfied with the performance appraisal system.
7. Promotion system is not well designed. Competency, personality, past performance, behavioral aspect etc. is not given good consideration while giving promotion. Employees have accusation that unfair means is practiced during promotion.
8. Transfer of the employees is not conducted systematically. Transfer and job rotation is not done time to time. There has been a transfer policy for government employees but it is rarely practiced.
9. Employees are moderately unsatisfied with the pay and benefits. They are also moderately unsatisfied with welfare practices though there are many welfare activities in Election Commission. It indicates that welfare activities need proper management.
10. Similarly, people in Election Commission are also moderately unsatisfied with the disciplinary action grievance handling practice.
11. Overall finding of the study indicate that human resource management in Election Commission is not satisfactory. The management needs to concentrate more to improve the human resource management practice to increase the satisfaction and hence effectiveness of employees. Election Commission has not utilized its full potential for the betterment of acquisition, development, utilization and maintenance aspects of HRM.

3.2 Recommendations

Based on the conclusions, some recommendations have been made for the improving the effectiveness of HRM within Election Commission. The recommendations have been thought to be valid for most of the government organization of Nepal.

1. Assessment of Human Resource Need

Election Commission should assess the need of human resource and plan the recruitment and selection of the employees accordingly.

2. Behavioral Aspect while posting

While posting and assigning duty and responsibility, behavioral aspect of the employees should be taken into consideration. Theory of organization behavior can help to increase the effectiveness of people. Some people are introvert while others are extrovert. Similarly some are producers while others are integrators. In departments which demand a lot of public contact, extroverts can well perform. For research and development kind of work, introverts can do equally well. People with calm temperament can settle the dispute effectively rather than the aggressive ones. These factors need to be taken into considerations.

3. Proper training and development of staff

Improvements are needed in training and development of the employees of Election Commission. Training needs should be assessed properly. Then suitable training program should be identified. Training methodology should be such that it brings some attitude change and job behavioral change in the trainee.

4. Use of Experts

Experts from within Election Commission and outside should be used for training. Professors from leading academic institutions and professionals from HRD consultancies should be used for training to make it more effective.

5. Transparent Performance Appraisal and Promotion System

Performance appraisal and promotion system should be transparent. Performance standards should be developed with realistic, clear and measurable basis. Promotion system should be fair and rewarding.

6. Fair Transfer policy and practice

Transfer mechanism should be fair. It should be a career development and experience gaining opportunity rather than a means for punishing hated employees. There are departments within central office. Also, Election Commission has its district offices in every district across the country. Employees should be rotated within these departments and District Offices in a systematic approach.

7. Revision of Pay and Benefits

Due to inflation, cost of living has been hiked continuously. So the pay and benefits fixed at a time long back is not justifiable. Revision of pay and benefit should be done periodically so that the employees may not need to compromise the living standard with the increase in inflation.

8. Grievance Handling Procedure

Election Commission should devise some mechanism to properly handle the grievances of its employees.

9. Improvement of employee satisfaction

Overall finding of the study indicate that human resource management in Election Commission is not satisfactory. Management needs to concentrate on improving HRM practices for the wellbeing of the organization by improving the overall satisfaction level of the employees.