



Human Resource Development practices in SCCL – A Select Study

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KEYWORDS :

INTRODUCTION

Development is never ending process. Human Resource Development is an area of modern scientific management system, which underlies various techniques relating to improve the efficiency of human resource and reduces the wastage of all types, which would ultimately go to control costs and improves the working results of an organization. Through proper selection and placement, morale boosting and motivation, improved industrial relations and labour productivity become possible. Human resource management has a key position in public 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, profitability and growth of the organization. Organization uses many mechanisms to achieve HRD goals and without competent and committed employees, organization can achieve very little even if they have excellent technical and other resource base.

In India, state intervention 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 of the people and has emerged as an active participant 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 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 segment of economic growth in India. It has changed the industrial face of the country and has been instrumental in bringing the socio-economic revolution. 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. Most of the companies are running in losses and those earning profits have not shown adequate returns on capital employed.

CONCEPTUAL FRAME WORK OF HRD:

Human Resource Development is an educational Endeavour to improve the human and organizational efficiency and effectiveness through a planned learning process. HRD is a newly emerging field in the area of personnel management. Although it has been in existence in some form or the other since the beginning of civilization, for the past several decades "training" was the only planned way of developing human resource. It was after the term "HRD" came into existence that behavior scientists, management scientists and practicing managers started looking for other systematic and planned ways of developing human resources. They are being explored and a new field or profession called the HRD profession is emerging and knowledge is getting generated as experiences of organizations are multiplying. Thus human resource development is a continuous process to ensure the development of employee's competencies, dynamic motivation and effectiveness in a systematic and planned way.

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 selected for the study. For that a structured questionnaire has been prepared and the opinions of the employees on different aspects such as socio-economic, work status and HRD practices have been obtained. The secondary data has been obtained from books, journals and concerned websites.

Objectives of the Study:

The main objectives of the study are as follows:

To observe HRD practices available in SCCL.

To evaluate the training and development methods implemented at SCCL to improve the efficiency of its personnel.

To suggest suitable measures for the improvement of HRD practices in SCCL.

Training and Development:

For any organization to develop faster and accomplish its mission, it is necessary that it has trained manpower at all levels to achieve corporate objectives. Training helps an individual to develop necessary competence to handle his job. Its basic objective is to provide appropriate management and working knowledge and skills so as to boost an employee efficiency and effectiveness to the highest level. Therefore, training has been broadly defined as "purposeful development of human resources".

Response on Off the Job Training Method Table-1

Sl. No.	Response of the respondents	Mandamarri	Bhupalpally	Total No of Respondents (%)
1.	Highly satisfied	125(52.0) (62.5)	115(48.0) (57.5)	240(100.0) (60.0)
2.	Satisfied	68(48.5) (34.0)	72(51.5) (36.0)	140(100.0) (35.0)
3.	Dissatisfied	3(30.0) (1.5)	7(70.0) (3.5)	10(100.0) (2.5)
4.	Silent	4(40.0) (2.0)	6(60.0) (3.0)	10(100.0) (2.5)
	Total	200 (50.0) (100.0)	200 (50.0) (100.0)	400 (100.0) (100.0)

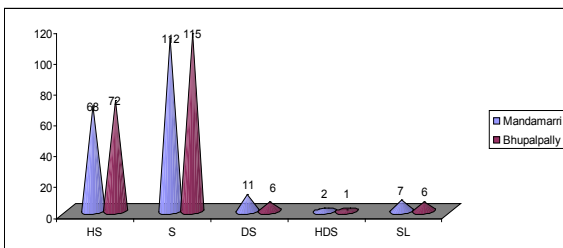
Training gives knowledge and improves skills of employees in any organization. Training is nothing but a learning process. Now days every organization is providing the training programmes for its employees.

The data reveals that in Mandamarri and Bhupalpally a majority of the respondents are highly satisfied and satisfied. About 95.0 percent of total numbers of respondents are very happy over off the job training method adopted by the organization. About 5.0 percent of the respondents were either silent or dissatisfied over it.

However, all categories of employees in the sample opined that the off the job training method is a better choice for inducting the skills to its employees. A majority of the respondents i.e. 62.5 percent respondents are highly satisfied in Mandamarri and 57.5 percent of respondents of Bhupalpally and about 60.0 percent of respondents on average were highly satisfied with off the job training organized by SCCL. It is obvious that the training methods introduced by SCCL received the support of all categories of employees in organization.

Table – 2
Response on the Training Methods and Procedures adopted by SCCL

Sl. No.	Response of the respondents	Mandamarri	Bhupalpally	Total No of Respondents (%)
1.	Highly satisfied	68(48.5) (34.0)	72(51.5) (36.0)	140(100.0) (35.0)
2.	Satisfied	112(49.0) (56.0)	115(51.0) (37.5)	(227(100.0) (56.8)
3.	Dissatisfied	11(64.8) (5.5)	6(35.2) (3.0)	17(100.0) (4.2)
4.	Highly dissatisfied	2(66.6) (1.0)	1(33.4) (0.5)	3(100.0) (0.8)
5.	Silent	7(53.8) (3.5)	6(46.2) (3.0)	13(100.0) (3.2)
	Total	200 (50.0) (100.0)	200 (50.0) (100.0)	400 (100.0) (100.0)



Training provides the direction and guidance for perpetual learning process and it can be short-term or long-term process. Generally training methods i.e. both the short-term and long-term training methods make the people efficient and effective in their work and provide enthusiasm for active participation of trainees to meet certain specific needs.

A majority of the respondents i.e. 91.8 of the respondents working at Mandamarri and Bhupalpally fall under highly satisfied and satisfied categories with the training methods adopted by the organization. A majority of the respondents i.e. about 56.0 percent at Mandamarri and 37.5 percent of respondents at Bhupalpally were satisfied and about 8.2 percent of the respondents at both the coal mines were either highly dissatisfied or dissatisfied or silent over the question.

It is obvious that the training methods introduced at SCCL have been supported by very many respondents in the sample. This shows that the training has been imparted 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. Therefore, a majority of the

employees are happy over Bhupalpally as they are more suitable to specific needs of the employees in the organization.

In all about 34.8 percent of the sample fall either under dissatisfied or highly dissatisfied categories over the response on the appraisal system and only 7.2 percent respondents are silent and did not respond to the question on it.

The data reveals that a majority or the respondents are happy and expressed their satisfaction over the appraisal system adopted by Singareni Collieries Company Limited and only a few respondents were not happy and were dissatisfied with the existing appraisal system.

Conclusion:

It is observed that The SCCL though adopting welfare measures for safety and security of the lives of its employees and workers who are risking their lives to produce the black gold, the management is expected to take some more steps to safeguard and protect the lives of the workers. Then only peace and tranquility prevails in coal mines. And

Training methods adopted by the organization are unique and they expressed their dissatisfaction over the training methods adopted by the organization so the organization has to provide training facilities to all categories of employees to improve their skills.

Finally it is observed from the opinions of the selected sample respondents that the overall human resources development practices in selected sample organizations are good and It is concluded that the SCCL organizations need to take necessary steps in providing infrastructural facilities for effective implementation of training programmes .

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