



Turnaround Strategies of a 122-year-old Indian PSU: Leveraging the Role of Human Resource – A Case of Study of Bengal Chemicals & Pharmaceuticals Ltd.

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Introduction

Mr. Tarun Kanti Ghoshal is extremely happy today. Aarav, his oldest grandson, just graduated in Management from a top-100 B-School in Canada with a major in Human Resource Management, which is the field in which he has worked for thirty years. Three years ago, when his older son Tamal Kanti Ghoshal and his whole family visited Kolkata, Aarav sat down with his grandfather and asked him to teach him everything he knew about managing people. Because Aarav's father, Tamal Kanti, works for a multinational company (MNC) as a Chartered Accountant. Tamal Kanti lived in the United States for a long time, but he shifted to Canada seven years ago and has been there ever since. Sharbari Ghoshal is his wife, a Cost Accountant, but she is not working there. Both went to the Institute of Cost Accountants in India at the same time. From there, they moved on to get married.

Tarun Kanti Ghoshal is sixty-three months old. Aarav, his eldest grandchild, just got his MBA from a business school in Canada. But he is happy for another reason. Aarav has specialized in the domain of human resource management, a field in which he has worked at Bengal Chemical & Pharmaceuticals Ltd. for the last thirty years in the Department of Human Resources. Just three months before, he retired from his job as Deputy General Manager – Human Resources in the Kolkata unit.

His house is in a party mood today. His whole family, including his eldest son Tamal Kanti, his wife Sharbari, and their only son Aarav, have come from Canada, on the other side, Tamalika, Tamal Kanti's younger daughter, works as a banker in a private bank along with her husband Shubojit, is working as a branch manager at a private bank in Kolkata, and their only son Saikat also joined the celebration. Saikat is in his 12th grade at a well-known private school in Kolkata. Like his uncle, his parents desire

him to become a chartered accountant. But he doesn't know what he wants. He also hopes that this time he will be able to spend a lot of time with his cousin and learn a lot about his job choices.

After a grand lunch today, their grandpa is sitting on the balcony with his two grandkids. Aarav told him, "Today, you'll tell me about BCPL. I want to know how BCPL turned around." "That's a long story," he said with a smile. Telling him something will help him sleep. I'd rather tell you every day, a little bit at a time. Aarav said, "No, no, you start now, and it will be over before dinner." I'll pay attention today."

He continued, the products offered by BCPL, a chemical and pharmaceuticals company, support safety, cleanliness, and hygiene in all spheres of life. Acharya Prafulla Chandra Ray, a well-known scientist, and businessman, launched the first Indian Chemical & Pharmaceutical company in April 1901. The government of India took control of the business in 1977, many years after the founder's untimely death, to restore it to health with generous financial aid. BCPL has now transformed into a "Turnaround Profit Making Company" after a lengthy period of more than forty years as a government company and maybe more than sixty years of continual losses.

THE GOING GETS TOUGH

The Father of Indian Chemistry, Acharya Prafulla Chandra Roy, believed that industrialization was the only way for India to advance. With very little money and labor, he established India's first chemistry factory while working from home. His innovative work led to the establishment of Bengal Chemical and Pharmaceuticals Limited in 1901. Bengal Chemical has a long history spanning more than 100 years and is now a reputable name in the fields of chemicals, pharmaceuticals, and home products. From a small beginning in 1901 with one factory at Maniktala (Kolkata), three more factories were built; one in Panihati (North 24 Parganas, West Bengal), one in Mumbai, and one in Kanpur, with its Registered Office at 6, Ganesh Chandra Avenue, Kolkata, West Bengal, India. The business also had 10 C & F agencies and 11 sales shops located throughout India. The business did quite well up until the early 1950s, but then it started to lose money. The organization's ongoing decline compelled the Government of India to take control in 1977 to restore it to health with generous financial aid, the most recent of which was in 2006 and amounted to Rs. 440 Cr. However, none of this was enough to stop the rot, and in 2012–13, the company suffered its largest loss ever, reaching Rs. 41 Cr.

TIME FOR CHANGE

The country's first pharmaceutical company stopped producing their anti-snake venom serum, in 2007, in the absence of relevant infrastructure, proper systems, and funds. The company and its directors were listed in ROC's 'Defaulters' List', owing to the non-filing of annual returns. It stayed as the loss-making PSU, sliding further downhill.

In 1992, the Company was referred to as erstwhile in BIFR. The Government approved the BCPL revival plan in December 2006. The package of 440.60 Cr. included BCPL debt restructuring, capital

investments, support for marketing infrastructure and promotional measures, a grant for wage revision and VRS implementation, and funds for non-Government dues. Even after restructuring the Company in 2006, its operational performance had plummeted to a 17 Crore turnover in 2013-14, the lowest ever since its inception as a Government of India Company, and a Net Loss of 36.55 Crore.

Tamalika, Tamal Kanti Babu's daughter, arrived after 10 minutes. She had a cup of steaming tea and biscuits in her hand. Tamalika said to her father while serving, "It seems you won't be free today." It seems there is no Easter today, he replied cracking a grin.

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IMMEDIATE RESULTS

With that, Tamal Kanti Babu halted. He said I will provide further details tomorrow. However, Aarav and Saikat are somewhat inseparable. They claim that the actual climax is missing. Even if they remain awake all night today, they will still listen. Tamal Kanti Babu laughed out loud and requested them, "Allow me to take a tea break, my children." As Saikat ran towards the house, he told Dada, "I will not inquire about this until I arrive." Saikat. Return and tell Grandpa, "Your energy drink is on its way. Wait for a few minutes only." Now, everyone was chuckling. Tamal Kanti Babu relaxed on his easy chair with a cup of tea as Tamalika took off, his eyes closed he started.....

He stated, "Under the leadership of new managing directors E. A. Subramanian and P M Chandraiah, (2014-2020) Director (Finance) and acting Managing Director (2016-2020), the company almost doubled its sales turnover to Rs. 88 Cr. in 2015-16, up from Rs. 45 Cr. in 2014-15, and reported a more than double sales turnover in 2018-19, clocking Rs. 66.85 Cr., the highest profit in its 118-year history. After that, the company set a goal of making a net profit of more than Rs. 40 Cr. this year. If it meets this goal, it will be the biggest comeback story in the Indian business world. BCPL is in the process of updating its marketing network so that it can reach more people across PAN INDIA. They have taken care of 11 distribution centers, 545 stockists, and 10 C&F companies all over the country. The company owns a lot of real estate, such as a building in Prabhadevi, Mumbai, that is worth at least Rs. 1,000 Cr., according to a modest estimate.

From 2016-17 onward, BCPL. turned around and reported a reported Net Profit of 4.51 Crore. Thereafter in the consecutive years, the company reported net profits of 10.06 crore in 2017-18, 25.26 crore in 2018-19, 13.07 crore in 2019-20, 6.08 crore in 2020-21, and 7.47 crore in 2021-22. BCPL is currently debt-free after mortgaging the Registered Office building to repay the 1983 United Bank of India loan of 28 crores. As of 31.03.2021, Plan Loan and Non-Plan Loan, including Accrued Interest, totaled Rs.193.71 Crores. The Government of India waived Government Loans and Accrued Interest totaling Rs.193.71 Crores for the transfer of 19.78 acres of surplus land at the Panihati factory to NIPER, Kolkata. 31.03.2022. No Government of India Loan. **(Table. -1 and Fig.1).**

There was a strange hush. The clock is at the four o'clock position. After a moment Saikat finally broke the silence, asking his grandfather, "How did you make you possible?" Mr. Tamal Kanti flashed a gentle grin. He said that is a long story, too.

TAILORING THE TURNAROUND

BCPL started downsizing. It was not an easy task at all. Downsizing was not an easy job. It was a challenge to retain the efficient and effective one. While BCPL had a manpower of 689 in 2010-11, 629 in 2011-12, 573 in 2012-13, and 481 in 2013-14. After that downsizing started in a step-by-step manner **(Table. -2 and Fig.2).**

BCPL focused on hiring more people because its production was going up. The main goal was to find the best people with the specialized skills needed. The HR department of the company was responsible for some very important tasks. The main goal was to get the workers to show how determined they were

and how they added value to the company. The company has put in place several social security plans, such as Provident Funds, Gratuity, and Group Accidental Insurance Schemes. HRM had four key functions, such as recruitment, job analysis, training, and performance appraisal, which were used as levers for growth planning and developing a fair and stimulating work culture keeping in mind the budget at the same time through the implementation of HR policies.

BCPL. had a workforce across a wide range of human resources, including both production and non-production jobs. In production, it had blue-collared workforces, i.e., supervisors, foremen, machine operators, technicians, storekeepers, supervisors, and labor forces in packaging whereas, in nonproduction, it required white-collared personnel skilled in stock management, logistics, purchase, and sales. BCPL. followed a structured procedure to meet the recruitment procedures. It relied on traditional media (newspapers) for the advertisement of vacancies and requesting walk-ins and followed the conventional hiring procedure. BCPL. followed the *External Indirect Method* of sourcing for the recruitment process which was strictly centralized in nature.

After a long period, Aarav mentioned, “Yes, external method of recruitment is always the most popular and effective method of recruitment. You will get a wider audience from outside the organization.” “Our target was to pool and call for interviews those eligible candidates who were not employed at that time”, Mr. Tamal Kanti added on that, “and we started Walk-in-Interview. The job advertisements have been placing in two daily newspapers published in two languages, one in English and another one in a local language, to attract more talented candidates effortlessly. In this way, we have been reaching out to a vast territory of talent pool to fill up the professional and technical positions adequately. We never have been using blind job advertisements. Open job posting advertisements have been helping us to show to regain the national and/or regional repute, that once we had lost.

“It’s a quite good strategy”, Saikat said. Mr. Tamal Kanti added, “The whole recruitment procedure has been centralized which had brought about uniformity in the selection procedure and established a clear communication channel between the corporate office human resources team and other units regarding their personnel requirement and job process, efficiency, productivity, etc.” (Fig.3).

We have been introduced to the job analysis tool, which was never used by BCPL. earlier. Aarav mentioned, “Yes, yes. It is a building block for organizations” (Image.2). Though we have identified a few gaps in the format in a later stage, it has been working wonderfully.

The company put its workers through training to help them reach their full potential. Employees were sent to training programmes, seminars, classes, etc. to improve their technical, communication, and personal skills. During the year 2014-15, 12 days were allotted to employees’ training; in 2015-16, 102 Man-Days were allotted to the training of 89 employees, in the year 2016-17 and 2017-18, 351 Man-Days were allotted to employee training; in 2018-19, 67 Man-Days training were imparted; in 2019-20, 75 Man-Days training were imparted; in 2020-21, 19 Man-Days training were imparted; in 2021-22, 32 Man-Days training were imparted (Table. -3 and Fig.4.). Basically, we imparted in-house training. Few external training programmes were also there. These initiatives for harnessing the inherent strengths of

our employees, Mr. Ghoshal added, seminars, workshops, etc. to enhance employees' technical, communication, and personal skills.

Three of them were so engrossed in our conversation that we failed to realize that night had fallen. Saikat and Aarav, Tamal Kanti's two grandchildren, listen to every word he says as if they were spellbound. Nobody bats an eye. The clock read 6:30 p.m. The call to Sharbari was terminated. Sharbari, Aarav's mother. She is carrying a tray with him at the moment with three plates on it with delicious snacks and tea for them. "It would appear that nobody is hungry today," Sharbari replied with a hint of condescension in her voice, "No one is hungry or thirsty anymore. You shouldn't go see your grandfather." Aarav just muttered "uhhuh". After dropping the tray, Sharbari walked away. Mr. Tamal Kanti took the tea and sipped.

In 2013-14 we first implemented performance appraisal among the employees to assess employees' performance. It was comprised of self-appraisal, and performance evaluation on a 5-point Likert rating scale ranging from "stands out exceeding", "meets standard", "does not meet standard", and falls short". The items of the questionnaire were very clear (**Image.3**).

Aarav asked, "Have you never conducted any survey? I mean, what were employees' feedback on implementing so many strategies?" Tamal Kanti said slowly, "No we didn't do it ourselves but..... We had a few of the reports of interns with us. We allowed interns to do their internships." The reports' findings were amazing. Some of them are as follows:

Assessing Employees' Work Motivation and Employee Engagement Drivers: Both the study was conducted in 2018. The data were collected among 30 employees working at the Officers levels in Kolkata units (including the corporate office, Maniktala unit, and Panihati unit) using The Motivational Work Scale (MAWS) was developed (MAWS) by Gagné, Forest, Gilbert, Aubé, Morin and Malorni, 2008 and Qualtrics Employee Insights" developed by Sarah Marrs, Jordon, and Menzel respectively. Descriptive statistics were applied to the collected data and analyzed.

The outcome of MAWS of sample population the in descending order were: a moderate negative skewed (-1.667) value of 'extrinsic' (49.4333) described that it was higher than the median value with the kurtosis (2.8777) (Excess kurtosis<3) being less than (almost equal) the standard normal distribution (leptokurtic distribution); a moderate negatively skewed (-1.459) value of 'introjection' (26.5000) expressed that it was lesser than the median value with a low kurtosis (platykurtic distribution) i.e. lack of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true; a moderate negatively skewed (-1.304) value of 'identification' (15.4333) expressed that it was lesser than the median value with low kurtosis (platykurtic distribution) i.e. absence of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true; an approximately positively skewed (.527) value of 'intrinsic' (8.5333) described that it was greater than the median value with high kurtosis (leptokurtic distribution) i.e., with profuse outliers (**Table. -4 and Fig.5**).

The Employee Survey Scales (ESS) adopted from “Qualtrics Employee Insights” developed by Sarah Marrs, Jordon, and Menzel. The scale consisted of 42 items on a 5-point Likert scale ranging from Strongly Agree to Strongly Disagree. This scale measured engagement (outcome measures), as well as the outside influences (engagement drivers) that might influence engagement in the organization. In the present study, the researchers applied the scale among a randomly selected sample of 30 employees working at the Officer’s levels in Kolkata units (including the corporate office, Maniktala unit, and Panihati unit). Descriptive statistics were applied to the collected data and analyzed.

The mean value of general engagement output (6.8) suggested that most of the sample population were engaged in their job with too high a maximum (13.00) and low minimum values (3.00), which is considered to be due to a lack of outliers. The moderate positively skewed value (.629) of the sample population described their employee engagement as higher than the median value. The low kurtosis (.119) (excess kurtosis<3) of the sample population (platykurtic distribution) described that there was a lack of outliers since the extreme values were less than that expected of the normal distribution which was too good to be true. The value of employee engagement drivers in descending order as an approximately positively skewed (.121) value of ‘pay & benefits’ (8.4667) value lesser than the median value with the kurtosis (-.897) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that employees of BCPL. felt that they were equally compensated, though their pay scale was far behind from Central Government 7th Pay Commission but the management took initiative to keep motivated the ‘best fit’ talents financially; a moderately positively skewed (.984) value of ‘career progression’ (8.1667) higher than the median value with the kurtosis (.570) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that the organisation was able to develop growth and development opportunities and set up upstairs ladder for their performing team members; an approximately positively skewed (.357) value of ‘autonomy’ (7.6333) higher than the median value with the kurtosis (.213) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) revealed that employees able to act on their own authority and to innovate on the job in; an approximately positively skewed (.350) value of ‘training & development’ (7.1667) higher than the median value with the kurtosis (-.962) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) expressed that employees felt they were well trained to perform their job; an approximately positively skewed (.112) value of ‘recognition’ (7.1333) higher than the median value with the kurtosis (-.527) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that company recognized and appreciated their employees adequately to keep motivated the work team in a fair manner; an approximately positively skewed (.317) value of ‘resources’ (6.8) higher than the median value with the kurtosis (-1.103) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that company provided right tools to do their job and manpower (not enough) on the team for them to achieve a work/life balance; an approximately negatively skewed (-.332) value of ‘supportive management’ (6.1) lesser than the median value with

the kurtosis (-.817) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that managers supported their teams or performance management system or the company culture continuum started moving from (highly) reactive to (highly) proactive while recovering from crisis; an approximately positively skewed (.593) value of 'collaboration' (5.8) higher than the median value with the kurtosis (1.318) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) revealed that they might be able to not easily work with other teams or colleagues without barriers, and did not collaborate with people from diverse backgrounds or opinions to extent; an approximately positively skewed (.708) value of 'company leadership' (5.5) higher than the median value with the kurtosis (1.661) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) expressed that employees did not believe in and trust their senior leaders to some extent; an approximately positively skewed (.162) value of 'strategy alignment' (5.4333) higher than the median value with the kurtosis (-.918) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) argued that strength of the links "between an organisation's overall goals and the goals of each of the units that contribute to the success of those overall goals" but here the strength became lesser; an approximately positively skewed (.139) value of 'communication' (5.4) higher than the median value with the kurtosis (-.653) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that they were getting not enough information from the company about what was happening, and they felt that they were not being listened at all; an approximately negatively skewed (-.138) value of 'quality of products/services' (5.1333) lesser than the median value with the kurtosis (-.078) (Excess kurtosis<3) being less than the standard normal distribution (leptokurtic distribution) described that employees not believe in what they (and/or the organisation) providing to their customers at all. Employees were extrinsically (49.4333) motivated due to the company's financial improvement. They felt that they might find out a better prospect. Employees introjected (26.5) motivation was the second highest since their internalized pressuring voice sourcing from guilt, worry, or shame viz. family obligation, or fear of being jobless. Employees identified (15.4333) themselves with the importance of their job behavior, which was accepted as a regulation of their own because it benefited them in achieving future goals. They did not find enjoyment in their job, since there was no immediate reward but not motivated by any guilt or shame. The release of the company's continuous good news more than bad news made the management supportive (6.1) and employees felt that management was approachable and empathetic towards them (Table. -5 and Fig.6).

Employees Perception of Organisational Cultural Values & HR Subsystems, Banerjee, A., (MHRM), IISWBM, Kolkata, 2016: The researcher considered the overall culture of the organization as well as various elements of ethos. The purpose of the study was to produce a comprehensive picture of the prevailing values in the organization and how it was perceived by the employees as well as how they impacted various HR functions. The primary data was collected from a sample of 20 subjects,

drawn by random sampling method, from the corporate office by using the OCTAPACE Profile by Dr. Udai Pareek and the HR Functions Audit Questionnaire. The profiling of each subject is composed according to the Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaborating, and Experimentation dimensions. The average score was calculated for every eight values and presented in descending order as follows: 'Trust' (15), signified that there was a greater extent to which employees individually and in groups trust each other and could be relied upon to do whatever they said they would do. The core dimension of "Collaborating" (14.2) was found to be an essential priority, that employees were working together and using each other's strengths for a common cause. The higher degree of "Proaction" (13.2) implied the employees were action-oriented, willing to take initiative, and anticipated the issues or act or respond to the needs of the future. "Confrontation" (12.8) signified that employees faced the problems and worked squarely with others concerned to find solutions without hiding them from fears of hitting each other. The neutral "Autonomy" value (12.6) suggested that employees were 'all right' to use power without fear willingly, helped others, and had the freedom to act independently within the boundaries imposed by their roles. The "Authenticity" (12.25) signified that the employees were not willing to acknowledge and accept themselves as well as others as related persons. The "Experimentation" (11.7) implied that very poor emphasis was offered to innovation and trying out new ways of dealing with the problems in the organization. The "Openness" (11.25) indicated that employees did not feel free to express their ideas, and had a low willingness to take risks, experiment with new ideas, and try new ways of doing things in the organization (**Fig.7.**). The data were collected and tabulated by analyzing and interpreting HR Functions Audit Questionnaire w.r.t. the weighted score of each subject and recommended in the different subsystems of HR as employees of BCPL. suggested as follows:

- To promote organizational mission and vision as most of them were not aware of that in the process of recruitment and selection process.
- To promote and imbibe creative and open culture within the organization so that employees feel free to discuss their job description.
- To use psychometric tests as a selection tool.
- To do a medical check-up before joining.
- To provide training to the interviewers.
- Training Need Analysis (TNA) before imparting training was essentially required.
- Technology-based training is needed.
- To improve the organizational climate communication of organizational goals and creation of two-way feedback channels and conducting brainstorming sessions would improve their work-life by overcoming the monotony of the job.

A Project Report on Employee Satisfaction at BCPL., Dutta, A., MIT-School of Business, 2015:

The study focused on the level of overall satisfaction among the employees of BCPL. To conduct the

study, the researcher collected data from a group of 50 subjects, chosen using a simple random sampling method at the corporate office of BCPL., Kolkata, by using a self-structured survey instrument. The questionnaire surveyed the satisfaction of the employees with the salary they received (since the organization was recovering from a great financial loss, the employees were not entitled to receive a salary in the current Central Government scale. The salary was paid by the organization itself) and with the various statutory compliances and very few non-statutory welfare schemes were incorporated into their salary. The responses were recorded on a 5-point Likert scale ranging from Very Dissatisfied to Very Satisfied. The result showed that most of the employees were *very satisfied* with the facilities that management provided to the employees. They reported high job satisfaction: *satisfied* with their present working conditions, medical facilities, involvement in the company's decision-making, housing facilities, promotional policy, L.T.C., club facilities, safety measures, provident fund, old age pension scheme, E.S.I. scheme, the quantum of gratuity, salary, grievance handling cell and opportunities for self-improvement. They reported *neutral* with canteen facilities and childcare facilities provided to the female employees. Recommendations provided as employees of BCPL. suggested as follows:

- To provide education at a subsidized rate for the workers' children; improvement of their club by including cultural programs during the festive season.
- To improve canteen facilities and take actions to improve the quality, and taste of food.
- To provide education of workers' children at a subsidized rate as a part of the employee welfare program.
- To make employees more engaged and motivated in social and cultural functions during the festive seasons in the club improve.

BUILDING THE FUTURE....

After more than 60 years, making money for the first time is a big deal, but the workers of the company, which is now a central PSU, aren't sure if they should celebrate or not. The news came at a time when the Ministry of Chemicals and Fertilisers was looking to sell off some of its holdings. No matter how the workers feel, Bengal Chemicals is an important piece of history. Ray set it up so that young people in Bengal could learn to be entrepreneurs, not so that they could get jobs from foreign powers.....

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APPENDIX

Table. -1: Performance of BCPL. for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19 2019-20, 2020-21, 2021-22, 2022-23 (Rs. in Crores)

Particulars	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Production	17.28	14.45	11.36	37.44	54.51	43.05	30.39	89.72
Income	18.54	15.12	10.73	35.57	63.17	58.56	73.86	152.76
Net Profit /(Loss)	(70.55)	(74.68)	(78.24)	208.32*	(71.10)	(138.30)	7.47	(16.82)

*Due to waiver of GOI loan and interest thereon.

Table. -2: No. of Employees (Regular and Contractual) for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23.

F.Y.	Executives	Supervisors	Workers	Grand Total
2014-15	68	94	255	417
2015-16	74	116	190	380
2016-17	70	192	262	332
2017-18	65	62	132	264
2018-19	51	22	102	175
2019-20	40	34	94	162
2020-21	48	13	84	145
2021-22	47	9	76	132
2022-23	47	17	62	126

Table. -3: No. of Man-Days allotted for employees Training for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

F.Y.	Man-Days Allowed for Training
2014-15	12
2015-16	89
2016-17	351
2017-18	351
2018-19	67
2019-20	75
2020-21	19
2021-22	32

Table. -4: Describing Minimum, Mean, Maximum, Standard Deviation, Skewness, and Kurtosis Value for Motivation at Work (general), Intrinsic, Identification, Introjection and External Regulation of Employees at BCPL. (N=30)

CONTINUUM OF MOTIVATION	Minimum	Mean	Maximum	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
INTRINSIC	5.00	8.5333	14.00	1.67607	.527	.427	3.550	.833
IDENTIFIED	6.00	15.4333	20.00	3.41077	-1.304	.427	1.564	.833
INTROJECTED	6.00	26.5000	36.00	6.87198	-1.459	.427	2.026	.833
EXTRINSIC	7.00	49.4333	70.00	14.22160	-1.667	.427	2.877	.833

Table-5: Describing Mean, Standard Deviation, Skewness, and Kurtosis values for Employee Engagement (General), & Engagement Drivers of Employees at BCPL. (N=30).

DRIVERS OF ENGAGEMENT	Minimum	Mean	Maximum	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ENGAGEMENT	3.00	13.00	6.8	2.46912	.629	.427	.119	.833
AUTONOMY / EMPOWERMENT	4.00	7.6333	13.00	2.25118	.357	.427	.213	.833
CAREER PROGRESSION	4.00	8.1667	17.00	3.24923	.984	.427	.570	.833
COLLABORATION	3.00	5.8000	10.00	1.44795	.593	.427	1.318	.833
COMMUNICATION	3.00	5.4000	9.00	1.65258	.139	.427	-.653	.833
COMPANY LEADERSHIP	3.00	5.5000	11.00	1.79559	.708	.427	1.661	.833
PAY & BENEFITS	4.00	8.4667	13.00	2.35962	.121	.427	-.897	.833
QUALITY OF PRODUCT / SERVICE	1.00	5.1333	9.00	1.83328	-.138	.427	-.078	.833
RECOGNITION	3.00	7.1333	12.00	2.37419	.112	.427	-.527	.833
RESOURCES	1.00	6.8000	13.00	3.47801	.317	.427	-1.103	.833
STRATEGY ALIGNMENT	3.00	5.4333	9.00	1.73570	.162	.427	-.918	.833
SUPPORTIVE MANAGEMENT	3.00	6.1000	8.00	1.44676	-.332	.427	-.817	.833
TRAINING & DEVELOPMENT	4.00	7.1667	10.00	1.70361	.350	.427	-.962	.833

Fig-1: Line Chart Showing the Production, Sales Turnover, and Net Profit (Loss) Performance of BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23 (in Crores).

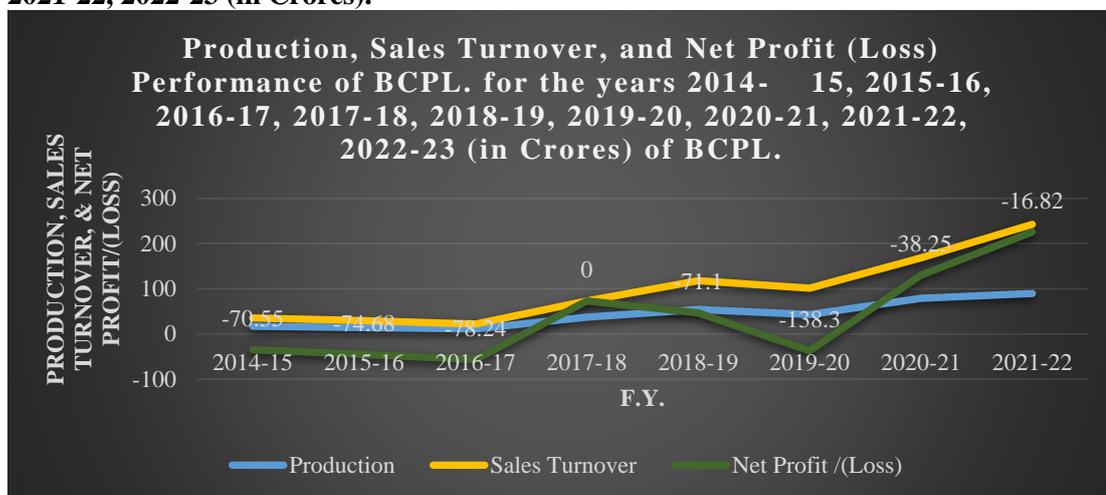


Fig-2: Column Chart Showing the Manpower Distribution (Executives, Supervisors, and Workers) at BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

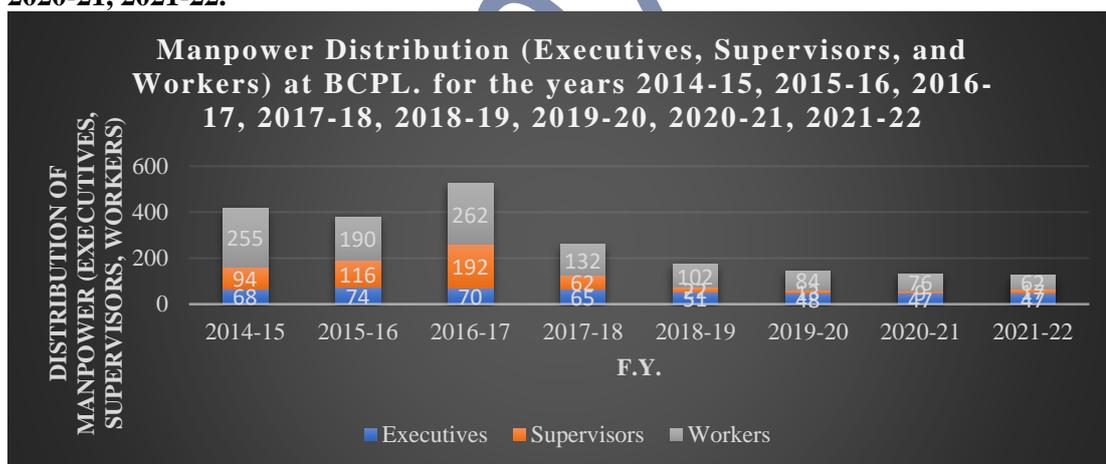


Fig.-3: The Recruitment Flow-Chart Followed By BCPL.

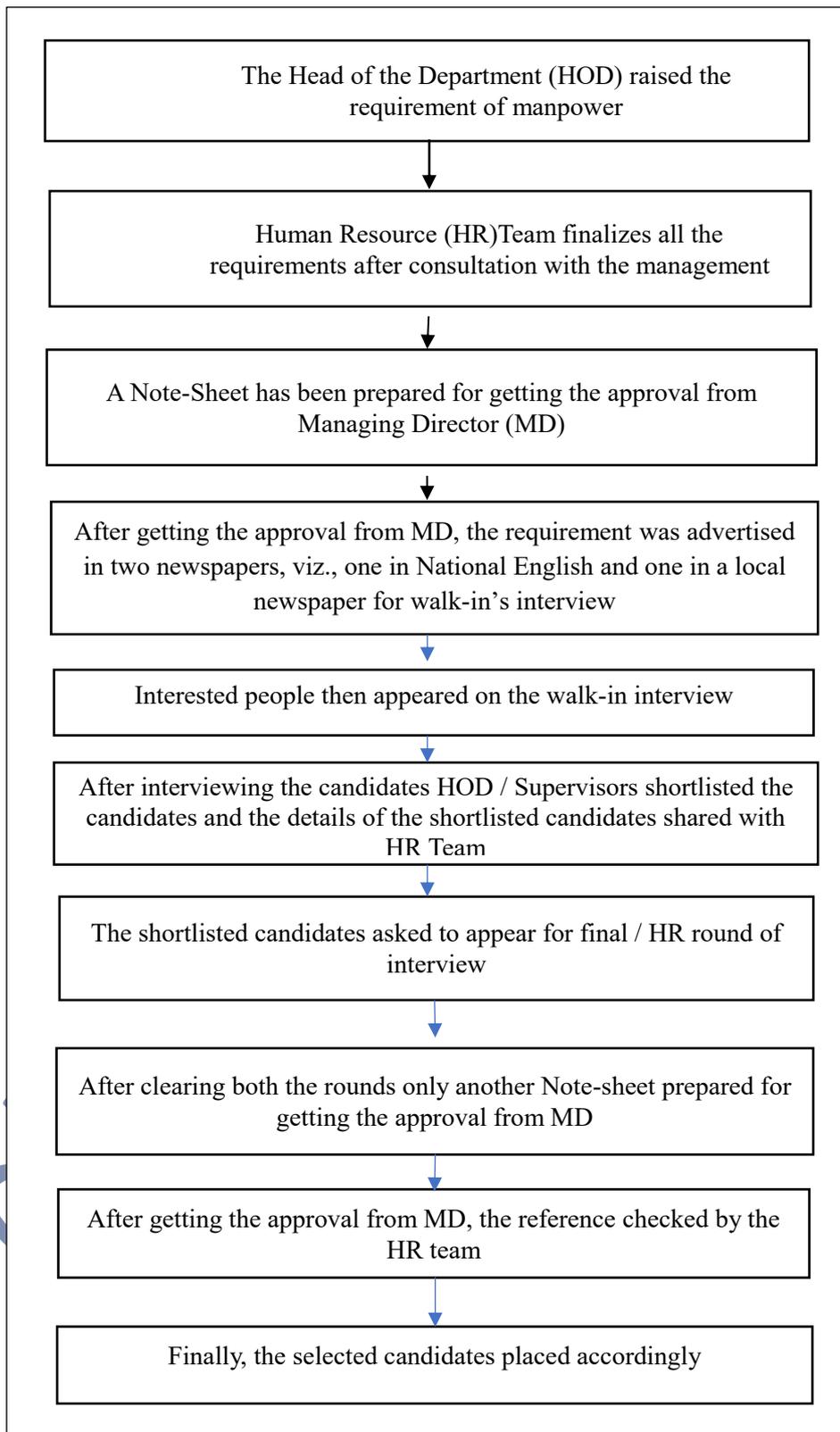


Fig.-4: Line Chart Showing No. of Man-Days allotted for employees Training at BCPL. for the years 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22.

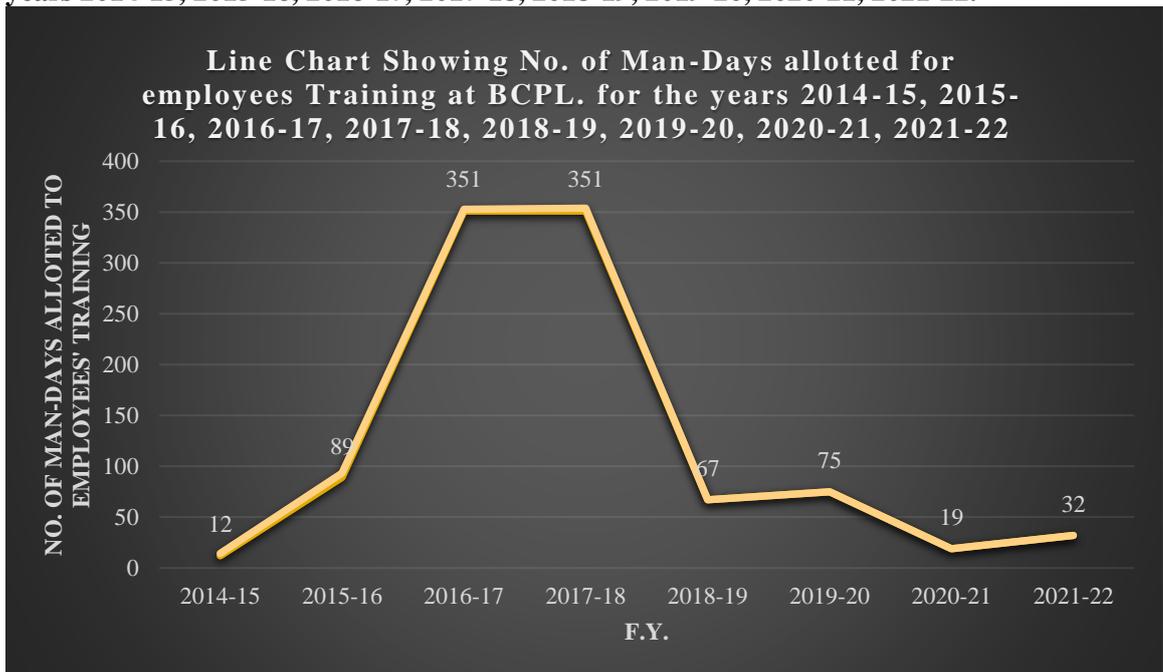


Fig.-5: Bar chart showing the Mean, Minimum & Maximum scores on Intrinsic, Identified, Introjected & Extrinsic Motivation of Employees at BCPL. (N = 30)

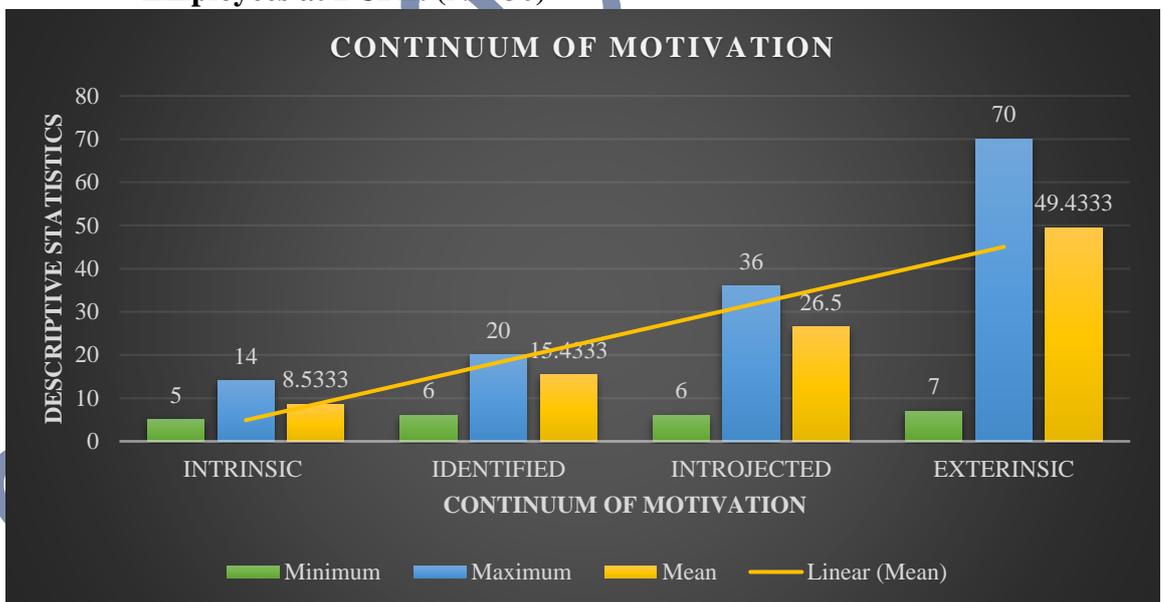


Fig.-6: Bar chart showing the Mean, Minimum & Maximum scores of Engagement Drivers of Employees at BCPL. (N=30)

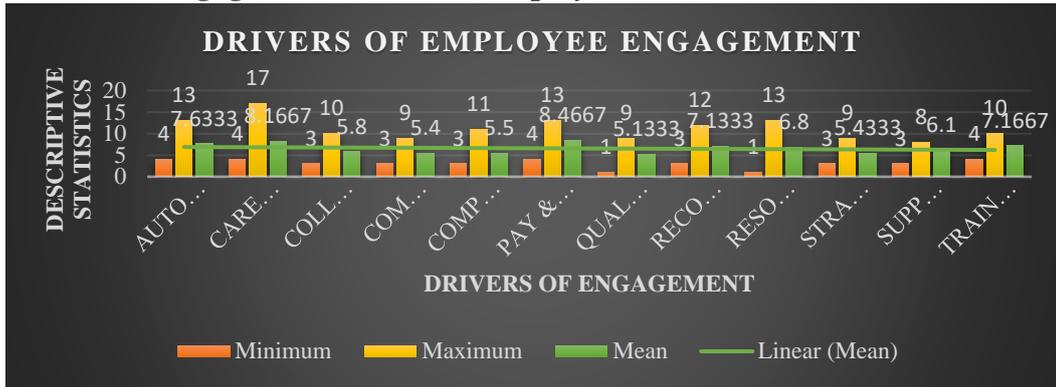


Fig.-7: Bar chart showing the Weighted scores of 'OCTAPACE' Culture of Employees at BCPL. (N=30)

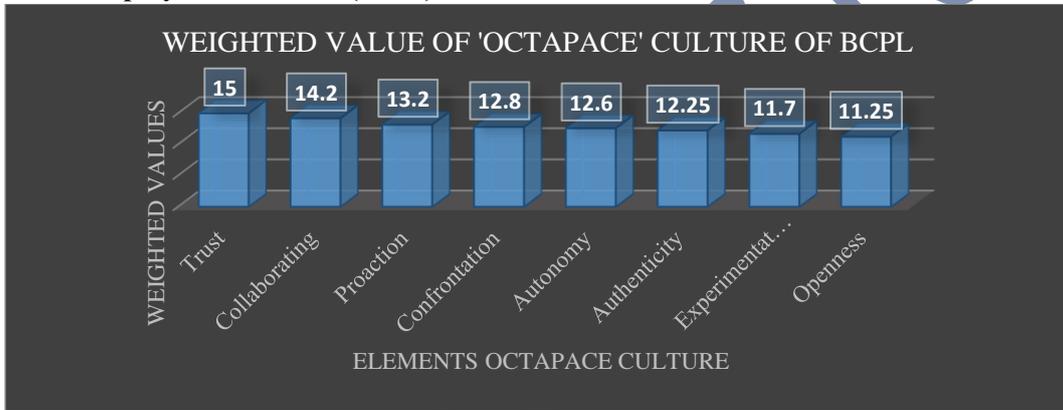


Image-1: Job Advertisements by BCPL. at different times for different posts.

Advertisement No. 76/2022
Government of India
Public Enterprises Selection Board
 invites applications for the post of
DIRECTOR (FINANCE)
In
BENGAL CHEMICALS & PHARMACEUTICALS LTD. (BCPL)
 Last date of receipt of applications in PESB is
by 15.00 hours on
08th August, 2022
 For details login to website <http://www.pesb.gov.in>

Government of India
Department of Pharmaceuticals
M/o Chemicals & Fertilizers
 invites applications for the post of
Managing Director
in
Bengal Chemicals & Pharmaceuticals Limited
 Last date of receipt of applications in
 D/o Pharmaceuticals
has now been extended up to
1800 hours on 8th June, 2020
 For details login to website
<http://www.pharmaceuticals.gov.in>

Bengal Chemicals & Pharmaceuticals Ltd. (A Govt. of India Enterprise) 6, Ganesh Chunder Avenue, Kolkata : 700 013				
Requires				
S.No	Position	Qualification	Experience	Location
1.	GENERAL MANAGER/PRODN	Professionally qualified in their relevant field of specialization	15 years	Kolkata
2.	WORKS MANAGER	Professionally qualified in their relevant field of specialization	15 years	Kolkata
3.	REGIONAL SALES MANAGER	Professionally qualified in their relevant field of specialization	12 years	Kolkata
4.	AREA SALES MANAGER	Professionally qualified in their relevant field of specialization	7 years	Hyderabad, Raipur, Guwahati, Ahmadabad, Kanpur
5.	DY MANAGER/PRODN OR SR PRODN OFFICER	from recognized Institutions/ Universities	12/7 years	Any of our four factories
6.	DY MANAGER/ACCTS OR SR ACCTS OFFICER	from recognized Institutions/ Universities	12/7 years	Panihati, Kanpur & Mumbai Factories
7.	ENGINEER (CIVIL)	Universities	5 years	Manikata/ Kanpur
8.	JUNIOR EXECUTIVE TRAINEE	B PHARM	Fresh	Kolkata / Kanpur
9.	SALES REPRESENTATIVE	Graduate	1 year experience in Sales & Marketing	Postings at different cities all over India
10.	MEDICAL SERVICE REPRESENTATIVE	Sci. Graduate with 60% marks	1 year experience in Sales & Marketing	Postings at different cities all over India

Candidates responded against our web site notification need not apply. For further details please visit our Website : www.bengalchemicals.com

BENGAL CHEMICALS & PHARMACEUTICALS LTD. (A Govt. of India Enterprise) Regd. Office : 6, Ganesh Chunder Avenue, Kolkata - 700 013	
REQUIRES	
1.	General Manager /Dy. General Manager (Production) Qualification : M. Pharm or B. Pharm (1st Class) or B.E. or M.Sc. /B.Sc. (Hons.) with MBA (Prod.) Experience : 15 Years
2.	Chief Manager/Manager/Dy. Manager (Purchase/Store) Qualification : Bachelor or Master Degree in Science with post Graduate Degree/Diploma in Materials Management Experience : 15/12 years out of which 7/5 years in Middle Management Level.
3.	Works Manager/Project Manager for Kanpur/ Kolkata Qualification : B. Pharm /B.Sc. (Hons) with MBA (Prod.) / B.E. Experience : 12 Years.
4.	Dy. Manager /Sr. Officer (Production) Qualification : B. Pharm /B.Sc. With MBA (Prod.) / M. Pharm Experience : 7/12 Years.
5.	Area Sales Manager Qualification : Graduate preferably B. Sc. (Pure/Bio-Science) Experience : 7 Years.
6.	Sr. Personnel Officer/ Personnel Officer Qualification : Graduate with PG Degree/Diploma in Personnel Management/ DSW Experience : 7/5 Years.
7.	Junior Engineer (Project) for Kolkata/Kanpur Qualification : DME/ DEE. Experience : 2/3 Years.

For further details, please visit our website : bengalchemicals.gov.in
 Chief Manager (Pers. & Admn.)

Bengal Chemicals & Pharmaceuticals Ltd.

(A GOVT. OF INDIA ENTERPRISE)

JOB ANALYSIS FORM

Job Title:	Department:		
	Section:		
	Unit:		
Reports to:			
Interviewed:	Job Title:	Date:	
(Name)			
1. Basic Functions and Scope: Give a brief summary of the main purpose of the job and the prime reason for its existence. State briefly its scope and range of action. Include quantitative data where possible.			
2. Work Performed: Describe in some detail the duties performed. State specifically what is done and explain why and how. Illustrate with examples where appropriate. State frequency e.g. daily, weekly etc. Listing may be in any logical order most appropriate for the job e.g. by order of importance or sequence of performance.			
Percentage of Time			
3. Work Contacts: Measures the extent to which the post holder requires the ability to gain cooperation, deal with and influence other people using tact, persuasion and judgement. Indicate level, frequency, difficulty and importance of work contacts.			
Persons Contacted (Check applicable items)	Frequency Occasional (O) Periodic (P) Frequent (F)	Nature & Purpose of Contact	Means of Contact
Immediate Associates <input type="checkbox"/> At own level in other departments <input type="checkbox"/> At next higher level in other departments <input type="checkbox"/> Other (Specify) <input type="checkbox"/>			
4. Limits for Actions or Decisions: Indicate the freedom of actions or discretion allowed under the policies, procedures, and practices controlling the job.			
Type of Assignment:	Extent of Check and Supervision Received		

Works according to detailed instructions.	<input type="checkbox"/> Works under immediate and close supervision.		
Works according to standard instructions or readily understood procedures.	<input type="checkbox"/> Work is subject to detailed check at regular intervals.		
Work according to well-defined procedures, clearly set precedents or craft standards.	<input type="checkbox"/> Completed work is checked at a subsequent stage in the work cycle.		
Determine work method from alternative existing methods in accordance with established policies and professional standards.	<input type="checkbox"/> Completed assignments subject to general review.		
Devises work methods according to general directives, policies and specialized professional standards.	<input type="checkbox"/> Accomplishments are subject to general review.		
Works under broad assignments guided by policies and overall programs.	<input type="checkbox"/> Work accomplishments are subject to general review by top management.		
5. Supervisory Responsibility: a. Full Supervision: Supervising, controlling and being fully accountable for the work of subordinates including responsibility for training and career development and for personnel actions such as discipline, performance appraisal, merit review, vacation scheduling, etc. Check organization chart and indicate job title and numbers supervised.			
Company Employees - Job Titles	Numbers Supervised		
b. Work Direction: Providing instructions to others, scheduling their work and being accountable for its quality and quantity. Includes overseeing the work of contractor's personnel. Indicate job titles and numbers etc.			
Company Employees - Job Titles & Numbers	Contractor's Personnel		
6. Physical Effort: Physical effort required to perform job. Refers to the amount of physical exertion in handling materials, using tools, and operating machines or equipment. Note: Fill in section b, c, and d only if a is not applicable.			
a. Operates no control, machines, or equipment. No significant lifting required.			
b. Identify tools, equipment, machinery and materials handled.			
c. Indicate approximate percentage of available work time	%	d. Position while working	%
Tools	-----	Walking / Standing	-----
Equipment	-----	Climbing	-----

Image-2: Job-Analysis Form at BCPL.

Works according to detailed instructions.	<input type="checkbox"/> Works under immediate and close supervision.		
Works according to standard instructions or readily understood procedures.	<input type="checkbox"/> Work is subject to detailed check at regular intervals.		
Work according to well-defined procedures, clearly set precedents or craft standards.	<input type="checkbox"/> Completed work is checked at a subsequent stage in the work cycle.		
Determine work method from alternative existing methods in accordance with established policies and professional standards.	<input type="checkbox"/> Completed assignments subject to general review.		
Devises work methods according to general directives, policies and specialized professional standards.	<input type="checkbox"/> Accomplishments are subject to general review.		
Works under broad assignments guided by policies and overall programs.	<input type="checkbox"/> Work accomplishments are subject to general review by top management.		
5. Supervisory Responsibility: a. Full Supervision: Supervising, controlling and being fully accountable for the work of subordinates including responsibility for training and career development and for personnel actions such as discipline, performance appraisal, merit review, vacation scheduling, etc. Check organization chart and indicate job title and numbers supervised.			
Company Employees - Job Titles	Numbers Supervised		
b. Work Direction: Providing instructions to others, scheduling their work and being accountable for its quality and quantity. Includes overseeing the work of contractor's personnel. Indicate job titles and numbers etc.			
Company Employees - Job Titles & Numbers	Contractor's Personnel		
6. Physical Effort: Physical effort required to perform job. Refers to the amount of physical exertion in handling materials, using tools, and operating machines or equipment. Note: Fill in section b, c, and d only if a is not applicable.			
a. Operates no control, machines, or equipment. No significant lifting required.			
b. Identify tools, equipment, machinery and materials handled.			
c. Indicate approximate percentage of available work time	%	d. Position while working	%
Tools	-----	Walking / Standing	-----
Equipment	-----	Climbing	-----
English			
C - Fair spoken & written D - Good knowledge E - Very good knowledge F - High level of proficiency			
10. Other: Type speed ----- w.p.m. Shorthand speed ----- w.p.m. Driving License (type) -----			
11. Other Observations:			

