Human Resource Development Performance and issues in SingareniCalories Coal Limited: a Study in Andra Pradesh State

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Abstract: This paper reveals the HRD practices practice by the SCCL (Singareni Calories coal limited), the unanimity of the company it's the very different from other corporate companies. The practices were very differing from the other companies too. The overall HRD practices were quite well, they are maintaining every activity is in the Professional manner. In this paper some activities are well established, moreover every practice is designed employee friendly, as a result every year the company is growing well. SCCL adopted a good Training and Development system. It has a clearly defined and well-established training policy. It represents the top management commitment to the training of its employees. It involves rules and regulations and the scope of the training. Training policy should be established by top management. The SCCL conducts the training programmes continuously for all the categories of employees. Training imparts stalls to employees, to improve the quality, to increase productive, to improve organizational climate and positive attitude of employees. The SCCL training programmes offer Basic training, Refresher training and change of job training too to its employees. The SCCL mainly focuses on the Basic Computer skills for the employees.

I. INTRODUCTION AND CONCEPTUAL FRAMEWORK OF HRD

Human resource development is an educational endeavour to improve human and organisational 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 civilisation, 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 behaviour scientists, management scientists and practising managers started looking for other systematic and planned ways of developing human resource are being explored and a new field or profession called the HRD profession is emerging, and knowledge is getting generated as experiences of organisations are multiplying. Thus, human resource development is a continuous process to ensure the development of employee's competencies, powerful motivation and effectiveness in a systematic and planned way. (**Rao T.V.,1999**). In the context of business and industry, HRD refers to all those educational, training and development activities conducted by a business organisation to improve human performance. It is a broad term, which includes all activities designed to get employees to work more effectively within a given organisation. From the national standpoint, human resource can be defined as the total knowledge, skill, creative abilities, talents and aptitudes obtained in the population. Human resource is an important resource as against all other resources in the organisation. It is very much different from that of the material resources. HRD believes that human beings are the most important assets of the organisation and can be developed to an unlimited extent. The HRD philosophy believes that it is the responsibility of the top management to create a climate of development and make the place of work enjoyable, so that people may give their best for the organisation along with a sense of satisfaction (**Rao T.V.1999**)[1]. Besides the HRD philosophy assumes that employee feels happy and committed to their work if the company indicates in them a feeling that the company is theirs and they are members of the same family when they work. Employees are likely to get this feeling if the company takes care of their needs through a series of welfare measures, on higher-order style through appropriate management style and system.One of the things that makes an employee feel happy and committed is the opportunity to discover and use his capabilities and potential in this work. It is the responsibility of every manager to ensure the development and utilisation of the capabilities of his juniors and to create a healthy and motivating climate at his level. Seniors should set examples for their juniors to follow. The higher the level of managers, the more the attention he should pay to the HRD functions to ensure its percolation

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down the company. (**Mathur B.L., 1998**)[2].Human Resource Development (HRD) has become a major function of Human Resource Management. This effort will entail more than the expenditure of money, and it will require radical changes in our systems of values in the way we evaluate human resources in their working environment, regardless of the type of organisations and in the way we view the management function itself, regardless of the product or service.**John Ingalls**[3] observes that the necessity for the emergence of HRD . in "the 1980s will be the decade in which personnel, as it has traditionally been known, may cease to exist…". He outlines the problems faced by traditional personnel function like (a) not being respected by the members of management, (b) it has no unique technology to drive itself forward, (c) it doesn't know how to appeal to new worker values. Hence, he says, the new concept which can satisfy the above problems is HRD. It enables to foster continuous development of increased human capacity and performance with a competency-based management system.Human beings also need to develop themselves professionally. Development of their capabilities keeps them psychologically sound. This development needs to be mentioned in terms of making it with organisational requirements.According to **Lippit**[4] **HRD** system depends on various factors like (a) work itself which generates a higher degree of responsibility for the employees, (b) the individuals' personal and professional growth, (c) the improved quality output as a result of increased responsibility, (d) organisation as an open system. The HRD system should be such that it should maintain all people involved. It should develop newer and creative qualities in employees. The term HRD has become very popular in the last decade and particularly after the creation of the Ministry of Human Resource Development at Union Cabinet. Many organisations have either started new HRD departments or have appointed HRD Managers or at least have strengthened their personnel departments to look after the HRD functions. In India, Larsen and Toubro Ltd. are the first to introduce this concept in 1975 among the private sector companies with an objective of facilitating the growth of employees, especially people at the lower levels. Among the public sector companies, it was BHEL which introduced this concept in 1980. Even while introducing HRD, many organisations were under the impression that it was nothing but a Training and Development Concept. Certain companies started renaming their Training and Development departments like Human Resource Development Centres, and some have created new departments. Later some other personnel management functions like Performance Appraisal, Potential Appraisal, Career Planning and Development, Feed Back and Counseling, Organisational Development and Data Storage Systems are included as sub-systems of Human Resources Development.A Surveyby Industrial Team Service in 1969 (**ITS**)[5] indicated that the personnel function is no longer viable if it doesn't include or give scope for employment, training, welfare measures, employee education, employee benefits, Industrial Relations and Industrial Insurance. Thus, the concept was put into serious criticism and gave birth to a very wider concept, Human Resource Development. Development in people comes only when there is an interaction between two or more people. This gives scope for the formation of committees & task groups etc. This increasing collaboration showed the way for effective development among the people and in turn, leads to the organizational development.The development process, in turn, leads to organisational development. The development process starts with creating or developing a conducive climate and enables people to work with interest and ends up with Training and Development Programmes. Of course, the development is routine and finds no end.The concept of Human Resource Development has been enjoying a high reputation for a couple of decades in India. The concept has an extensive scope as it involves not only employers, employees and government but also the society at large. Human Resource Development aims at developing or tapping newer/hidden qualities in people to make them accomplish new and emerging challenges and functions leading to organisational, individual and social goals. It is very critical and vital part of human resources.The concept was first introduced by Len Nadler at the American Society for Training and Development in the United States of America in 1969. Since a decade it has been gaining importance in India. **Prof. Len Nadler**[6] defines Human Resource Development as "an organised learning experience within a given period with the objective of producing the possibility of performance change". At present, the economy of India is undergoing several drastic changes. The ongoing reforms throw many challenges to organisations and their workforce to build up competitiveness, quality and productivity etc. This, in turn, demands new skills among them to survive and make a healthy partnership in the economy. This finally leads to a market economy situation.In the market economy,the Government plays an almost negligible role in various organisational issues. All organisations are expected to play a dominant role to grow and survive. It would be much more critical in the case of the public sector. This necessarily calls for quality consciousness and competitive spirit among the workforce in organizations. Therefore, Human Resource Development plays a pivotal role in the quality objective. With the imposition of ISO 9000 series, productivity improvement becomes much more necessary in addition to quality in Engineering Industry as its nature is highly technical and skill-oriented.Human Resource Development strives to improve quality consciousness among the industrial workforce through all its sub-systems. Among the sub-systems Performance Appraisal, Training and Development are given the highest priority as they are directly involved in skills building and development. Therefore, in organisations Performance Appraisal, Training and Development are given importance. This is very much visual in Public Enterprises in India.

HRD at Macro Level and Micro Level: Human Resource Development, as stated earlier, mainly concerned with development by people. When do we call it a people-oriented concept, the questions like should the people be developed in the more significant and national context? Is it different at the macro level and micro level? The answers would be that HRD applies to both institutional (micro) and national (Macro) issues. However, its main objective is to develop newer capabilities in people to make them take up both present and future challenges to the attainment of job goals. However, it is useful both at macro and micro levels.

Macro Level: At the macro level, HRD is concerned with the development of people for the nation's well being. It deals with health capabilities, skills, attitudes of people which are more useful for the development of the country. While calculating the national income and economic growth, prospective HRD concept examines the individuals' potentials, their attitudes, aspirations, skills, knowledge etc., and establishes the concrete base for the economic planning and measures to control inflation. However, HRD's contribution at MACRO LEVEL has not been popularized.

Micro Level: HRD has excellent concern for grass-root development in the organisations. More so it is well received by the management of companies as they realised its importance and foresaw its future contribution for the individual and organisational development. HRD at micro-level deals with the Performance Appraisal, Potential Appraisal, Training and Development, Career Planning and Organizational Development. However, effective HRD depends on the essential orientation towards the functions of HRM like Manpower Planning, Job Analysis, Recruitment, Selection and Compensation. HRD's involvement in all these areas is mainly intending to develop certain new capabilities in people concerned to equip them to meet the present job challenges and to meet future job requirements. The concept of Human Resource Development means developing or tapping hidden qualities in people to make them accomplish new functions leading to organisational and individual goals. It is a very critical and vital part of Human Resources.

The employees of an organization are helped in a continuous and planned way to (1) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (2) develop their general abilities as individuals and discover and exploit their own inner potentials for their personal and/or organizational development purposes; (3) develop a corporate culture in which superior-subordinate relationships, teamwork and collaboration among subunits are robust and contribute to the professional well-being, motivation and pride of employees. In short, HRD aims at helping people to acquire competence required to perform all their functions effectively and make their organisations do well.Human Resource Development system has different sub-systems. When it was started many were under the conception that it had only two subsystems viz., Training and Development. However, after the several research works were carried out, it is understood that other aspects like Performance Appraisal, Potential Appraisal, Career Planning and Development and Counseling are also considered as its sub-systems.HRD is a continuous learning process and not merely a set of mechanisms or techniques. It plays a significant role in corporate strategic planning. HRD is a massive cooperative effort in the organisation. The HRD department may play a vital role in the development of an employee. However, the cooperation of another part of an organisation is necessary for such an effort. HRD is a broader and more dynamic concept. It is concerned with the development of people working at all levels, i.e. workers, technical staff, employees and executives in an organisation. HRD is interlinked, pro-active, useful and applicable in all functional areas of management; organisation development and human development are the tools of HRD. HRD is very dynamic in nature. Because of its dynamic nature, the means of HRD bring in the change in organisational working. HRD is science as well as an art. It is the science because of its mechanism and principles, and it is an art owing to its philosophy and skills. Degree of creativity is higher than the degree of science as it is related to the qualifications, values, attitudes, and perceptions of humanbeings. HRD is a strategy to transform human resource input into outputs. The contributions are people, individual group and total socialorganisations. The transformation process is one managerial sub-system for acquiring, developing, allocating, conserving, utilising and evaluating people. The output is the service provided by the individual and group to the organisation in which they are employed in particular and to the society in general. There is the opposite & relationship between HRD and organisational effectiveness. An organisation having better HRD philosophy is likely to be more effective than an organisation that does not have these philosophies.Perhaps the most fundamental part of an HRD plan is that which deals with HRD Philosophy. It represents those underlying beliefs, ideal principles and views that are held by the management concerning the development and growth of its employees. A well-established HRD Philosophy plays two essential functions. First, it gives rise to what one may call "Style of Management" A manager develops his practices based on his philosophy second, it makes organisational goals more explicit. The human being isessential assets in the organisation, Human beings can be developed to an unlimited extent.

II. LITERATURE REVIEW

Likhite (1994)[11] presents the Mafatlal experience in using HRD interventions to improve the quality of their products and services.**Parker (1994)**[12] examines the role of some HR instruments in building an internal customer forum and makes the key point that internal and external customer satisfaction is interrelated.**Vittal (1994)**[13] looks at the man-man interface of the service sector, where service consists almost exclusively of interaction between human beings, the role of HRD becomes virtually synonymous with improvement in services.There are many studies which show that HRD has got direct linkage to productivity and organisational performance. **Huselid (1995)**[14]in a study of 3452 firms representing all kinds of industries, found that good HR practices were associated with increases in sales, market value and profits. **Huselid and Becker (1997)**[15]found that qualitative improvement in HR system index was associated with an increase in shareholder wealth of $41,000 per employee. **Bilmes(1997)**[16] found in their study of a diverse group of 248 companies in Germany that there is a strong link between investing in employees and the stock market performance of the Corporations and Companies that rated workers at the core of their strategies produced higher long-term returns than those who did not. The study revealed that with the other factors, such as the size and nature of profits controlled, the Human Resource scale was significantly related to the profitability and survival. **Pfeffer (1998)**[17]**,** after scanning several studies spanning different organisations operating in various service industries, provides evidence for a positive relationship between employee attitudes, HR practices, customer service and satisfaction, and profits.**Bandopadhyay (2001)**[18]**,** in his article, emphasised on the new HR competencies required for the Indian IT industry. These competencies, when acquired, enable HR professionals to have a new paradigm which focuses less on what HR does and more on what HR delivers. Four roles that professionals should play for achieving organisational excellence are (1) Strategic partner (2) Administrative expert (3) Employee champion, and (4) Change agent. In today's scenario, the only true long-term differentiator between two similar IT organisations is their ability to attract, develop and retain their knowledge worker. The literature on HRD is scanty as it is a recent origin. Further H.R. practices practised by organisations both in India and abroad are also studied by different academicians and experts both at macro level & micro level. However, the studies on mines are few and more so on HRD practices at the micro-level. Hence the researcher tries to make a modest attempt to examine the HRD practices followed in SCCL, Godhavarikhani area.

Importance of the Study: Employees being the primary 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 a variety of factors. The coal mine is a labour-incentive industry. So, the quality of coal and the objective of achieving goals are highly dependent on the employees who participate in a production. Thus, the task of HRD will always be central and neglect of HRD function is likely to destroy the company itself. For present study, the researcher intends to take SCCL RG1 (Godavari Khani Area) to know the HRD practices followed by SCCL, Godavarikhani area and also its impact on the employees and the level of satisfaction they derive from it. For this purpose,the sample has been picked up at random. The study has been confined to the employees working in SCCL in Godavarikhani Area. About 80 employees have been picked up at random for the present study. The sample has been picked up from different categories of employees. The example includes Officers (10), Clerks (15), Technicians (Diploma holders) (12), Supervisors (8), General Mazdur (10) and Labour (25).

Objectives of the Study: The aim of the study of human resource practises is to understand HRD in Company. All the significant activities refer to the life of a worker from the time of his or her entry into the organisation until he or she leaves the company fall under the preview of Human Resource Development. Specifically, the activities include HR planning, job analysis and design, training, development, performance appraisal and job evaluation, promotion, welfare, safety, health and industrial relations. The objectives of the present study are mentioned below:

➢ To Understand the all HRD Practices in the SCCL.
➢ To examine the availability and application of HRD practices followed in the SCCL.
➢ To suggest suitable measures for the improvement of HRD practices in SCCL.

Limitations:
The researcher has picked up sample only in Godavarikhani area. Hence generalizations cannot be drawn.I am owing to the 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.

III. METHODOLOGY

For present study, both primary and secondary data have been used. The primary data has been obtained from the employees of the organisation selected for the study. For that, a structured questionnaire has been prepared,

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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, Godavarikhani Area. The secondary data has been obtained from books, journals and websites. For this purpose, the researcher had been to University Library, Kakatiya University, Warangal and University Library, Osmania University, Hyderabad.

IV. DATA ANALYSIS AD DISCUSSION
HRD practices in singareni calories coal limited

The Human Resource Development is very important aspect for the corporates like SCCL. The HRD is working as a key factor in the organization and the role of individual HR personnel has been considered very important and crucial. The HRD practices in the organization will help to move towards globalization and face stiff competition in the global market. The main HRD practices in SCCL are discussed in the following pages:Human Resource Planning is the process by which an organization ensures that it has the right number and right kind of people, at the right place, at the right time capable of efficiency and effectively completing those tasks that will help organization to achieve its overall objectives. HRP translates the organization's objectives and plans into the number of workers needed to meet those objectives[1]. Without a clear-cut planning, estimation of an organisation's human resource need is reduced to mere guess book. HRP is deemed necessary for all organisations for one or the other of the following reasons. To carry on its work, each organisation needs personnel with the necessary qualifications, skills, ethos, knowledge, work experience and aptitude for work. A large number of persons who have grown old, or who retire, die or become in capacitated because of physical or mental ailments, have to be replaced. HRP is essential because of frequent labour turnover, which is unavoidable. In order to meet the needs of expansion programmes, which become necessary because of increase in the demand for goods or services. The nature of the present workforce in relation to its changing needs also necessitates the requirement of new labour. To meet the challenges of new technology and new techniques existing employees need to be trained or new blood injected in an organization. HRP is needed in order to identify areas of surplus personnel or areas in which there is a shortage of personnel. Human Resource Planning is done very efficiently at SCCL. The company requires mainly technical personnel. Engineers are needed to carry out main functions of the company. So HRP is adopted effectively in advance as per the requirements of the company. Company has also adopted good promotional policies totally on merit basis; internal done mainly of engineers. Recruitment follows recommendations of manpower planning and is concerned with attracting employable people from which the qualified candidates for job vacancies are selected[2]. It includes the process of identifying potential applicants of the required jobs in the organization. It is considered as a positive step because it stimulates people to apply for the jobs to increase the "hiring ratio". This step is also considered to be most vital because right type of people are hired to accomplish the goals of an organization. For the purpose of the recruitment, two sources of manpower supply are generally popular. They are: 1) External source, 2) internal source. Further, to make recruitment from these sources, three methods are commonly used. These three methods are; 1) Direct method, 2) Indirect method and 3) Third Party method. Recruitment is the most important part of the Human Resource Management. It is the process of searching a Right person for a Right job and stimulate and encouraging him to apply for the job in the organisation by devicingan appropriate application format for the job recruitment. Equipment represents the first contact that a company makes with potential employees. It is through the advertisements young ones are picked up from an educational institution. A well-planned and well-managed will result in high quality applicants whereas a haphazard and piecemeal efforts will result in mediocre ones.SCCL being a market leader in induction technology has its major pool of engineers. Technical persons are needed for the overall functioning of the company. Determine the present and future requirements of the company in conjunction with its personnel planning and job-analysis activities. The company also aims to increase the pool of job candidates at minimum cost. Recruitment procedure also helps SCCL to increase the success rate of the selection process by reducing the number of visibly unqualified or overqualified job applicants. Proper recruitment also helps to reduce the probability of job applicants to leave the job once recruited and selected within a short period. It also meets the organization's legal and social obligations regarding the composition of its work force. It identifies and prepares appropriate candidates for the job. It also helps in increasing organizational and individual effectiveness within short term as far as possible. It evaluates the effectiveness of various recruiting techniques and sources for all types of job applicants. With regard to recruitment practices in public sector undertakings, the rules and regulations are laid down by the concerned Ministry or HRD Department. In the Recruitment process in SCCL the public opinion also plays an important role in the recruitment of people particularly for lower level jobs[3]. In this connection, the National Commission on labour has suggested recruitments of unskilled employees in organizations. However the SCCL has stopped the labour recruitment in last two decades. Because owing to economic reforms the organization is reducing its employees. Also they are using the machinery system. As a consequence the labour recruitment has been stopped. But for white caller jobs people are recruited through

employment notification. The SCCL recruitment includes: 1) Temporary workers, 2) dependent workers, 3) casual callers, 4) labour contractors.

Sources of Recruitment:

Internal sources are the most obvious sources. These include personnel already on the pay roll of an organization i.e. its present working force. At SCCL also internal recruitment is made,whenever, any permanent vacancy occurs, some position from within the organization is upgraded, transferred or promoted. (Randall S.Schuler, 1989).

Selection Process in SCCL:

Personnel selection process consists of a series of obstacles; initial application, blank screening personnel interviews, reference checks, physical examination and perhaps some from of psychological testing. An applicant must hurdle each of these in order to qualify for a particular position[4]. There is no standard selection procedure followed by SCCL. The procedure varies with the size of the organization, the type of job to be filled and the philosophy of the management. However, one common feature of most selection procedure is that they do not depend on just one selection technique but take into account the combined effect of a number of selection techniques such as tests, interviews, information and application form and so an.

Performance Appraisal:

Performance Appraisal is a process of evaluating an employee's performance of his job as per the terms of the organization's requirements. Once the employee is selected, trained and motivated, he is appraised of his performance at periodical intervals. It has been noticed that the concept of performance appraisal has been growing along with the application of performance management. A major paradigm shift has taken place with the evolution of the concept of Human Resources Development. The growing recognition of HRD in the management areas has brought a revolutionary change in the total scenario of performance appraisal. It has been reflected in terms of use of word to indicate Performance Appraisal. Performance Appraisal is the most important function of the Human Resource Department, because the employee's future depends on this record. In some organizations Performance Appraisal is done by the departmental head, which is kept confidential. This method is referred to as Closed Appraisal Method.The other method is Open Appraisal Method, where the employee gets the opportunity as to what he has performed during a particular period viz. at quarterly, half yearly or yearly intervals. And on the basis of the self-appraisal the departmental head reviews the appraisal report of the employee and critically examines his job performance. If there is any difference of opinion between the employee and the departmental head the departmental head has to discuss with the employee to justify his observation. He has to question the employee on each point and if satisfied should accept it and not satisfied should put his remarks for counseling and motivating.At SCCL the Performance Appraisal is carried out on a quarterly basis. The system designed attempts to develop an open system that will serve the following objectives. (i) to utilize the Human Resource Potential in the best possible way. (ii) to provide a closer relationship between subordinates and superiors by establishing a formalized method whereby the appraiser demonstrates that both he and the company are interested in his advancement with the company. (iii) to provide a regular opportunity for the employees to discuss frankly with his superiors about the problems and their solutions in the department. (iv) to identify the strengths and weaknesses in an employee's performance (SWOT Analysis) and to recommend a programme of training for the further development of his strong points and improvements of his weak ones. (v) to motivate the employees to increase their performance efficiency levels. (vi) to identify the constraints in the efficient functioning of the department.At SCCL approaches of improving performance standards are used for different categories of employees are as under. For W1, W2 and W3 & W4 category viz. Helpers, Drivers & Peons, Jr. Technicians, Technicians, Sr. Technicians. In devising the performance appraisal system for category W1, W2, W3 & W4 the rating scale method had been used. Five point rating scale is set up. Each point is defined to minimize chances of ambiguity in perception. Ten criteria (traits) established keeping in view the strategic goals of the department. For overall rating, the sum total of marks is multiplied with two, which is then divided by hundred.For Non-technical and Non-supervisory Category, forms S1 to S4 are used for Clerks, Stenos, Telephone Operator, Officer, Officer Administration, Junior Programmers; Sr. Officers and Internal Auditors; Asst. Supervisors and Draughtsman five-point rating scale method is used and Fifteen criteria (traits) have been established.For Technical, Supervisory and Management categories, forms S5 and S6 are used. Five-point rating scale method is used. Twenty criteria (traits) have been established. For management categories self-appraisal is also done. Although the above reporting method is followed in respect of the employees mentioned above, there are no special formal forms for this. The reports are prepared as per the requirement.For Categories of Asst. Manager, Area Sales Manager, Deputy Manager, Branch Manager, Manager Forms, M1, M2 and M3 are used. Five-point rating scale method

is used. Twenty different performance criteria (traits) and factors are considered while rating the performance and self-appraisal is also carried out.

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"[5].Training is the act of increasing the knowledge and skills of employees for doing a particular job. It is a continuous, systematic development activity at all levels of employees to improve knowledge, skills and attitudes which contribute to their welfare and that of the organization. Training is essential not only for efficiency but also for broadening the vision of the employee. It is important for inculcating precision, decision making capacity, adoptability, self-reliance and independence. Training is thus a tool for improving man's capacity, skill and understanding well planned training programmes and employees to adopt to a changing technology to gain confidence to assume leadership and responsibility in decision making[6], to develop positive approach to solve operational problems and to improve overall performance to organization[7]. Training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. Development is a continuous process. It is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.SCCL has a good Training and Development system. In this company, two types of employees i.e. skilled and unskilled are involved and therefore, training programmes are designed as per the requirement after considering competence of employees. The SingareniColleries Company Limited has a clearly defined and well established training policy. It represents the top Management Commitment to the training of its employees. It involves rules and regulations and the scope of the training. Training policy should be established by top management. The SCCL conduct the training programmes continuously for the all categories of employees.

Training at SCCL:

Training is being increasingly viewed not only as a means of fostering growth of individual employees but as an integral part of organizational growth. The modern training outlook is the meshing of organizational growth with individual growth. The SCCL organizes training programmes to its employees for the following reasons.
- ✓ To increase productivity.
- ✓ To improve quality
- ✓ To help the company fulfill its future personnel needs.
- ✓ To improve organizational climate.
- ✓ To improve health and safety.
- ✓ To present obsolescence.
- ✓ To improve positive attitude of employees.
- ✓ To develop internal relationship

The SCCL's objective is to conduct the training programmes for all categories of employees for improving their skills in their respective job. The SCCL training programmes are: Basic Training, Refresher Training and Change of Job Training Job Change Training includes. (All under ground designations are covered by training modules as per MVTC rules, 1966. They are given basic and refresher training. The frequency of refresher training once in five years for six days). Special training (FMMC/SMMC, Over Man Certificate, Surveyors Certificate, Mining Sirdars & Fist Aid), number of Frontline Supervisors structured training in providing and work inspectors training. Tradesman and Technical Supervisors are send to Advance Training Institute (ATI) at Hyderabad for updation of technical knowledge / skills, all frontline supervisory staff (MS & OM) is given structure training for a period of two weeks – once in five years as per the recommendations of 9th Tripartite National Conference on Safety in Mines. The SCCL mainly focused on the Basic Computer Skills for the employees and Advanced Computer Skills (2 weeks – full time) and Personality Development for 3 days in 5 years. The SCCL maintains the Technical Training Centre (TTC), Manuguru and the TTC. It is exclusively meant for training of executives and excavation cadre employees of Open Cost Mines. All the above training programmes are conducted regularly.

Promotion and Motivation:

Promotion is generally understood as envisaging higher pay and better terms and conditions of services with higher status or rank to an employee. According to Scott and Clothier promotion is being defined as 'transfer of an employee to a job which pays more money or one that carries some preferred status. "Thus

promotion is an upward advancement to an employee in an organization with better pay and status on a higher rank. It is an vertical move upwards with new responsibilities. Generally, such an opportunity will be made available to the employees who have acquired the required skills and experience to accept the new responsibilities. This process recognized individual performance and gives a reward for the performance. This will motivate the employees in such opportunities, which are reserved for internal members rather than making it an open competition. "Promotion" is a term, which covers a change and calls for greater responsibilities and usually involves higher pay, better terms and conditions of service and therefore a higher status or rank. (Dann. J.D andStephenes E.C., 1972)" A promotion is the transfer of an employee to a job, which pays more money, or one that carries some preferred status. A promotion may be defined as an upward advancement of an employee in an organisation to another job, which commands better pay, wages, better status, prestige and higher opportunities, challenges, responsibility and authority, better working environment, hours of work and facilities, and a higher rank.A promotion is a vertical move in rank and responsibility. Promotion, involves some measures of skill; and responsibility e.g. it may be from a machinist B grade to a machinist A grade, or it may involve an entirely different types of work, e.g. from sales man to a sales manager or from a fitter grade III to fitter grade II, or from a clerk to the post of a section incharge on promotion are usually given;

✓ To put the worker in a position, where he will be of great value to the company and where he may derive increased personal satisfaction and income from his work.
✓ To remove a worker from his job and provide alternative to avoid embarrassment of firing or demoting him.
✓ To recognize an individual's performance and reward him for his work so that he may have an incentive to forge ahead. Employees will have little motivation if better jobs are reserved for outsiders.
✓ To increase an employee's organizational effectiveness.
✓ To build up morale, loyalty and a sense of belonging on the part of the deserving employees.
✓ To promote job satisfaction among the employees and give them an opportunity for unbroken continuous service.
✓ To attract suitable and competent workers for the organisation.

Systematic promotional arrangements require overall co-ordination by some central agency or division with systematic promotional programme, management can prepare future superiors, departmental needs and executions. Such provisions do offer great security for ambitious employees. Moreover, turnover is reduced and incentives are provided for serious attention in training classes for application to work and for constant maintenance of interest in the job. An employee does not stay on his job forever. Ambitious new employees are anxious for promotional opportunities. Every organisation needs to decide which jobs are to be filled by promotion from within and which are by outside recruitment. The promotion from within is justified on the ground of providing better-qualified employees.

Training and Development in SCCL:
Training Needs Analysis (TNA): The basic aim of training is to induce a suitable change in the individual concerned. It can be useful in improving the transformation process that takes place in the organization in terms of processing of inputs to outputs. Therefore, training needs have to be related both in terms of organization's demands and that of individual's SCCL analyses training needs of the organization as mentioned below.

✓ Almost 75% to 80% of HRD activities are covered by the training process.
✓ The training needs of each department and each level of executives and employees are worked out based on the following inputs during the month of December every year.
✓ Advice from the concerned Head of the Departments.
✓ Feedback reports from the past training programs.
✓ Future needs as per technology-wise projections of the production.
✓ Advances in related technologies (mechanization, electronification and computerization.)
✓ Impact of the past HRD programs.

Training Institutes of SCCL:
Mines Vocational Training Centers: There are 8 MVTCs located at Kothagudem, Ellandu, Manuguru, Ramagundam-I area, Ramagundam-II area, Mandamarri, Srirampur and Bhupalpally.

Nargundkar Institute of Management (NIM): It is located at 8 Incline Colony at Godavarikhani. The training programs will be coordinated for all areas by the Addl. G.M. (HRD), RD Region. Training programs for executives only will be conducted at NIM. It is declared as no smoking zone. Every residential training program will have a yoga session. This institution functions as per the program schedule and budgetary sanction provided by the corporate HRD.

Statutory Training: Further statutory training is provided to employees.
- ✓ The statutory training will be arranged at all MVTCs in compliance with the MVTC rules, 1966.
- ✓ Basic training to all new recruits will be arranged.
- ✓ Refreshing training will be arranged to workmen as per MVTC rules, 1966.
- ✓ At least one fifth of the persons already employed will be given refresher training every year as per recommendations of safety conference.
- ✓ Training of persons on shot firing.
- ✓ Periodical training in gas testing will be given as per MVTC rules, 1966.
- ✓ Training of persons previously employed on surface/opencast and subsequently posted to underground mine will be as per Rule 7 of MVTC rules, 1966.

Orientation Training to pit Safety Committee Members:

Whenever new members are nominated by the trade unions to the Pit Safety Committee, the members will be given orientation training for a period of one week.On appointment as workmen inspector, they will be given training for a period of 12 days by SCCL.

Change of job Training:

Jobs themselves are not actually changed only the workers employees are changed. Persons who are assigned works belonging to other trades will be given change of job training before engaging them in the new assignments. The organization benefits since employees with a wider range of stalls give management more flexibility is scheduled work & adapting to changes.

Structured Training:

Structured training is given to all the front-line supervisors for a period of 2 weeks once in 5 years. "Training the trainers" program will be arranged once in a year for executives to improve their teaching skills serving as faculty for in house programs. Training on first aid will be arranged to the persons as per the rule number 40 of Mines Rule, 1956. Contractors' workmen will be given training as per guidelines of safety conferences.

Other processers of HRD:
Literacy Mission:

The aim of SCCL is to achieve 100 per cent literacy among employees and their families. Voluntary groups are working in various mines and departments on this mission. At present, the welfare wing of Personnel Department coordinates it.

Technical Journals:

Journals on the technical and management subjects will be subscribed at GMs offices and at MVTCS for circulation, the Journals of metals fuels, mine-tech etc., are subscribed. Allotment of resources will be made every year in the HRD budget and will be communicated to all the concerned.

In-House Magazine:

SCCL also publishes an in-house Magazine by name, the SingareniVarthalu. It gives information, inspiration and motivation to its employees. It is the information channel to all employees. This will be prepared by Corporate Communication Cell.

Knowledge Day:

Knowledge days are being celebrated in SCCL. Presentations by executives or guest faculty on topics relevant to the industry are conducted at least once in a month. The executives who have participated in external training programs will give a presentation followed by an interactive session. They will be also arranging handouts of their presentation of new ideas, innovations, R&D topics, are also presented on such days.

Knowledge Management:

As the coal fields are located in remote area, access to latest knowledge is difficult, Moreover, due to faster expansion of knowledge, it is difficult to have access for each individual. Hence knowledge acquisition, presentation, dissemination and applications will be taken up in all the relevant subjects. Important articles/news clippings will be circulated in this process to its members.

In-House Expert Groups:
Three executives having aptitude/knowledge/exposure on a subject will be formed as a group. To meet the specific needs of the organization, these groups will acquire, update and disseminate knowledge on topics allotted to them and be equipped with latest information on the subject to use it whenever required by the organization.

Interaction with Professional Bodies: Concerned departmental heads have to send proposals to the corporate HRD.
✓ Based on the precedence and relevance to the industries to meet needs of the corporate HRD.
✓ Will submit a proposal to the directors for approval as was done in the past for MGMI, IOS, Institution of engineers (India), India Institute of Industrial engineering, etc.

Training for Outsiders
Contractors / Workers Training:
The contractor has to submit the bio-data of its persons to the respective General Manager. The GM directs those persons to the concerned MVTC Manager for completion of training and after completing training necessary certificate is issued. Unless contractor employee has got certificate from MVTC, any colliery manager or HOD shouldnot allow him for duty.

Seminars, Workshops &Conferences:
In-house seminars and workshops will be conducted for knowledge updating H.O.D. of the concerned discipline will initiate the preparatory works. They will also undertake the work of seminars/workshops. A proposal to conduct seminar/workshops will be submitted by concerned H.O.D. and will be routed though GM (HRD) to the Directors for approval.

Yoga andMeditation Camps:
To maintain good health and manage stress, yoga and meditation camps will be conducted. Yoga centers will be opened in all the MVTC's. The service of internal faculty will be utilized for imparting yoga.

Job Rotation:
SCCL gives an opportunity to its employees to work in different types of jobs as gives below:
✓ Man-way, stores, welfare, accounts etc., for clerks.
✓ Workshops, mines, CSPs etc., for tradesmen.

Knowing and being exposed to a cross section of job help and the workers sell image, provides personal growth and makes him feel more valuable in the organization. Rotation of Jobs break the monitory of highly specialized work by providing variety as well as allowing the worker to display different skills and ability.

V. CONCLUSION

The Human Resource Development is very important aspect for the corporates like SCCL. The HRD practices in the organization will helpful to move the organization towards globalization to enable it to face stiff competition in the global market. Human Resource Planning is the process by which an organization ensures that it has the right number and right kind of people, at the right place, at the right time capable of efficiency and effectively completing those tasks that will help organization to active its overall objectives HRD is needed in order to identify areas of surplus personnel or areas where there is a shortage of personnel. Human Resource planning is done very efficiently at SCCL.Recruitment follows recommendations of manpower planning and is concerned with attaining employable people from which the qualified candidates for job vacancies are selected. For the purpose of the recruitment the two sources of manpower supply are generally popular i.e. the external source and the internal source. Further to make recruitment from these sources, three methods are commonly used, the Director method, indirect method, the third party method. SCCL being a market leader in induction technology in its major pool of engineers, technical persons are needed for the overall functioning of the company.Personnel selection process consists of a series of obstacles; initial application blank screening, personnel interviews, reference checks, physical examination and perhaps some form of psychological testing. There is no standard selection procedure followed by SCCL. However, one common feature of most selection procedures is that they do not depend on just one selection technique but take into account the combined effect of a number of selection techniques such as tests, interviews, information and application from and so on.At SCCL the performance appraisal in carried out on a quarterly basis. The system designed attempts to develop on open system to utilize the Human Resource Potential in the best possible way, to provide a closer relationship

between subordinates and superiors by establishing a formalized method whereby the appraiser demonstrates that both he and the company are interested in his advancement with the company. At SCCL approaches of improving performance standards are being used for different categories of employees.SCCL adopted a good Training and Development system. It has a clearly defined and well-established training policy. It represents the top management commitment to the training of its employees. It involves rules and regulations and the scope of the training. Training policy should be established by top management. The SCCL conducts the training programmes continuously for all the categories of employees. Training imparts stalls to employees, to improve the quality, to increase productive, to improve organizational climate and positive attitude of employees. The SCCL training programmes offer Basic training, Refresher training and change of job training too to its employees. The SCCL mainly focuses on the Basic Computer skills for the employees.Jobs themselves do not actually the working but employees may be changed assigned works belonging to other rates before engaging them in the new assignments. The SCCL is providing the training programmes for the contractors and workers. Inhouse seminars and workshops will be conducted for updating knowledge of the employees. There is involvement of Head of the Department of the concerned discipline and he initiates the preparatory works and conducts workshops and seminar.Such HRD practices proved to be successful in the organization and offer a number of promotional opportunities that ultimately lead to improved performance on the job.

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