

## GLOBAL JOURNAL OF ENGINEERING SCIENCE AND RESEARCHES HUMAN RESOURCE DEVELOPMENT PRACTICES IN SINGARENI COLLIERIES COMPANY LIMITED: A CASE STUDY OF KOTHAGUDEM AREA, TELANGANA STATE

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### ABSTRACT

The public sector organizations attach great importance to human resource because it has changed the industrial face of the country and has been instrumental in bringing socio-economic revolution. The effective performance of this human resource depends on the type of HRD climate that prevails in the organization; if it is good then the employee's performance will be high, but if it is average or poor then the performance will be low. But the performance and profitability of most public companies is not that satisfactory. The actual result is much behind the target and they are operating much below the installed capacity. Employees being the main source of production, the success or failure of an organization depends to a considerable extent on its employees. HRD acquires special meaning in coal industry due to variety of factors. This article presents the HRD practices in company specially concentrating on performance, promotion, training methods and identification of employee, welfare measures, medical facilities, compensation and union involvement in the organization on the practice.

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

### I. INTRODUCTION

Development is never ending process. Human Resource Development is an area of modern scientific management [1] system, which underlies various techniques relating [4] to improve the efficiency of human resource and reduce the wastage of all types, which would ultimately go to control costs and improve the working results of an organization. The human resource development practices under taken by the company [3] helped it to achieve outstanding performance in terms of increased production, productivity, sales, and profits. Through proper selection and placement, morale [9] boosting and motivation, improved industrial relation and labour productivity becomes positively. Human resource management has a key position in public [2] enterprises. There are some universal goals towards which all human resource development efforts should aim to achieve. At the individual level and at the organizational level the goal of HRD is normally to have competent and motivated employees to ensure higher level of productivity [5-6], profitability and growth of the organization. Organization uses many mechanisms to achieve HRD goals, without competent and committed employees [7], organization can achieve very little even if they have excellent technical and other resource base. In India, state intervention [8] in economic matters becomes a necessity. It is the duty of the state to erect and maintain certain public works. The role of government which was originally limited to the maintenance of law and order has been considerably expanded in recent years. The state is responsible for the socio-economic welfare [11] of the people and has emerged as an active participation in economic and industrial field. State participation in economic activity is a worldwide phenomenon of the twentieth century. The economic needs of nation, political ideology, social philosophy [14] and the state of economic development determine the extent of the state intervention in industrial and commercial field. The growth of public sector in India has been fascinating during the last three decades. The public sector has emerged as an important level of economic growth in India. It has changed the industrial face [12] of the country and has been instrumental in bringing socio-economic revolution. But the performance and profitability of most public companies is not that satisfactory [13]. The actual result is much behind the target and they are operating much below the installed capacity [10]. Most of the companies are running in losses and those earning profits have not shown adequate returns on capital employed.

### A. Importance of the Study

Employees being the main source of production, the success or failure of an organisation depends to a considerable extent on its employees. HRD acquires special meaning in coal industry due to variety of factors. Coal mine is a labor-incentive industry. So, the quality of coal and the objective of achieving goals are highly dependent on the employees who participate in production. Thus the task of HRD will always be central and neglect of HRD function is likely to destroy the company itself.

### B. Research Methodology

For the purpose of present study both primary and secondary data have been used. The primary data has been obtained from employees of the organization. For that a structured questionnaire prepared and the opinions of the employees on different aspects such as socio-economic, work status and HRD practices have been obtained. Some relevant data had been collected through interviews held with employees and leaders of SCCL, kothagudem Area. The secondary data obtained from books, journals and websites.

The study confined to the employees working in SCCL in kothagudem Area. About 120 employees have been picked up at random for the purpose of present study. The sample has been picked up from different categories of employees. The sample includes Officers (15), Clerks (22), Technicians (Diploma holders) (18), Supervisors (12), General Mazdur (16) and Labour (37).

### C. Objectives of the Study

The main objective of study is to understand HRD practices in Company. All the major activities refer to the life of a worker from the time of his or her entry into the organization until he or she leaves company fall under the purview of Human Resource Development. The objectives are as mentioned below:

1. To examine the availability and application of HRD practices followed in the SCCL.
2. To study the impact of HRD practices on employees.
3. To assess the level of satisfaction of employees on introduction HRD practices in the organization.
4. To study the HRD mechanisms useful for developing the existing capabilities and acquiring new potentials among workers in SCCL.
5. To suggest suitable measures for the improvement of HRD practices in SCCL.

### D. Limitations

The researcher has picked up sample only in kothagudem 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 pre-requisite 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, kothagudem 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	24	20
2	31-40	45	37.5
3	40 and above	51	42.5
	<b>Total</b>	<b>120</b>	<b>100</b>

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. A majority 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	15	12.50
2	High School	23	19.17
3	Diploma	17	14.16
4	Degree	27	22.50
5	Post-Graduation	08	06.67
6	No Education	30	25.00
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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 more number of degree holders (22.5 percent) than diploma holders (14.16 percent) in the sample and Post Graduates 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	30	25
2	10-15 years	38	31.6
3	15 and above years	52	43.4
	<b>Total</b>	<b>120</b>	<b>100</b>

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	87	72.50
3	20,000- 30,000	22	18.33
4	30,000 above	11	09.16
	<b>Total</b>	<b>120</b>	<b>100</b>

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	18	15.00
2	Satisfied	66	55.00
3	Dissatisfied	30	25.00
4	Highly Dissatisfied	03	02.50
5	Silent	03	02.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

Source: Primary data

A majority of the respondents 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	21	17.50
2	Satisfied	93	77.50
3	Dissatisfied	03	02.50
4	Highly dissatisfied	00	00.00
5	Silent	03	02.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

Source: Primary data

From Table 6, a majority of the respondents 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	21	17.50
2	Satisfied	61	50.83
3	Dissatisfied	08	06.67
4	Highly Dissatisfied	18	15.00
5	Silent	12	10.00
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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 kothagudem Area has initiated a number of 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	24	20.00
2	Satisfied	66	55.00
3	Dissatisfied	06	05.00
4	Highly Dissatisfied	15	12.50
5	Silent	09	07.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

Source: Primary data

From the table majority of the respondents 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	15	12.50
2	Satisfied	66	55.00
3	Dissatisfied	27	22.50
4	Highly Dissatisfied	10	08.30
5	Silent	02	01.70
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	20	16.67
2	Satisfied	50	41.67
3	Dissatisfied	36	30.00
4	Highly Dissatisfied	05	04.16
5	Silent	09	07.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	12	10.00
2	Satisfied	56	46.67
3	Dissatisfied	30	25.00
4	Highly Dissatisfied	13	10.83
5	Silent	09	07.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	18	15.00
2	Satisfied	66	55.00
3	Highly Dissatisfied	-	-
4	Dissatisfied	30	25.00
5	Silent	06	05.00
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	10	08.33
2	Satisfied	48	40.00
3	Dissatisfied	24	20.00
4	Highly Dissatisfied	35	29.17
5	Silent	02	02.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	22	18.33
2	Satisfied	57	47.50
3	Dissatisfied	09	07.50
4	Highly Dissatisfied	27	22.50
5	Silent	05	04.19
	<b>Total</b>	<b>80</b>	<b>100.00</b>

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 Work Place*

S. No.	Response of the Respondents	No. of Respondents	Percentage
1	Highly Satisfied	09	07.50
2	Satisfied	39	32.50
3	Dissatisfied	48	40.00
4	Highly Dissatisfied	15	12.50
5	Silent	09	07.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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 work place. 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	18	15.00
2	Satisfied	48	40.00
3	Dissatisfied	39	32.50
4	Highly Dissatisfied	09	07.50
5	Silent	06	05.00
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	21	17.50
2	Satisfied	31	25.83
3	Dissatisfied	15	12.50
4	Highly Dissatisfied	08	06.67
5	Silent	45	37.50
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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	50	41.67
2	Satisfied	44	36.67
3	Dissatisfied	05	04.16
4	Highly Dissatisfied	15	12.50
5	Silent	06	05.00
	<b>Total</b>	<b>120</b>	<b>100.00</b>

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 conclusion offered to develop HRD practices in the company. If we take

1. Workers are satisfied with the training methods and facilities in the company, so, the management should take precautions in order to impart training these persons. They are very well adjusted with the new training programmes.
2. The performance appraisal system in organization is very effective. Regarding this all workers were satisfied.
3. Even though workers were satisfied with performance appraisal system, they were very much dissatisfied with the promotion policy. It is common tendency that everyone needs a promotion.
4. The company has been concentrating on employee welfare programmes. Because of this reason every employee is very much satisfied.
5. There are extensive benefits provided by the company for their employees. The workers were very much satisfied with the benefits provided by the company. Hence the company should concentrate on other workers to satisfy them.

6. Participation of workers in managerial decision making process in a crucial one. This helps the management to implement their strategies effectively. Regarding this aspect the workers were dissatisfied. It is a common parlance that workers feel they were neglected while management taking decisions and implementing change policy.
7. Rewards are carrots for employees. It gives strength to workers to work efficiently and effectively. Regarding Rewards, the workers were not so satisfied, all workers very much dissatisfied. Even though company implementing programmes to recognize efficient workers, it is not up to mark. Hence management should think of this aspect.
8. Motivation encourages the workers to work well. Regarding this aspect workers were satisfied.
9. The overall HRD practices at the company are satisfactory.

The workers were highly satisfied. The company should continue same tendency in future also in order to perform well.

#### IV. SUGGESTIONS

After analysis of the study the following suggestions are made to improve the quality of HRD practices at the company.

1. There is a need to establish well organized HR department with highly efficient and talented staff who are capable of handling all the staff activities.
2. There is a need to change the working strategy, plans and policies. This will help the company to improving its functioning and performance in the long run.
3. There is a need to get feedback from the employees and then develop the plan which will satisfy them.
4. Rewards and awards should be announced in timely manner to encourage the efficient workers.
5. The promotion policy should be on par with the employee output, which will encourage the workers as well as Human Resources at company.
6. The workers should be given opportunity to listen and give suggestions regarding HRD practices at the company.
7. It is suggested for creating a favorable HRD climate in the organization and to sustain the competitive advantage through committed and dynamic people

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