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Research Paper HRM

A Study on Hrm Practices with Special Reference to C.C.L, Ranchi

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ABSTRACT

Today, professionals in the human resource area are vital elements in the success of any organization. HRM is very important in organization especially in public sector organization. This study is an attempt to analyze the human resource management in Central Coalfield Limited, Ranchi .The study also identifies the necessary training provided to the employees. As a result, first of all, I review the relevant literature about the relation between HRM and organizational performance .The data were collected mainly from secondary sources. The outcomes of research indicate that HR professional must be proactive with all strategies and action plans in order to meet the changing needs of the organization. This paper suggests professional approach on modern day HRM practices. This study is relevant because there is a need to align organizational goals with that of the HR strategy.

KEYWORDS: HRM, training, organizational performance, HRD

INTRODUCTION

HRM has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. In simple words, we can say that it is the management of humans or people. HRM is a managerial function that tries to match an organization's needswith skills and abilitiesof its employees. HRM is responsible for how people are managed in the organizations. The Foremost and prime HR function in any organization is recruiting the right person and then getting required quality and quantity of work in line with organizational goals which uses various tools and techniques for motivation, appraisal, training, cross cultural management, emerging issues in personnel laws like, sexual harassment etc. Bringing change in organizational processes and procedures, implementing it and then managing it is one of the biggest concerns of HR managers.

STATEMENT OF THE PROBLEM

Any organisation, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason today, companies must put a lot of effort and energy into setting up a strong and effective HRM. The problem with HRM is that one cannot use clear cut formula that can be applied in particular situations due to highly subjective, emotional and cultural deviation amongst the employees. Secondly skilled and committed workers will become more and scarcer commodity due to rapid global expansion of business, high aspiration levels, mobility of labour across borders and rapidly changing technologies. Many top managers do not understand that company needs effective human resource management; therefore, they think everyone can be an HR manager. Many companies end up having secretary or personal assistant of some managers promoted to be the HR manager.

REVIEW OF THE LITERATURE

Budhwar 2009, the period of 1990s was the promising phase of personnel profession in India with a philosophical outlook, emphasizing on human values, and productivity through people. Som 2006, Indian organizations have adopted innovative HRM practices both critically and constructively to foster employee creativity and innovation. Peterson (2005), a detailed case study of employee retention at Wal-Mart demonstrated that any corporation, particularly a high-growth business, needs to focus some attention on employee retention. DeCenzo and Robbins, (1996) demonstrated that human resource management is the part of the organization that is concerned with the "people" dimensions. Every organization is comprised of people; acquiring their services, developing their skills, motivating them to high levels of performance. Michie and Sheehan-Quinn (2001) surveyed over 200 manufacturing firms in the UK to investigate the relationship between corporate performance and the use of flexible work practices, human resource systems and industrial relations. They found that 'low-road' practices - including short-term contracts, lack of employer commitment to job security, low levels of training and unsophisticated human resource practices - were negatively correlated with corporate performance. Kelliher and Riley (2002), highlight evidence to support the view that the impact of HRM is greatest when it involves a set of coherent policies and practices, also consider that HR initiatives should be implemented as part of an integrated package. Huang (2000) looked at 315 firms in Taiwan .and his study shows a significant relationship between performance and the effectiveness of their HR functions, including planning, staffing, appraisal, compensation, training and development.

RESEARCH OBJECTIVE AND METHODOLOGY

- To study the HRM practices of C.C.L
- To know the industrial relation scenario prevailing in C.C.L
- To know the HRD plan of C.C.L
- To highlight the achievement of the company for the year 2011-2012.

Available secondary data is extensively used for the study. Different news articles, books and magazines were used .The required data for the present study have been collected from the websites of Central Coalfield Limited and from the annual reports 2011-2012 of the company.

HRM PRACTICES IN C.C.L

Human resources are also considered as the most complex of all the resources which are harnessed to begin any enterprise. Since the human resources have so much value, they can easily influence relations of an enterprise. Particularly, in the Indian Coal Industry which is predominantly labour-intensive, human resource management constitutes the most important task of the management. The management of manpower in the Coal Industry is more complex because unlike the factories, the collieries of a coal company are spread over to the length of an area.

Table 1:Category wise break up of manpower strength as on 31.03.2012 and 31.03.2011

Category	31.3.2012	31.3.2011
Executive	2686	2549
Supervisory	3490	3353
Highly Skilled/ Skilled	15663	16237
Semi Skilled / Unskilled (TR)	16136	16523
Semi Skilled / Unskilled (PR)	7466	8294
Ministerial Staff	4085	4308
Others	500	1021
TOTAL	50026	52285

(Source : Complied from Annual Report 2011-12, p.22)

The above table indicate that the manpower strength of the company as on 31.03.2012 was 50,026 as against 52,285 on 31.03.2011.

Table 2.The manpower reduction during 2011-2012

Manpower reduction under the head	No. of Employees
Retirement / Superannuation	2494
VRS (Golden Hand Shake)	54

Death	501
Termination / Dismissal	61
Resignation	2
Inter Company Transfer	61
Medically Unfit	13
Others	390
Total Reduction	3576

(Source: Annual Report & Account of C.C.L 2011-12; p.23)

Table 3. The manpower addition during 2011-2012

Manpower reduction under the head	No. of Employees
Retirement / Superannuation	2494
VRS (Golden Hand Shake)	54
Death	501
Termination / Dismissal	61
Resignation	2
Inter Company Transfer	61
Medically Unfit	13
Others	390
Total Reduction	3576

(Source: Annual Report & Account of C.C.L 2011-12; p.23)

Table 2 & table 3 indicate that during the year 2011-12, the overall reduction in manpower was to the tune of 2259, while the number of employees in the company came down by 3576 during the year under reference, 1317 employees were added to the existing manpower

INDUSTRIAL DISPUTES AND INDUSTRIAL RELATION

The industrial Relations scenario was peaceful and harmonious throughout the year 2011-12, due to sincere effort and approach in handling and resolving the workmen's disputes and grievances. There were regular bipartite meetings held with the representatives of different trade unions at unit, Area and Corporate level. Industrial Relation Machinery (IRM) consisting of JCC at company level, ACC at Area level and UCC at Unit level have sorted out major collective bargaining issues through discussions and this has created a lot of goodwill amongst the workers.

Table 4 Position of industrial disputes in CCL as on 31.3.2012

S. No	Details	Number of cases
1	Labor and industrial disputes pending before different courts, authorities and industrial tribunals	668
2	Disputes added during the year 2011-12(up to 31.3.2012)	249
3	No of disputes disposed off	86
4	Total cases remain pending	831
5	Cases of compassionate appointments under Para 9.3.0 to dependents	602

(Source: Self complied from the annual report & accounts 2011-2012;p.23)

Table 4 indicate that in the beginning of the years 2011-12, 668 Cases relating to labor and industrial disputes were pending before different courts, authorities and industrial tribunals. While 249 cases of labor and industrial disputes were added, 86 cases were disposed off during the year. Thus 831 cases in total remained pending on 31.03.2012

HUMAN RESOURCE DEVELOPMENT

Human Resource Development is one of the most important activities in the company. It has been set up for the development and up gradation of existing Human Resources as well as looking ahead with clear perspective with reference to technological advances and growth of manpower to fulfil the demand of production vis-à-vis technology. To cope up with the task emerging from strategic plan, Annual HRD plan is worked out every year to integrate HRD efforts in all the five training centres located in the Company in following four segments.

I. Technical Training :

It is to provide requirement of training for technology being used in the Company and any other technology being conceived at the corporate level for which preparedness is necessary to meet current shortage of skilled manpower and also preparing statutory personnel for meeting statutory obligation through training. In order to implement the above, workmen are exposed through :

1. **Basic Course :** Appropriate to technology, equipment and system.
2. **Refresher Course :** Once in three years to those who have already gone through basic course or are already working in specific skill area.

3. Specialized Course :

In case of change in technology, in equipment configuration and capacity and improvement in the system of production, suitable input is given to all the new entrants to the critical skilled areas. Basic training is conducted in the company's technical training centres either within the company or in any other company where the facility exists. Refresher training is also conducted either on the site or in the training centres of the company. There are around 11 Vocational Training Centres to take care of statutory obligation. Basic and Refresher training are imparted in all these training centres.

II. Management Training:

Executives at each level and at the time of assuming the charge at the new position i.e. entry to the higher level, a need based training is imparted at the Management Training Centre for the level from E 1 to E 6 and at the apex training Centre, Indian Institute of Coal Management, Ranchi, for higher level, i.e. from E7 to E8 level executives.

III. Transformation Training :

It is a planned attempt to help those who join in the Company as part of management policy and for the workmen who are required to acquire skill for movement from conventional to semi-mechanized mines with intermediate technology or at the instance of closure of mines and surplus manpower.

IV. General Development Training:

With a change in the scenario with reference to status of mine in the Company, the vision of the company, health of organization - profit & loss, criteria for raising productivity, cost parameters and criteria for excellence in performance for development and growth of the company is propagated through intra – organizational communication as well as face to face interface with workmen and supervisors in a planned way by sharing the reality of business.

Table 5 : In Company Training Programs during 2011-2012

Sl. No	Name of the Institute	No. of Persons Trained			
		Executives	Supervisors	Workers	Total
1.	Management Training Centre, Dahbanga House, Ranchi (MTC)	479	498	150	1127
2.	Bhurkunda Technical Training Institute, Bhurkunda (BTTI)	2	257	278	537
3.	Central Excavation Training Institute, Barkakana (CETI)	43	88	199	330
4.	Security Training Institute, Gandhinagar, Ranchi (STI)	—	—	141	141
5	Institute of Occupational Health & Hygiene Gandhinagar, Ranchi	49	96	78	223
	TOTAL	573	939	846	2358

(Source: Annual Report & Accounts 2011-2012,p.24)

Table 6: Training Programs outside the company during 2011-2012

Sl. No.	Type of Training	Executives	Supervisors	Workmen	Total
1.	External	114	14	4	132
2.	Foreign	2	—	—	2
3.	IICM	395	—	—	395
Total		511	14	4	529

(Source: Annual Report & Accounts 2011-2012,p.25)

Table 7: Workshop/Seminar /Conference during 2011-2012

Sl. No	Name of the Institution	No. of employees participated			Total
		Executives	Supervisors	Workers	
1	External	269	8	3	280
2.	IICM	240	—	—	240
3.	In Company	375	101	64	375
Total		884	109	67	1060

(Source: Annual Report& Accounts - 2011-2012,p.25)

MAJOR ACHIEVEMENTS HIGHLIGHT FOR 2011-2012

HRD Department of the company had been conferred the 2011-12 Global Excellence Award in the Category of "HR Leadership Aligned to Business Strategy Award" by World HRD Congress 2012 held in Mumbai. It has also been conferred the "Emerging HRD Thinkers Award 2010" by Indian Society of Training and Development, New Delhi. 395 employees were trained in computer, as a part of the Computer Literacy Drive. 56 employees were imparted coaching to appear in statutory exam, conducted by DGMS, such as Gas Testing, Mining Sirdar, Overman, Second Class & First Class Mines Manager Competency Certificate. 524 employees of the company were given special coaching to appear in "Non-Executives to Executives" examination conducted by CIL. 40 employees of the company are undergoing 3 years transformational Mining Sirdar training at BTTI.44 employees of the company were given transformational training at CETI Barkakana. 522 Students from Outside Mining Institutions completed their PDPT/VT courses during the year. 397 students from different institutions/ Colleges doing Engineering/ MBA/BBA/MCA/BCA etc. were provided on the job practical training.192 SC and 179 ST employees were suitably trained in different Institutes of the Company. Executives trained during 2011-12 were 44.5% of the total executives on roll against MoU '11-12 target of 15% for excellent rating. Eight (8) executives of the company have attended Certified Course in Project Management, against MoU '11-12 target of 6 for excellent rating.Seven (7) Medical Professionals have been trained in Occupational Health and Safety, against MoU '11-12 target of 5 for excellent rating. Seven (7) Executives of the company have attended certified course in Contract Management, against MoU '11-12 target of 6 for excellent rating. Representation of Minority Member in each recruitment committee was 100% giving excellent MoU 2011-12 rating.

OBSERVATIONS

For an enterprise, effective HRM leads to attainment of its goal efficiently and effectively .It helps employees to live with pride, social and psychological satisfaction. HRM also leads to improved quality of work life. It is found that training is adopted as a systematic approach by which the existing talents of employees are further developed. The organization can develop, change and excel, only if it possess developed human resources. For the organization to be dynamic, growth-oriented and fast-changing it should develop their HR. The healthy industrial relations are the key to the progress and success. Good industrial relations are maintained on the basis of cooperation and recognition of each other. The industrial peace lies ultimately in a transformed outlook on the part of both. Both should think themselves as partners of the industry and the role of workers in such a partnership should be recognized. Employees work with great zeal with the feeling in mind that the interest of employer and employees is one and the same, i.e. to increase production.

CONCLUSION

Thus in conclusion it can be said that, HRM plays a very significant role in the development of nation. It is found that efficient and committed human resource leads to effective exploitation and utilization of nation's natural, physical and financial resources. As discussed in the articles on modern day HRM practices, there is a need to align organizational goals with that of the HR strategy to ensure that there is alignment of the people, policies with that of the management objectives. The day when the HR manager was concerned with administrative duties is over and the current HRM practices in many industries are taken as seriously as say, the marketing and production functions.

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