

HRD Climate at Singareni Collieries Company Limited (SCCL): A Case Study

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Abstract

Human Resource Development (HRD) can be defined as a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands. The main objective of this paper is to know the satisfaction levels of employees of SCCL over the HRD Climate through the opinion analysis and also to find out the differences between opinion of general employees and executives over the HRD Climate of the SCCL. In this study the researchers took the sample size of 400, while selecting the sample of workers for the study, a multistage random sampling technique has been used. An assumption was made in the study that "there is no significant difference between perceptions of workers to executives towards role of HRD Climate in the SCCL". The test of difference between two means was used at 5% significance level. As calculated value (3.95) is more than the table value (1.96) the hypothesis is rejected. This shows that there is a significant difference of perception towards HRD Climate by both the workers and executives.

Key words: Human Resource Development, Personnel Policies, Employee Welfare, Promotion, Rewards and SCCL

Introduction

With increasing global competition, organizations are under tremendous pressure to improve their performance through reduction of cost and in quality up-gradation. Indian business organizations too have now realized that they are now in a more open, highly competitive, and market-oriented environment. The three challenges for Indian business organizations are - First, how to maximize return on investments. Second, how to be more innovative and customer driven. Third, how to renew and revitalize an organization in this context, the most important

steps are effective management; holistic development; and optimum utilization of human resources (Jha 1987; Sarathi 1987; Maheshwari & Sinha 1991)¹ In the past decade something quite different was happening in many Indian organizations, calling for a second look at traditional personnel functions and their integration with organizational objectives (Athalai 1987; Singh 1989; Nair & Rao 1990; Silvera 1990)². According to Singh & Sen (1992)³ several steps were taken, such as, conceptualization of employees as resources; strategic role of personnel functions; grate partnership to line managers in managing human

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resources; dovetailing of training with other personnel functions; synthesis of different personnel functions, etc. It is difficult to categorize these activities under a single label. Rather, they can be brought under the umbrella of Human Resource Development (HRD). Rao, T.V. (1986)⁴ in his book, "Recent Experiences in Human Resource Development" felt that organizations can not survive, beyond a point, unless they are continuously alert to the changing environment and continuously prepare their employees to meet the challenges and have an impact upon the environment.

Review of Literature

Sonal Saxena (2006)⁵ in the article, "Human Resource Development Climate in Indian IT Companies" felt that the major challenge faced by IT industry is in the area of human resource development. The IT Industry can overcome the challenges by making the HRD activities consistent with the development efforts of their respective organizations.

Kunal K. Majee (2006)⁶ in his article, "Human Resources Climate Survey of Chittaranjan Locomotive Workshop (CLW)" felt that HRD is inevitable for organizations with an eye on the future. Further, he stated that HRD climate in CLW is booming but there are many areas where emphasis is to be laid to develop human resources.

Mohapatra Nikunja Bihari (2007)⁷ in his thesis, "Human Resource Development Climate Survey in Bokaro Steel Plant" discussed the HRD climate of Bokaro Steel Plant in terms of general climate, OCTAPACE (openness, collaboration, trust, authenticity, pro-activity, autonomy, confrontation, and experimentation) culture and implementation of HRD mechanisms. The study found that HRD climate in the organization is quite good and hence the performance of the

company is quite good.

Vijaya Banu, C. (2007)⁸ in her article, "A Study on HRD Climate – with special reference to Public Sector Cement Corporation" tried to ascertain the relative importance of HRD climate for the success of Tamilnadu Cements Corporation Limited. She also stated that organizations must develop a positive HRD climate for their success.

Kennedy, V (2007)⁹, examined whether HRD practices differed among the categories of Indian commercial banks in Coimbatore. The results showed a difference in the practices

Pooja Purang (2008)¹⁰ in her article, "Dimensions of HRD Climate: Enhancing Organizational Commitment in Indian Organizations" measured HRD climate in terms of various dimensions like participation, succession planning, training, performance appraisal, job enrichment and its relationship with the organizational commitment of managers. The study concluded that a positive perception of the climate shall enhance the commitment, which further enhances the performance of managers.

Dennyson F. Pereira (2009)¹¹ in his article, "Human Resource Development in Larsen and Toubro Limited" stated that L&T is the first company to introduce integrated.

Raavi (2011)¹² examined the impact of HR practices on the human resource development process at Singareni Collieries Company limited. The study aimed to examine the various aspects related to training programs.

Mufeed & Qurrat (2014)¹³ is found to be average and there is difference in the HRD Climate of the two organizations. The study covered two hospitals of J&K with medical and paramedical staff as the focus of study

Objectives

1. To study about HRD Climate at SCCL
2. To find out the gaps, flaws and the differences, in HRD practices and strategies from the perspective of both general employees and executives.
3. To find out the differences between opinion of general employees and executives over the HRD Climate of the SCCL

Research Methodology

The methodology adopted i.e., collecting of primary data, selection of the samples, analysis and interpretation of data is presented below.

Collection of Primary Data:

For the purpose of collecting primary data from workers, trade union leaders and executives, schedules have been designed and executed to the respondents. Observation method has been used in a few cases to cross check the information collected through other methods. To have a clear information and understanding about mining conditions and environment in the below ground, the researcher has made a number of visits to below ground with prior permissions of the mine manager. Information was collected from workers, and executives with help of schedule Sample size. For administrative control, the SCCL is divided into three regions namely Kothagudem,

Bellampalli and Ramagudnam. These three regions are again divided into twelve areas viz, Kothagudem, Yellandu, Manuguru, Bellampally, Ramagundem-I, Ramagudem-II, Ramagundam-III, Ramagundam-IV, Ramagundem-V, Mandamarri, Ramakrishanpur and Srirampur, While selecting the sample of workers for the study, multistage random sampling techniques has been used.

At the first stage all the three regions have been selected on census basis. At second stage one Area from each region was selected on purposive sampling basis. While choosing mines one below ground mine from each selected area was chosen for the study. On this basis twelve below ground mines were selected from twelve areas. To this, three opencast coal mines were added to represent the conditions there also. Thus the total sample comprises fifteen mines. While choosing mines, due weight age is given to factors like location of mines from housing colonies and age of the mine. From each of the selected mine, twenty workers were picked up again on purposive sampling basis to represent various categories of workers. On this basis, the total sample of workers arrived at 300. From each of the selected mine, twenty workers have been picked up on purposive sampling basis. To ensure fair representation of various categories of workers in both below ground and opencast mines, the workers at each mine under each category are selected on the following basis.

Table.1
Category of sample workers

	Below ground	Number of sample
01	Head overman / overman	01
02	Mining sardars	02
03	Shot firers	02
04	Support men	01
05	General Mazdoors	02
06	Trammer	01
07	Fitter	01
08	Charehand	01
09	Electricians	01
10	Coal Cutters	02
11	Coal fillers	02
12	Badli workers	02
13	Multi job workers	02
	TOTAL	20

Opencast	
Surveyor	01
Electrical charge hand	01
General Mazdoors	02
Fitters	02
Electricians	02
Drill operators	02
Shovel operators	02
Dumper operators	02
Dozer operators	02
Crane operators	02
Tripman	01
Greaser	01
Total	20

Thus the total sample of workers in fifteen selected mines constitutes 300 (15 x 20).

Sample of Executives

For selection the sample of executives, multistage sampling method is adopted. For this purpose, the officers at Area level, Mine

level, and executives of personnel department, recruitment cell, executives of VTC's and TTC's were covered. From each of the selected mines 5 executives were chosen for the study. The following table shows the categories of executives and the number of executives selected for the purpose.

Table.2
Category of Executives

Category of Executives	Number of Sample Executives
Colliery Manager / Asst. Manager	01
Safety Officer/Ventilation Officer	01
Under Manger	01
Personnel officer/welfare officer	01
Executive Engineer/Asst. Engineer	01
Total	05

Hence the sample of executives from mine selected comprises of 75 (15x5). At the second stage the executives of vocational training centers, executives of Technical training center,

executives of personnel department and executives of recruitment cell were selected on the basis their availability. On this basis 25 executives were selected.

Table.3
Total Samples of Executives Selected

01	Executives engaged in Mines	75
02	Executives working in VTC's, TTC's Personnel department and recruitment cell	25
	Total	100

Table.4
The Sample Design for the Study

01	Workers	300
02	Executives	100
	Total	400

ANALYSIS AND DISCUSSION

Table.5
HRD Climate at SCCL

	EMPLOYEES		EXECUTIVES	
	MEAN	SD	MEAN	SD
Human Resources are Important	3.13	.909	3.85	.592
Development of the Subordinates	3.15	.844	3.71	.518
Personnel Policies Facilitate Employee Development	3.32	.760	3.79	.686
People lacking Competencies helped to Acquire	3.26	.762	3.55	.609
People are helpful to Each Other	3.36	.668	3.83	.533
Conducive Psychological Climate	3.26	.735	3.56	.608
Seniors guide their Juniors	3.39	.739	3.73	.601
Promotion Decisions	3.44	.813	3.71	.634
Rewards for Good Work	3.31	.728	3.50	.541
Appreciation for Employee Good Work	3.34	.774	3.67	.551
New Methods and Creative Ideas	3.39	.712	3.66	.476
Supervisor Treatment for Mistakes	3.53	.666	3.84	.507
Weakness of Employees	3.37	.664	3.44	.499
Behavioral Feedback	3.55	.709	3.59	.494
Sponsored for Training	3.37	.644	3.54	.648
Employees discussion with their Superiors	3.52	.686	3.81	.545
Employees discussion with each other about their Problems	3.53	3.311	3.67	.604
Career Opportunities to Juniors	3.41	.661	3.54	.626
Employee Welfare to Save their Mental Energy	3.39	.708	3.60	.532
Job-rotationand and Employee Development	3.16	.756	3.57	.537
Total Averages	3.36	0.87	3.66	0.57

Source: Field survey

Table no.5 reveals in order to examine the opinion of workers and executives about the importance of human resource and to what extent they are treated humanly, a survey have been conducted. It is observed from the table workers and executives felt that the management is giving importance to them and treating them humanly

and it is enquired in what way they felt it is mostly true, the employees and executives have opinioned that they have a conducive environment and enjoying quality of work life, it is one of the factors which is enjoying by them. The workers also explained they are quite happy with the interpersonal relations in the SCCL.

It is observed from the table that the mean score of workers and executives are 3.13 and 3.85 respectively and standard deviation of workers is .90 and executives are .592. It is observed that opinion is positive and fair. The employees in general have a good opinion as they are treated more humanly. Expressed it is somewhat true, they are of the opinion that. It is not important for them whether they are treating them humanly, it is not sufficient what the respect we have from superiors, we expect same appreciation from the superiors, and they should feel employees are important and their work should be accepted and appreciate, it gives them a lot of satisfaction.

Development of the subordinate in SCCL

The HRD practices introduced in the SCCL, which is giving lot of importance on development. Let it be known that every employee has the ultimate responsibility for his or her own development. The serious responsibility is to enable their development by providing resources, opportunities and support.

The HRD department using a retreat format has an open discussing with the subordinates to assess every department's current strengths and deficiencies. Use the deficiencies that were an identified to determine the competencies that are the most important to their department future success. It is observed from the table that the mean score of workers and executives are 3.15 and 3.71 respectively, and workers standard deviation is .844 and executives is .518 respectively. The table presented the mean scores which represents positive opinion about the development of subordinates.

Personnel Policies facilitate Employee Development

It is observed in any organization that companies will pay attention towards the personnel policies.

These policies are meant to create an idea to all line manager how they need to work to solve the employee problems in the organization. The personnel policies include recruitment and selection, training and development, performance appraisals. It is observed from the table- 8, the workers mean score is 3.32 and executives mean score is 3.79. It is observed the standard deviation of workers is .760 and executives is .686. The reason for their satisfaction is personnel policies of the company are facilitating their development with regard to position and status in the company. On the other hand some people have observed the policies are not enabling to provide any development in the form of promotion. The workers further added that the company is not paying any attention towards the promotions and monetary terms.

The executives have satisfied and expressed positive concern over the personnel policies and stated that the policies are helping them to promote themselves in the company. And it is also a positive sign they have accepted they have a sound promotional policy. But at the same time they have worried over the seniority. As they stated that even executives who work efficiently is not given any scope in the promotions.

People lacking competencies

The table 5 presents the survey reports stating that people lacking competencies in doing their jobs are helped to acquire competence rather than being left unattended. The table states that mean score of workers is 3.26 and executives is 3.55 On the other hand the standard deviation is .762 and executives are .609

The workers and executives expressed through survey that most of them are working in the SCCL are required no competencies, it is the only thing they required muscle power, stamina, and good health there is no need for special competencies.

People are helpful to Each Other:

The success of any organization depends on the employees they have. All organizations expect people who have competencies and cooperative bent of mind. The employees should have helping nature in order get thing done and to achieve pre determining objectives of the organization. The most important factor for the smooth functioning of any organization is in the hands of their employees. People are helpful to Each Other at SCCL

The employees of the SCCL are "whether they are helpful to each other 'the survey opinion state that the workers mean score is 3.36 and executives means score is 3.83. On the other hand the standard deviation of workers is .668 and executive's standard deviations are .533.

The survey revealed that the executives are more satisfied than workers with regard to employees helpful to each other in the organization. The workers have a opinion that the executives are most of the time behave like they want to divide them, and they stated that if they are helpful to each other management do not feel comfortable due to their insecurity.

On the other hand the executives have the opinion that they do believe the unity is strength. And always they expect people should work together, and the executives revealed that they always expect help from the workers and they are satisfied with the aptitude of workers and they are helpful to each other. And they opined that the workers and executives in the company feel like one family.

Psychological Climate in SCCL

With regard to psychological climate the workers mean score is 3.26 and executives mean score is 3.56. It is also observed that the standard

deviation of workers is .735 and executives mean score is .608. It is observed from the table that the workers believed that the psychological climate is congenial and some of the employees do have a positive approach towards the climate prevailed the company. And some of the employees revealed that the climate is not so much congenial and they felt and questioned when the learning is not awarded what is the use of knowledge and skills. And they stated that, if they learn what the way they are going to be benefited is. They replied to the query stated that as long as the organization don't show benefit. The learning is only myth in their view.

With regard to executives they felt that climate prevailed in the mines are well and they are satisfied. They do agree as the workers and appealed some sort of benefits to the executives wills definitely a positive one. But the company should initiate some benefits whether they are monetary or non-monetary. So, therefore, It is bring some change in the psychological climate of the company.

Senior's Guidelines

With regard to workers there mean score is 3.39 and executives mean score is 3.73. In addition to that the standard deviation of workers is at .739 and executives at .601. As it is observed the workers are positive and fair. It is revealed from the table there is a gap in the satisfaction of workers and expressed some negative thoughts over guidelines of seniors.

Some workers have intimated that they being seniors they do not have grip over the policies and procedures of the company. It is also expressed except few seniors most of them they do not know what exactly the culture of the Singareni is' and they do not feel their seniors can guide them.

On the other hand the executives felt that they are

positive and fair towards the senior's guidelines and benefited to the maximum extent. They opined that, every senior should behave in such a way that the organization should benefited out of the seniors position in the company.

Promotion

With regard to promotions at SCCL the workers means score is 3.44 and executives mean score is 3.71 on the other hand the workers standard deviation is at .813 and executive's standard deviation is at .634.

With regard to survey the workers have expressed a positive concern over the promotion policy in the company and workers felt that the promotions are provided to all the workers. But, due to few vacancies in the organization the promotions are given to only few employees.

Rewards for Good Work

With regard to survey results, the workers mean score is 3.31 and 3.50 and on the other hand the standard deviation is .728 and executives mean score is .541.

Employee Welfare

In modern industrial organizations provisions of welfare measures to the workers and other employees receive vital importance to maintain good relations between management and workers.

The table 5 reveals the opinion of the workers as their means score is 3.39 and executive mean score is 3.60. The company has been providing all the facilities from time to time and the opinion is positive and fair. The standard deviations of workers are .708 and executive is .532. It is revealed that the workers though, they expressed satisfaction it is not excellent because the

company is not providing full housing and other facilities to the workers.

Discussion with the Superiors

The table reveals that there have been differences among superiors and subordinates for many times. The workers opinion revealed that the mean score is 3.52 and executive mean score is 3.81 and the standard deviation of the workers is .686 and the executive's standard deviation is .545. The mean score revealed that the workers have believed that discussion with the superiors always takes place in a peaceful way, In several occasions the workers are given regard to superiors and the executives have also given same regards and blessings to their subordinates.

Employee Feedback

The opinion of the workers and executives are presented in the table 5. It is observed the mean score of workers is 3.55 and executive mean score is 3.59 and where as the workers standard deviation is .709 and executive standard deviation is .494. It represents the workers and executives are satisfied with the behavioral feedback and it is inferred the workers and executives are positive and fair.

Career Opportunities

Career planning is the systematic determination of the career prospects. Career development and career growth of individual employees in advance for a given future period. As an employee who joins as a junior executive expectations to be a middle level executive within a short period. And after some time later he wants to reach the position of top level executive. With regard to SCCL the company has a well designed career planning and every employee ensure after certain period he will reach satisfied level in the hierarchy of the company.

The company also developed promotion based on the career planning as the organization is doing well in the level of executive but with reference to worker the career planning is not effective. And the company does not possess required number of positions, though the company is in a position to create the opportunities to workers in their career planning. With regard to workers mean score is 3.41 and executives is 3.54. Whereas the workers standard deviation is .661 and .626. it explains the workers and executives have the same level of satisfaction altogether.

Job-rotation and Employee Development

Job rotation is one of the methods of on- the-job training used to develop managers in an organization. It is a systematic programme of moving and interchanging executives or supervisory employees from one job to another, throughout the organization for suitable period

of time. The objective of the job rotation is it provides opportunity for the executives and high ranking employees to get themselves acquainted with the various functional areas and tasks other than their routine assignments. And it also enables the individual executives and managers to familiarize with many phases of the company's operations. So, that they will become prudent decision makers.

According to the table presented With regard to workers mean score is 3.16 and executives is 3.57 and the standard deviation is .75 and .53.

Hypothesis

Ho: There is no significant difference between the perceptions of workers to executives towards the role of HRD Climate in the SCCL

Test Applied	Significance Level	Calculated Value	Table Value	Result
Two Mean Difference	5%	3.95	1.96	Rejected

An assumption was made in the study that there is no significant difference between perceptions of workers to executives towards role of HRD Climate in the SCCL. The test of difference between two means was used at 5% significance level. As calculated value is more than the table value the hypothesis is rejected. This shows that there is a significant difference of perception towards HRD Climate by both the workers and executives.

Conclusion

SCCL is one of the performing companies in Coal Industry of India. This has become an exemplifier as turnaround public enterprise in India. Because, it has traveled so many

mile- stones by striving hard and moving from earth to heaven. Despite of achievements, the tempo of the growth was ensured as the company confined to its objectives very seriously. So, it is suggested to SCCL that there is a need to develop good and effective work environment culture and climate that would be very conducive to the employees at all levels. Because, the success or failure of any company will directly depended on the contribution of people at bottom of the pyramid.

HRD Climate at SCCL is considerable at executive level but not employee level. Hence, to strengthen the HRD activities in the company, the HRD departments should using

the services of MVTC's and Advanced Management institute very effectively. In addition, to this it should also deputing the executives to various other countries to study mining activities to strengthening and nourishing the SCCL value system. The company should also initiated knowledge week to share the knowledge with collaboration of academic institutes / professional bodies of repute, both in India and abroad, for knowledge sharing as well as contribute to knowledge on Indian management practices.

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