

Human Resource Development Practices in Singareni Collieries Company Limited- A Case Study

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Abstract

The public sector organization joins extraordinary significance to human asset since it has changed the modern substance of the nation and has been instrumental in bringing financial unrest. The viable presentation of this human asset relies upon the sort of HRD environment that wins in the association; on the off chance that it is great, the worker's exhibition will be high, yet if it is normal or poor, the presentation will be low. However, the presentation and productivity of most open organizations isn't just agreeable. The genuine outcome is a lot of behind the objective, and they are working a lot of underneath the introduced limit. Representatives being the primary wellspring of creation, the achievement or disappointment of an association depends to a significant degree on its workers. HRD procures extraordinary significance in coal industry because of assortment of variables. This article presents the HRD rehearses in organization uncommonly focusing on execution, advancement, preparing strategies and distinguishing proof of representative, government assistance measures, clinical offices, remuneration, and association contribution in the association on the training.

Keywords: Organization, Employees, HRD, Welfare measures and Satisfaction.

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I. Introduction

Advancement is ceaseless cycle. Human Resource Development is an area of present-day logical administration [1] framework, which underlies different procedures relating [4] to work on the effectiveness of human asset and lessen the wastage, everything being equal, which would eventually go to control costs and works on the functioning consequences of an association. The human asset improvement rehearses embraced by the organization [3] assisted it with accomplishing extraordinary execution concerning expanded creation, efficiency, deals, and benefits. Through appropriate determination and situation, resolve [9] helping and inspiration, worked on modern connection and work efficiency turns out to be decidedly. Human asset the board has a critical situation in open [2] endeavors. There are a few all-inclusive objectives towards which all human asset improvement endeavors ought to mean to accomplish. At the singular level and at the authoritative level the objective of HRD is typically to have skillful and persuaded workers to guarantee more elevated level of efficiency [5-6], productivity and development of the association. Association utilizes numerous instruments to accomplish HRD objectives, without skilled and serious representatives [7], association can accomplish almost not regardless of whether they have incredible specialized and other asset base. In India, state mediation [8] in financial issues turns into a need. It is the obligation of the state to raise and keep up with specific public works. The job of government which was initially restricted to the support of the rule of law has been impressively extended lately. The state is liable for the financial government assistance [11] of individuals and has arisen as a functioning cooperation in monetary and modern field. Satisfy cooperation in financial action is an overall peculiarity of the 20th 100 years. The financial necessities of country, political belief system, social way of thinking [14] and the condition of monetary improvement decide the degree of the state mediation in modern and business field. The development of public area in India has been captivating during the most recent thirty years. The public area has arisen as a significant degree of monetary development in India. It has changed the modern face [12] of the nation and has been instrumental in bringing financial upheaval. Yet, the presentation and productivity of most open organizations isn't that agreeable [13]. The genuine outcome is a lot of behind the

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objective and they are working a lot of underneath the introduced limit [10]. The greater part of the organizations is running in misfortunes and those acquiring benefits have not shown sufficient profits from capital utilized.

A. Importance of the Study
Representatives being the primary wellspring of creation, the achievement or disappointment of an association depends to a significant degree on its workers. HRD gains unique significance in coal industry because of assortment of variables. Coal mineshaft is a work motivating force industry. In this way, the nature of coal and the target of accomplishing objectives are exceptionally reliant upon the workers who partake underway. Consequently, the assignment of HRD will constantly be focal and disregard of HRD capability is probably going to obliterate the actual organization.

B. Objectives of the Study

The principal objective of study is to comprehend HRD rehearses in Company. Every one of the significant exercises allude to the existence of a laborer from the hour of their entrance into the association until the person leaves organization fall under the domain of Human Resource Development. The targets are as referenced beneath:

1. To examine the availability and application of HRD practices followed in the SCCL.
2. To concentrate on the effect of HRD rehearses on representatives.
3. To survey the degree of fulfillment of representatives on presentation HRD rehearses in the association.
4. To concentrate on the HRD systems helpful for fostering the current abilities and securing new possibilities among laborers in SCCL.
5. To recommend reasonable measures to improve HRD rehearses in SCCL.

C. Research Methodology

With the end goal of present review both essential and optional information have been utilized. The essential information has been acquired from workers of the association. For that an organized survey ready and the assessments of the representatives on various viewpoints, for example, financial, work status and HRD rehearses have been gotten. A few important information had been gathered through interviews held with representatives and heads of SCCL, Bhupalpally Area. The optional information got from books, diaries, and sites.

The review bound to the representatives working in SCCL in Bhupalpally Area. Around 240 workers have been gotten up with the end goal of present review. The example has been gotten from various classes of representatives. The example incorporates Officers (30), Clerks (44), Technicians (Diploma holders) (36), Supervisors (24), General Mazdur (32) and Labor (74).

D. Limitations

The researcher has picked up sample only in Bhupalpally area. Hence generalizations cannot be drawn. Owing to paucity of funds and paucity of time the study has been confined only to a limited area and limited sample. Hence the study may not be absolute in terms of its totality.

II. Data Analysis

Optimization of potential capacity is recognized everywhere that human resources in an essential prerequisite for growth or development. Development is not a mechanical process. It is a human enterprise, and its success will depend ultimately on the skill, quality and motivation of the persons associated with it.

The response of the sample on pay package, training methods, skilled and unskilled, self-employment training avenues to family members, recognition of work, appraisal system, promotion policy, welfare measures, medical facilities, day to day problems, quality of physical conditions, compensation package, union and management relation, HRD practices, response of the sample over HRD practices adopted at SCCL, Bhupalpally area have been analyzed at length. They are as follows.

Table 1: Age Particulars of Respondents.

S.No	Age	No. of Respondents	Percentage
1	25-30	48	20
2	31-40	90	37.5
3	40 and above	102	42.5
	Total	240	100

Source: Primary data

It is evident from the above table that the age group of respondents who are 40 and above constitutes 42.5 percent. It is followed by those (37.5) in the age group of 31 – 40 years of age. The sample in the younger age group of 25–30 constitutes only 20percent. Most of the respondents are younger ones. Generally, the young staff tries to achieve the targets of organization within a short span of time.

Table 2: Educational Qualifications of Respondents

S. No.	Educational Qualifications	No. of Respondents	Percentage
1	Non-Matriculate	30	12.50
2	High School	46	19.17
3	Diploma	34	14.16
4	Degree	54	22.50
5	Post-Graduation	16	06.67
6	No Education	60	25.00
	Total	240	100.00

Source: Primary data

It is evident from the table that about 25 percent respondents in the sample are illiterates. About 12.50 percent of the respondents are non-matriculate. There is a greater number of degree holders (22.5 percent) than diploma holders (14.16 percent) in the sample and Postgraduates constitute a minority (6.67 percent). It is the nature of the job that determines the educational qualifications required. It is evident from the table that since a majority of the sample is engaged in manual work at lower levels, they do not require higher educational qualifications and therefore, they do not pose higher qualifications. However, the data reveals that a considerable number of employees possess degrees or diplomas depending on the nature of job.

Experience is an asset and more so in organizations to achieve the targets without exposing to training. Experienced persons discharge their duties effectively and in a better way when compared to others.

Table 3: Experience of the Respondents

S.No	Experience of Respondents	No. of Respondents	Percentage
1	5-10 years	60	25
2	10-15 years	76	31.6
3	15 and above years	104	43.4
	Total	240	100

Source: Primary data

It is evident from the above table that a majority of the sample possess 15 and above years of experience, such sample constitute 43.40 percent and it is followed by the respondents (31.60 percentage) who possess 10–15 years of experience and the respondents who have 5–10 years of experiences constitute 25 percent.

Table 4: Income Levels of Respondents

S.No	Income range	No. of Respondents	Percentage
1	Less than 10,000	0	00.00
2	10,000 – 20,000	174	72.50
3	20,000- 30,000	44	18.33
4	30,000 above	22	09.16
	Total	240	100

Source: Primary data

Generally, the requirements of the people are met by the income that they earn and it is clear from the table that since the sample constitutes a majority of manual labor working in underground mines, their wage, ranges between Rs.10, 000 and Rs.20, 000. They constitute 72.50 percent of the sample, and it is followed by 18.33 percent sample falling between income range of Rs.20, 000 and Rs.30, 000 and only 9.16 percent sample gets more than Rs.30, 000 per month.

The importance of pay or compensation is very great for every employee. The social prestige of an employee depends on the pay he draws. Pay in one form of another is certainly one of the main factors of motivation in our society.

Table 5: Pay Package

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	36	15.00
2	Satisfied	132	55.00
3	Dissatisfied	60	25.00
4	Highly Dissatisfied	06	02.50
5	Silent	06	02.50
	Total	240	100.00

Source: Primary data

Most of the respondent's 70 percent of the respondents were highly satisfied or satisfied with their pay packages of the organization. An insignificant number of people were dissatisfied and remaining 25 percent of respondents are dissatisfied over it. It is obvious that the SCCL was providing handsome salaries to its employees. The union and employee relationship played an important role in the fixation of the pay package at SCCL. Training provides the direction and guidance for perpetual learning process, and it can be short term or long-term process. Generally training methods both are motivate the people, illustrate desired skills and provide for active participation of trainees to meet certain specific needs.

Table 6: Training Methods and Procedures

S. No	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	42	17.50
2	Satisfied	186	77.50
3	Dissatisfied	06	02.50
4	Highly dissatisfied	00	00.00
5	Silent	06	02.50
	Total	240	100.00

Source: Primary data

From Table 6, most of the respondent's 95.00 percent are satisfied with the training methods adopted in the organizations. However, an insignificant number of respondents are either dissatisfied or silent over the question. It is obvious that the training methods introduced at SCCL have been supported by many respondents. This shows that the training has been imported to all the categories of the employees with a view to improve the skills of the employees and to increase the production to a considerable extent.

Table 7: Development of Skills of Less Skilled Personnel

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	42	17.50
2	Satisfied	122	50.83
3	Dissatisfied	16	06.67
4	Highly Dissatisfied	36	15.00
5	Silent	24	10.00
	Total	240	100.00

Source: Primary data

It is clear from the table that majority of the respondents satisfied with the measures adopted by the company for the development of the less skilled personnel. About 68.33 percent of the respondents are satisfied or highly satisfied than 31.67 percent of respondents are dissatisfied or highly dissatisfied or silent over the measures.

The training programmes were very useful to the workers who were unskilled or semiskilled. The SCCL Bhupalpally Area has initiated several special training programmes for the dull or semi-skilled workers to improve their levels of efficiency.

Table 8: Self Employment Training to Family

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	48	20.00
2	Satisfied	132	55.00
3	Dissatisfied	12	05.00
4	Highly Dissatisfied	30	12.50
5	Silent	18	07.50
	Total	240	100.00

Source: Primary data

From the table majority of the respondent's 75 percent are satisfied by the training programmes initiated by the company, to initiate self-employment avenues to family members. The remaining 25 percent of respondents are either dissatisfied or highly dissatisfied or silent over the issue. It has been recognized that economic gain is not the only incentive. People want credit for work done appreciation of the work and congenial relations in the organization. Non-material incentives may take the form of recognition of the work through appreciation letters, merit certificates, medals, and others.

Table 9: Recognition of Work

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	30	12.50
2	Satisfied	132	55.00
3	Dissatisfied	54	22.50
4	Highly Dissatisfied	20	08.30
5	Silent	04	01.70
	Total	240	100.00

Source: Primary data

A majority 67.50 percent of the respondents revealed that their work was recognized duly by authorities, and they also received cash incentives and non- monetary incentives and awards in recognition of their talents and individual achievements in work. About 30.80 percent of the respondents expressed their dissatisfaction as they were not adequately rewarded for their services.

Appraisal is the systematic evaluation of the employees' job performance also his potential for growth and development. Appraisal system reinforces the faith of the employees, that effort will lead to satisfactory performance and satisfactory performance leads to rewards and awards.

Table 10: Appraisal System in Company

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	40	16.67
2	Satisfied	100	41.67
3	Dissatisfied	172	30.00
4	Highly Dissatisfied	10	04.16
5	Silent	18	07.50
	Total	240	100.00

Source: Primary data

From the table that about 58.34 percent of the sample has been satisfied with appraisal system adopted by the company. About 34.16 percent of the sample is either dissatisfied or highly dissatisfied with the appraisal system and only 7.50 percent respondents are silent and did not respond to the question.

Promotion is an advancement of an employee to a better job, better in terms of greater responsibility more prestige or status, greater skills and especially increased rate of pay or salary.

Table 11: Promotion Policy of the Company

S. No.	Response of the Respondents	No of Respondents	Percentage
1	Highly Satisfied	24	10.00
2	Satisfied	112	46.67
3	Dissatisfied	60	25.00
4	Highly Dissatisfied	26	10.83
5	Silent	18	07.50
	Total	240	100.00

Source: Primary data

It is evident from the above table that majority 46.67 percent respondents are satisfied, and 10 percent of respondents are highly satisfied then 25.00 percent respondents fall under dissatisfied and highly dissatisfied categories and 7.50 percent of the respondents are silent over the promotion policy of the company. Welfare measures provide improvement in the standard of living, providing social security and dignified place in the organization. Welfare measures (Statutory and Non-statutory) generate a feeling of belongingness in employees. They help in improving the efficiency and morale of the employees.

Table 12: Welfare Measures in Company

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	36	15.00
2	Satisfied	132	55.00
3	Highly Dissatisfied	-	-
4	Dissatisfied	60	25.00
5	Silent	12	05.00
	Total	240	100.00

Source: Primary Data

It is clear from the table that a majority of the respondents are happy over the concern of the organization for the employees and for the adoption of welfare measures for the wellbeing of the employees. About 70 percent of the respondents are either satisfied or highly satisfied. A minimum number 30 percent of respondents are dissatisfied or silent on the issue.

Health is wealth and if it is lost everything is lost. The organizations venture to provide medical facilities to keep the health of employees intact.

Table 13: The Medical Facilities

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	20	08.33
2	Satisfied	96	40.00
3	Dissatisfied	48	20.00
4	Highly Dissatisfied	70	29.17
5	Silent	04	02.50
	Total	240	100.00

Source: Primary Data

It is evident from the above table that about 8.33 percent respondents are highly satisfied and 40 percent of the respondents are satisfied. Then 20 percent of the respondents and 29.17 percent of respondents are dissatisfied or highly dissatisfied and only 2.5 percent of the respondents were silent and did not respond to the question.

Table 14: Managerial Efforts to Solve Problems

S.No	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	44	18.33
2	Satisfied	114	47.50
3	Dissatisfied	18	07.50
4	Highly Dissatisfied	54	22.50
5	Silent	10	04.19
	Total	240	100.00

Source: Primary Data

It is clear from the table that since the sample constitutes a majority of respondents from highly satisfied and satisfied category, about 65.83 percent respondents were happy over the methods employed to solve the day to day problems of workers. The remaining 7.50 percent of the respondents were dissatisfied and 22.50 percent of the respondents were highly dissatisfied about 3.75 percent of the respondents were silent over the managerial efforts to solve their problems.

The peace and tranquility of the work spot and the efficiency of labour depend to a considerable extent upon the wage structure and the amenities provided at the field or work spot. The psychological conditions of the employees are influenced by the physical conditions available at the work spot.

Table 15: Quality of Physical Conditions at Workplace

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	18	07.50
2	Satisfied	78	32.50
3	Dissatisfied	96	40.00
4	Highly Dissatisfied	30	12.50
5	Silent	18	07.50
	Total	240	100.00

Source: Primary Data

A majority 40 percent of the respondents opine that they were either satisfied or highly satisfied with the quality of physical conditions provided to them at workplace. The 40 percent of respondents expressed their dissatisfaction over the physical facilities. About 12.50 percent of the respondents were highly dissatisfied and about 7.50 percent of the respondents were silent.

Table 16: Compensation Package

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	36	15.00
2	Satisfied	96	40.00
3	Dissatisfied	78	32.50
4	Highly Dissatisfied	18	07.50
5	Silent	12	05.00
	Total	240	100.00

Source: Primary data

It is evident from the above table that 40 percent of the respondents were satisfied with the compensation package of the organization and the respondents who are highly satisfied with the package constitute 15 percent. It is obvious that (45) of the sample is dissatisfied or highly dissatisfied or silent over the compensation package offered by the organization.

A harmonious employer - employee relationship is essential for the effective functioning of every organization. The integration between employees and organization is really the crux of the effort to improve efficiency and to ensure optimum utilization of resources.

Table 17: Union and Management Relations

S.No	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	42	17.50
2	Satisfied	62	25.83
3	Dissatisfied	30	12.50
4	Highly Dissatisfied	16	06.67
5	Silent	90	37.50
	Total	240	100.00

Source: Primary Data

Above table reveals a majority 43.33 of respondents were either highly satisfied or satisfied with union management relation in the organization. And 37.50 percent did not show interest to answer to the query further 19.17 percent of the respondents were either dissatisfied or highly dissatisfied over Union – Management relations.

Human beings are the real assets of an organization. HRD is a positive concept. HRD Practices keep abreast with latest developments in the area of management and creates a soothing environment for the human resources to secure their integration so that they may feel a secure of involvement, commitment and loyalty to the organization.

Table 18: HRD Practices of SCCL

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	100	41.67
2	Satisfied	88	36.67
3	Dissatisfied	10	04.16
4	Highly Dissatisfied	30	12.50
5	Silent	12	05.00
	Total	240	100.00

Source: Primary data

A majority 78.34 percent of the respondents are satisfied with HRD Practices available in the organization. Insignificant numbers of people are either dissatisfied or silent over the question. Remaining 12.50 percent respondents are highly dissatisfied.

It is obvious that the HRD practices introduced in SCCL have been liked by many respondents. However, they expressed their happiness and shared the feelings with the researcher. In fact, HRD practices facilitate the employer to contribute for the development of the organization.

III. Conclusions

In the end proposed to foster HRD rehearses in the organization. Assuming we take

1. Laborers are happy with the preparation strategies and offices in the organization, thus, the administration ought to play it safe to bestow preparing these people. They are very composed with the new preparation programs.
2. The exhibition examination framework in association is exceptionally successful. It was fulfilled to Regard this all specialists.
3. Even though laborers were happy with execution evaluation framework, they were especially disappointed with the advancement strategy. It is normal propensity that everybody needs an advancement.
4. The organization has been focusing on representative government assistance programs. Due to this reason each worker is especially fulfilled.
5. There are broad advantages gave by the organization to their representatives. The specialists were particularly happy with the advantages given by the organization. Subsequently the organization ought to focus on different specialists to fulfill them.
6. Support of laborers in administrative dynamic cycle in a critical one. This assists the administration with carrying out their techniques. It was disappointed to Regard this viewpoint the specialists. It is a commonparlance that specialists feel they were dismissed while the executives' taking choices and carrying out change strategy.
7. Rewards are carrots for representatives. It invigorates laborers to work proficiently and successfully. Concerning, the specialists were not so fulfilled, all laborers especially disappointed. Even though organization executing projects to perceive productive specialists, it doesn't depend on mark. Thus, the board ought to consider this angle.

8. Inspiration urges the laborers to function admirably. It was fulfilled to Regard this angle laborers.
9. The HRD rehearses at the organization are acceptable. The specialists were exceptionally fulfilled. The organization ought to proceed with same propensity in future likewise to perform well.

IV. Suggestions

After investigation of the review the accompanying ideas are made to work on the nature of HRD rehearses at the organization.

1. There is a need to lay out efficient HR division with profoundly productive and gifted staff who are fit for taking care of all the staff exercises.
2. There is a need to change the functioning methodology, plans and strategies. This will help the organization to working on its working and execution over the long haul.
3. There is a need to get criticism from the representatives and afterward foster the arrangement which will fulfill them.
4. Rewards and grants ought to be declared in ideal way to empower the effective laborers.
5. The advancement strategy ought to be comparable to the representative result, which will empower the laborers as well as Human Resources at organization.
6. The laborers ought to be given an open door to tune in and give ideas with respect to HRD rehearses at the organization.
7. It is recommended for establishing an ideal HRD environment in the association and to support the upper hand through committed and dynamic individuals.

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