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Northern Coalfields Limited and Its HRD Practices: An Assessment

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Abstract
HRM Practices denote various organizational activities aimed towards the management of the collection or team of human resources and ensuring that resources are utilized towards then accomplishment of organizational goals and objectives. Now-a days the need for human resource practices in coal industries has continuously grown up because of an effective role they play towards economic and infrastructural development of the nation. This research work has made an in-depth study of HRD practices in Northern Coalfields Limited. As coalfields are important sources of providing fuel to other industries, as, electricity-generating industries, cement industries, steel industries, etc. and thus it is very urgent to evolve HRD practices in these coalfields so as to meet India's increasing coal needs. This organization has been selected on the assumption that human resource development practices and their development is being an emerging field for all industries in India and abroad too and large organizations might introduced it already.
Key Words: *HRM Practices, Northern Coalfields, Human Resource, Human Resource Development.*

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1. INTRODUCTION

India's energy demands are growing quickly as a result of rising industrialization and capacity development in the power production sector. This is where "Coal" enters the picture. Coal serves as the primary fuel for several of India's main infrastructure sectors, including steel, cement, and power. NCL is doing a good job of meeting these businesses' energy demands. In the Raniganj Coalfield on the west bank of the Damodar River, M/s Sumner and Heatly of the East India Company began commercial coal mining in India about 220 years ago. Nevertheless, due to a lack of market, Indian coal mining grew slowly for over a century until receiving a boost from the introduction of steam engines in 1853.In a short time, output increased to an average of 1 million tonnes annually. By 1900, India could manufacture 6.12 million tonnes annually, and by 1920, it could produce 18 million tonnes annually. The First World War gave output an immediate boost, but it experienced a slump in the early 1930s. In 1942, the output reached tone of 29 million, and in 1946, tone of 30 million (Ministry of Coal).

In 1845–1846 and again in 1860, thorough surveys of coal mines were conducted. It was discovered that the region producing 28,200 tonnes of coal had roughly fifty collieries. Initial coal mining operations were restricted to the Raniganj Coalfields, but later in the 19th century, exploratory efforts began elsewhere in the nation. India produced 6 million tonnes of coal during the beginning of the 20th century. The need for coal increases considerably during the First World War, which sparked the growth of the coal industry. The amount of coal produced increased to 21 million tonnes in 1919. Due to high unemployment in the years after the First World War, the industry suffered setbacks.

Between 1937 and 1942, the demand for coal increased substantially on a global scale. In the meantime, quite a few quarries and mines were in operation in the coalfields of Raniganj, Orissa, and Madhya Pradesh. The Imperial Government established the Coal Mining Committee, which presented its 1936 report on the measures to protect and avoid the squandering of available coal. The first government-owned coal company in the nation was established in 1945 as the Singareni Collieries Company Limited (SCCL). In that year, the Nizam government of Hyderabad purchased all of the company's shares, transferring ownership to the India Trust Fund of the Nizam government. In 1889, the aforementioned firm began manufacturing in the Yellandu district of present-day Andhra Pradesh, producing 60,000 tons of coal.

Five Year Plans with lofty goals of increasing coal output were introduced after independence in 1947. The National Coal Growth Corporation (NCDC) was founded in 1956 as coal's significance for India's development became clear. In order to rationalise the coal sector, the majority of collieries formerly owned by Indian Railways were transferred to the NCDC. The coal miners' lifestyle and working circumstances have significantly changed as a result of NCDC. Insofar as supply was not absorbed by demand, the coal industry suffered a setback in 1960. This was a result of the steel, power, and other sectors' failure to meet their goals. In the 1960s, there was a period of low oil prices that benefited the coal sector. The 1970s saw a major change in the situation, however, as a result of the skyrocketing price of oil and the consequent increase in gas consumption. The Central Government decided to impose state control over coalmines. It was the final time the coal industry was controlled by private proprietors. It's vital to keep in mind that at

the time, private owners held over 75% of the world's coal production. Production and distribution of coal were in complete chaos and uncertainty due to the rising demand for coal.
The Department of Power, Ministry of Energy, and Government of India established the current "Coal India Limited (CIL)" as a holding company on 1 November 1975. Coking and non-coking coal mines were to be combined and streamlined into a single governing organisation that would be in charge of all the coal mining sectors owned and run by the Central Government. Then, BCCL and each of the three former CMAL divisions were established as CIL subsidiary businesses. Western Division of CMAL became Western Coalfields Limited (WCL), Eastern Division became Central Coalfields Limited (ECL), and vice versa (CCL).In order to provide planning, design, and engineering consulting services for coalmines, a new subsidiary called Central Mine Planning and Design Institute Limited (CMPDIL) was created. On January 1, 1986, a few mines were once more restructured to improve management of the mining operations and boost output. Two new subsidiaries—one from WCL named South Eastern Coalfields Limited (SECL) and another from CCL called Northern Coalfields Limited—came into being (NCL). Additional restructuring occurred in April 1992, and Mahanadi Coalfields Limited, a new subsidiary from SECL, was created (MCL). Eight subsidiaries of Coal India Limited were created as a result.
The amount of coal produced in 2017–18 was 639.23 million metric tonnes (704.63 million short tonnes), an increase of 4.93 percent over the previous year. In 2017–18, lignite was produced in quantities of 43.84 million metric tonnes (48.33 million short tonnes), which is 9% less than in the prior fiscal year. In terms of coal output, India comes in fourth.

States that produce the most are:

- Odisha
- Chhattisgarh
- Jharkhand

In India, industrial consumers used 832.46 MT of coal in 2017–18. India's main users of coal are the steel and washery industries (508.25 MT), cement industries (8.93 MT), sponge iron industries, and power generation (7.76 MT). 42.52 MT of lignite were consumed in 2017–18. 89.57% of the entire lignite usage is accounted for by the production of electricity alone.

2. REVIEW OF LITERATURE

Ville, Nurmi (2007), in the report "The HRD trends in the Finnish pulp and paper industry," points out that many significant differences exist in the last twenty years. Results in improvement culminated in dramatic improvements in the personnel's skill criteria. But on the other side, the increase in mergers in this field has limited the number of companies with international operations. He concluded that globalization, which is necessary for Labour cost competitiveness, threatens the European Labour market, social policy, vocational education, and also HRD practices to grow higher productivity and competencies. The research integrated the findings of a test in the Andhra Pradesh State Electricity Board's management training and growth processes, successes, and shortcomings. The opinions of the top, middle and lower executives involved, the

training staff, and the managerial associations will also be integrated in order to present a varied evaluation of the policies and practices of the Electricity Board in India.

In their study on the "Industrial Relations and Human Resource Management – An Analysis," **Sathes kumar L and Selvaraj V (2008)** had observed that the goals of the Labour reform measures tend to only be marginally accomplished further, and improvements in these fields would be attractive and concerned for educational labour relations around the world. In seeking them, we should take into consideration Watson's recommendation that social sciences' core domains will be used to investigate the job interaction that they have and take account of Watson's remark that core domains in the social sciences must be used instead of hoping to boost human resources management or labour relations.

Gupta, Anupama (2010) identified the challenges the Human Resource Manager faces in the framework of the global economic scenario. The paper emphasized that these problems must be taken seriously. The lack of skilled workers is the biggest challenge. This paper analyzed the role of the Department of Human Resources in solving the problem. It was the responsibility of the HR department to prepare a future career path to attract talent. It was recommended that the HR manager be equipped to face the challenges, but that the role of others must also be taken into account to ensure the stable sustainability of the organization.

In this research paper, **Thamil Selvan (2012),** Bhavani, discusses a methodological rigor of the dependent profile in the determination of labour relations of Tamil Nadu sugar mills. The effective organisation, which results effectively through the workers, stands on an efficient system. The goal of the researchers is to investigate the significant portion and role of the demographic profile in deciding labour relations and participation in the organization. Statistical approaches such as frequencies and percentages and chi-square analysis have been used. The study concludes that the demographic variables affect the working relations of workers with government-owned sugar factories in Tamil Nadu.

M. Usha, Nandhini, and P. Palanivelu (2012), have assessed that an evaluation of performance is a method of measuring the efficiency of an employee's work according to his needs. It is a mechanism in which an item, a particular person is evaluated or evaluated for its merit, excellence, qualities or status. The Quality Assessment was considered the most powerful and invaluable resource for a company because the information it provides is of great benefit to take decisions on various personal considerations such as promotions and a rise in merit. The government has taken a range of steps to boost the sugar cane yield, to ensure better milling and recovery, to increase investment in by-products management, to revive and rehabilitate closed and diseased millers, and above all, to give sugar cane farmers timely and better remuneration. It also considers the different factors influencing the proper implementation and successful execution of the company's performance evaluation framework.

Suresh, Muralidhara Rao (2013), has researched "Human Resource Management" (HRM) for management. The latest HRM version, Personnel Management (PM), is a concept that can be well-connected with the old operational structure and is centralized, with less autonomy and greater coordination and standardization, that is to say, adherence with laws and rules. HRM, but on the other side, is about the general philosophy of the organisation and also how people must be handled and not just about certain fundamental role models. HRM concentrates on congruence

and commitment instead of compliance and control. Human resources are regarded as the cornerstone of any organization. Recently, the economist has introduced "Human Resource" in addition to land, money, and technology as the principal factor in constructing and transforming the country. Human resources management is a constructive, centralized strategic management practice that differs from traditional personnel management. The HRM is extremely relevant for the productivity industry. Personal feedback is the highest in the industry. The reliability of this input is expressed in the quality of the product as a whole, and a structured strategy is required in order to optimize the human resources. The sugar industry is among the biggest human resources firms with the full satisfaction of workers. It was decided that the investigator learn the human resources strategies and happiness of their staff.

Zehra Alakoç Burma (2014), has observed that competitive rivalry is the main factor in the definition of corporate strategies in the world today, contributing to the manufacturing economy transiting into the information economy. Efficiency can only be accomplished at a time when absolute output is crucial by the efficient management of human resources. Human resources management is among the needs of today's market. The Human Resource Management Department plays a major role in providing the individual person with the most important business tools. The Human Resource Management Department has a central role to play in staff recruiting, orientation and performance review, etc. The HRM to be dealt with at the highest level in organizing and managing business decisions is needed. This study will guide human resources, the spectrum, and variables that impact HRM.

Jalil, Shaikh, and Alam (2014), performed research to examine the effects of human resource management (HRM) practices on operational performance in the public sector. Respondents were chosen by simple random selection. The association between particular HRM practices and operational performance was investigated using correlation analysis, regression analysis, and T-testing. According to the analysis of the respondents' opinions and perceptions, there is a positive and significant correlation between efficient HRM practices—particularly those related to hiring and firing, performance evaluation, employee relations, involvement and communication, and recruitment and selection—and operational performance.

Narendra & Bhor (2014), noted that the Indian coal industry is highly labour focused and has a range of practices, from coal excavations to electricity generation and sales. Several divisions in Coal Projects involve enormous roles in themselves. The implementation of IT to such departments optimizes the systems that Coal Mining requires today. The improvement in IT is quicker than any other method in the company. The changing technical climate is among the big obstacles the HR department must resolve. This article looks at the use across the whole coal industry of applications such as e-HRM, heavy machines, and wireless technologies. The Maharashtra states are centered on the collection of data. The Coal industry wants to reduce costs by optimizing processes, including the use of IT as a significant tool to achieve this. We address many areas whereby data collection, reporting, project planning, obligation delegation, and consistency can be monitored and enhanced with the use of IT.

In their research, **Muthu Kumar & Sirajudeen (2014)** seeks to explain how HRD practices have an effect on employee satisfaction throughout the sense of identified BPO companies in the districts of Coimbatore. The nature of human resources management is evolving more rapidly than we can

believe. The identification of these organizational problems has contributed to a fundamental change in human resources management. Factors such as recruiting and selection, formation and development, compensation practices, performance appraisal have been found; career development practices (HRD) play an important part in job satisfaction (JS). This section also provides potential solutions to the above issue.

Velmurugan & Jeyapriya (2015), assessed that the value of personal management in both industrial and non-industrial organizations in India is increasingly being realized. The consequence was that the roles of managers and managers were becoming more complex. The challenges that most organizations face are the most important ones: getting qualified and relevant people, keeping their motivation and morals, helping them continue to grow, and delivering their maximum to the organizations. This reference was accompanied by the study on HR practices based on objective research at the Salem Co-Operative Sugar Mill in order to gain a better understanding of the management practices adopted by the SCSM regarding HR Policy established by the HR department of an organisation. It underlines the value of a consistent organization structure and culture in order to prevent uncertainty in order to achieve maximum results with minimal resources. The article seeks to cover the full awareness of HR procedures in the company and how employee performance is measured, which key variables are taken into account, how data are kept, and finally, how the assessment is conducted. The practical knowledge was primarily obtained by observing all the events in the H.R. division. Division. This is a quick analysis to comprehend the H.R. the topic, how it is technically implemented, why it is required, its consequences, and its advantages.

3. OBJECTIVES OF THE STUDY

The key aims of the proposed research are to analyze Northern Coalfields. It aims to research, evaluate and figure out how the roles of human resources work efficiently and effectively in achieving the organization's overall Human Resource Strategy and target and stress on harvesting the best possible human resources. Instead that, what are the other factors for asking for disciplinary intervention or changing the roles of human resources development practices? The main objectives of this study are confined to the following issues:-

(i) To analyze the profiles of the Northern Coalfields Limited.
(ii) To identify and analyze the existing Human Resource Development practices in NCL.

4. NATIONALIZATION OF COAL MINES

Modern India's commercial coal mining has always been influenced by the demands of the local market. The Jharia Coalfield's coking coal deposits have to be systematically mined in order to meet the growing demands of the steel industry. In order to fulfil the country's expanding energy demands, the private coal mine owners had not received sufficient capital investment. Poor working conditions in some of the private coal mines and unscientific mining techniques used by some of them have drawn the attention of the government. The Central Government has decided to nationalise the private coal mines as a result of these factors. Coking coal mines were first subject to nationalisation in 1971–1972, followed by non–coking coal mines in 1973. The 1971 Coking Coal Mines Act (Emergency Provisions) authorised the purchase of coking coal mines and coke oven facilities to be run in the public interest while being considered for nationalisation in

October 1971. The 1972 Coking Coal Mines (Nationalization) Act came after it, nationalising coking coal mines and coke oven facilities on January 1, 1972, aside from those owned by Tata Iron & Steel Company Limited and Indian Iron & Steel Company Limited, and establishing Bharat Coking Coal Limited (BCCL), a new central government undertaking. Another piece of legislation, the Coal Mines (Taking over of Administration) Act of 1973, expanded the Indian government's power to take over management of the coking and non-coking coal mines in seven States, including the 1971 coking coal mines. The Coal Mines (Nationalization) Act, 1973, which is currently the primary piece of law that regulates the competence of coal mining in India, was passed on 1.5.1973 after the nationalisation of all these mines (Ministry of Coal).

Main Factors Leading Towards Nationalization of Coal Industries

After a shock in the price of oil in the 1970s, the nation carefully examined its energy sources. Second, the coal industry did not get adequate investment for expansion and was mostly controlled by the private sector. To determine coal as the main source of commercial energy and the area that required investment, a Fuel Policy Committee was established. Principal causes of nationalisation are:

a. Stopping indiscriminate, slaughterhouse mining.
b. To exploit available coal resources in a planned manner.
c. To improve safety regulations.
d. To raise the standard of living for employees.
e. To ensure sufficient investment is made to use resources as effectively as possible in line with growth requirements.

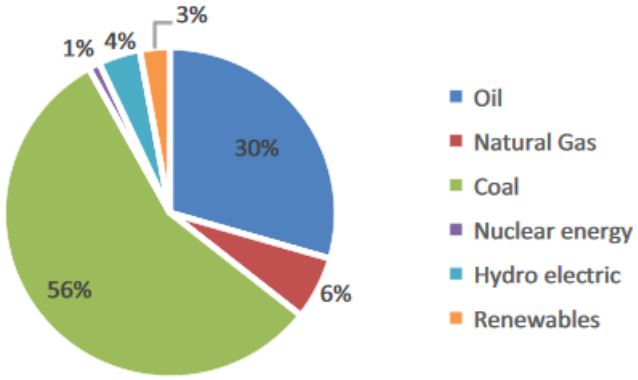
5. COAL IN INDIAN ECONOMY

India, which has 1.3 billion residents in 2017 and is expected to reach 1.5 billion by 2030, is the second-most populated nation in the world. One of the world's main economies with the quickest growth rates is India. The average GDP growth rate over the past seven years has been 7.3%, and over the next five years, it is expected to be about 7.9%. India continues to be a low-income nation with significant portions of its people living in high levels of material squalor. At purchasing power parity (PPP), the GDP per capita in 2011 was around $6500 USD, which is 2.3 times less than China's GDP per capita of roughly $15,200 USD in the same year.

6. COAL IN THE INDIAN ENERGY SECTOR

For the reasons mentioned above, coal dominates India's energy consumption matrix, making up 56% of primary energy consumption. The matrix of India's main energy consumption for 2018 is depicted in the graph below. It should be emphasised that the graph primarily shows how many "commercial" fuels, or those that are offered for profit, are used. This leaves out traditional biomass, which is still a large component of the Indian energy system and is often harvested by non-market labour (often women). Therefore, modern renewables include things like wind, solar, and other kinds of biomass.

Chart 1.1: India's Commercial Fuels' Primary Energy Consumption Matrix



Source: Data from (BP, 2018)

In addition, coal is essential for the creation of power. The power generation matrix for India in 2018 is shown in Figure 1. It can be observed that coal produced the majority of the power (76%) with hydro (9%) and renewable sources including wind and solar (6%), both of which contributed considerably. Wind and solar generation have also experienced rapid expansion, with a compound annual growth rate of 18.4% over the past ten years. It portends a potential future switch in India's power industry from coal to renewables. Long-term success of the switch to variable renewables, as addressed in this paper, will determine the fate of coal in India.

Table 1.1: State wise Estimated Reserve of Coal in India

(in Billion Tonne)

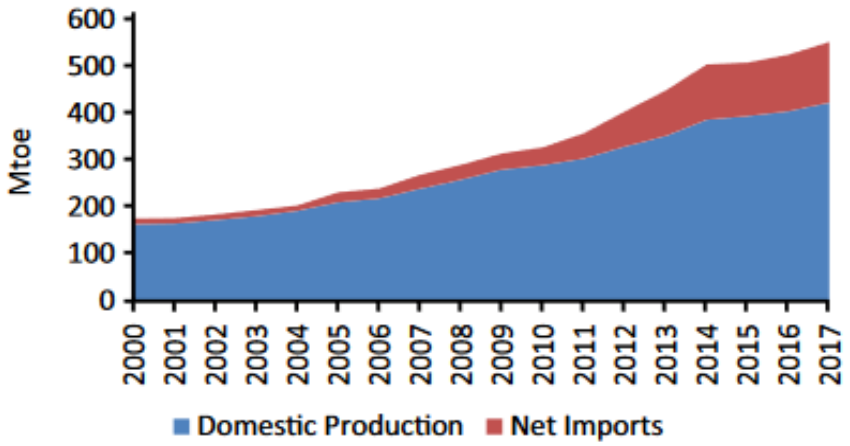
State/UTs	Proved		Indicated		Inferred		Total		Distribution %	
	31.3.17	31.3.18	31.3.17	31.3.18	31.3.17	31.3.18	31.3.17	31.3.18	31.3.17	31.3.18
Andhra Pradesh	0	0	1.15	1.15	0.43	0.43	1.58	1.58	0.50	0.50
Arunachal Pradesh	0.03	0.03	0.04	0.04	0.02	0.02	0.09	0.09	0.03	0.03
Assam	0.47	0.47	0.06	0.06	0.00	0.00	0.53	0.53	0.16	0.16
Bihar	0.00	0.16	0.00	0.81	1.35	0.39	1.35	1.37	0.43	0.43
Chhattisgarh	20.00	20.43	34.46	34.58	2.20	2.20	56.66	57.21	17.98	17.97
Jharkhand	44.34	45.56	31.88	31.44	6.22	6.15	82.44	83.15	26.16	26.06
Madhya Pradesh	11.27	11.96	12.76	12.15	3.65	3.88	27.67	27.99	8.78	8.77
Maharashtra	7.04	7.18	3.16	3.07	2.06	2.05	12.26	12.30	3.89	3.88
Meghalaya	0.09	0.09	0.02	0.02	0.47	0.47	0.58	0.58	0.18	0.18
Nagaland	0.01	0.01	0.00	0.00	0.40	0.40	0.41	0.41	0.13	0.13
Odisha	34.81	37.39	34.06	34.17	8.42	7.74	77.29	79.30	24.52	24.86
Sikkim	0.00	0.00	0.06	0.06	0.04	0.04	0.10	0.10	0.03	0.03

Uttar Pradesh	0.88	0.88	0.18	0.18	0.00	0.00	1.06	1.06	0.34	0.33
West Bengal	13.72	14.16	12.95	12.87	4.99	4.64	31.67	31.67	10.05	9.92
Telangana	10.40	10.47	8.54	8.58	2.52	2.65	21.46	21.70	6.81	6.80
All India Total	143.06	148.79	139.31	139.18	32.78	31.06	315.16	319.04	100.00	100.00
Distributioin %	45.39	46.64	44.20	43.62	10.40	9.74	100.00	100		

Source: Office of Coal Controller (Ministry of Coal)

The majority of the country's coal reserves are located in the east and south-central regions. 98.26% of the nation's total coal reserves are located in the states of Jharkhand, Odisha, Chhattisgarh, West Bengal, Madhya Pradesh, Telangana, and Maharashtra. As of March 31, 2018, the State of Jharkhand had the largest percentage (26.06%) of the nation's total coal reserves, followed by the State of Odisha (24.86%).

Chart 1.2: Domestic Production and Imports of Coal Fuels



Source: Data from (BP, 2018)

The rapid surge in demand has prevented domestic manufacturing from keeping up. Additionally, compared to the coal sold on foreign markets, local coal frequently has higher impurities and lower energy content.

Coal is utilised directly in the industrial sector in addition to powering energy generators. It is used as a reactant in the manufacturing of steel as well as an industrial fuel (coking carbon). In 2017, India utilised 805 Mt of steam coal, mostly for the production of electricity. India, on the other hand, used 88.5 Mt of coking coal, with 53% of that being imported. India will likely continue to depend on imports to fulfil its rapidly expanding need for coking coal since its native coal, which has high ash content, is unsuitable. Given its extremely low per capita steel

consumption (about one-third of the world average), India's need for steel is anticipated to increase dramatically over the next several years.

7. COAL IN STATE AND REGIONAL ECONOMIES

Although the nation as a whole does not consider coal to be a substantial economic sector, it is very essential for several states, and more especially for some districts within those states. In resource-rich states like Jharkhand, Chhattisgarh, and Odisha, coal is a significant source of income and employment creation. In the table below, the financial worth of India's coal production is broken down by state. It is clear that a small number of states—including Jharkhand, Madhya Pradesh, Chhattisgarh, Andhra Pradesh, Odisha, and Maharashtra—dominate the production of coal.By combining statistics on the proportion of coal mining in these states' mining sectors (column B) and the proportion of mining in the total state economy, we can try to determine how significant the coal mining industry is to the economies of these states (column C). The outcome (column D) shows that the economy of these states' coal-producing states made up between 3 and 10% of the total. Given the necessity to integrate information on the value of production in the mining and coal industries (columns A & B) with information on the value provided by the mining industry to the state economy as a whole, the values presented here are approximate (column C).But the statistics do provide a sense of the scale of the contribution of the coal industry to the state economies of these coal-rich states. It should be emphasized that the numbers in the table below are from 2009–10, the most recent year for which we could obtain statistics on the monetary output of coal each state. The below-quoted figure of 3-10% of state production is probably lower now since other economic sectors expanded faster than the mining industry during the preceding time.

Table 1.2: Importance of Coal to the State Economy

States	State Share in the All India Coal Output (A)	Share of Coal of the Value of the Output of the State's Mining Sector (B)	Share of Mining in the State's Economy (C)	Estimated Share of Coal Mining in the State's Economy (D)
Jharkhand	22 %	91 %	11 %	10 %
Madhya Pradesh	16 %	78 %	4 %	3 %
Chhattisgarh	15 %	66 %	13 %	9 %
Andhra Pradesh	13 %	43 %	4 %	2 %
Odisha	11 %	38 %	12 %	4 %
Maharashtra	10 %	83 %	5 %	4 %

Source: Based on data from the (RBI, 2018; India Stat, 2018)

Additionally, certain districts within these states produce more coal than others. Statistics at the sub-state level are difficult to get and are not uniformly distributed throughout the districts of various states. However, based on the information that is currently available, we may estimate the district-level concentration of the coal economy.

8. FUNCTIONS OF MINISTRY OF COAL

India's coal and lignite deposits must be developed and exploited, according to the Ministry of Coal. According to the Government of India (Allocation of Business) Rules, 1961, as amended from time to time, the Ministry's topics, which comprise attached and subordinate or other entities, including PSUs, involved with their subjects, are as follows:

a. The discovery and development of lignite, coking coal, and non-coking coal reserves in India.
b. All issues pertaining to the manufacture, delivery, and pricing of coal.
c. The construction and management of coal washeries other than those that are within the purview of the Department of Steel (ISPAT Vibhag).
d. The carbonization of coal at low temperatures and the creation of synthetic oil from coal.
e. The 1974 Coal Mines (Conservation and Development) Act's administration (28 of 1974).
f. The Organization for the Coal Mines Provident Fund.Coal Mines Welfare Organization
g. The Coal Mines Provident Fund and Miscellaneous Provision Act of 1948 is administered (46 of 1948).Administration of the Coal Mines Labour Welfare Fund Act, 1947 (32 of 1947).
h. Regulations made under the Mines Act of 1952 (32 of 1952) for the administration of the rescue fund as well as the assessment and collection of excise taxes on coal and coke produced and transported from mines.
i. Coal Bearing Areas (Acquisition and Development) Act of 1957 administration (20 of 1957).
j. Implementation of the CMSP Act of 2015 (no. 11 of 2015).

Administration of the Mines and Minerals (Development and Regulation) Act, 1957 (67 of 1957) and other Union Laws inasmuch as the said Act and Laws pertain to coal, lignite, and sand for stowing, business attendant to such administration includes inquiries affecting various States.

9. ROLE, MISSION, OBJECTIVES AND FUNCTIONS OF CIL

The top organisation in the coal sector, CIL is in charge of establishing policies, standards, and coordinating the activities of subsidiaries. On behalf of all of its subsidiaries, it also handles investments, planning, human resources management, the procurement of heavy machinery, financial budgeting, etc.You may look at CIL's role, mission, goals, and functions in more detail by:

(i) **Role of CIL:** Coal India is responsible for management of the entire coal sector owned and controlled by the Central Government.

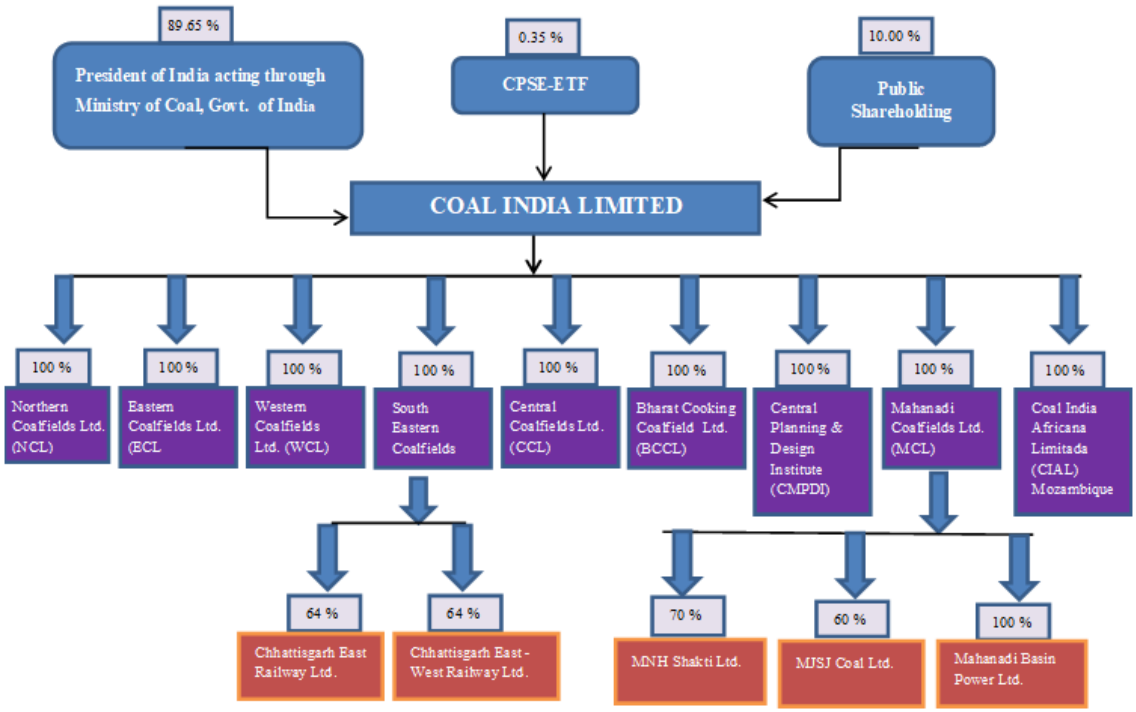
(ii) **Mission of CIL:** The mission of an enterprise describes the scope of operation in terms of products and markets or service and client. It tells what the organization is and why it exists and the unique contribution it thrives to make. It answers the question of the nature of business and sense of purpose. *The mission of coal India Ltd. Is to produce the planned quantity of coal efficiently and economically with due attention to satisfy, conservation and quantity.*

(iii) **Business Objectives:** The future condition of affairs that the organisation aspires to achieve is defined by its organisational objectives. It gives an organisation the

required direction and serves as a source of legitimacy for the organization's operations and very existence. The objectives specify the areas in which the business will operate and identify a particular market segment as well as the items or services it will provide.

The primary goals of the company, as stated in the Memorandum and Articles of Association of Coal India Ltd., are: (a) to carry on business of coal mining in India and elsewhere, including the management of coal mines; (b) acquisition of coal mining; (c) mining coal, manufacturing coke, and dealing in other business; (d) manufacturing, trading, and other business; (e) reorganisation and reconstruction of coal mines taken over by the government; and (f) policy formulation

Figure 1.1: Organization Structure of CIL



Source: *Website of CIL*

Central Mine Planning and Design Institute Limited (CMPDIL), with offices in Ranchi, Jharkhand, serves as CIL's consulting firm. In Singrauli, Madhya Pradesh, Northern Coalfields Limited (NCL) is a coal-producing plant that is directly under the operational supervision of CIL.

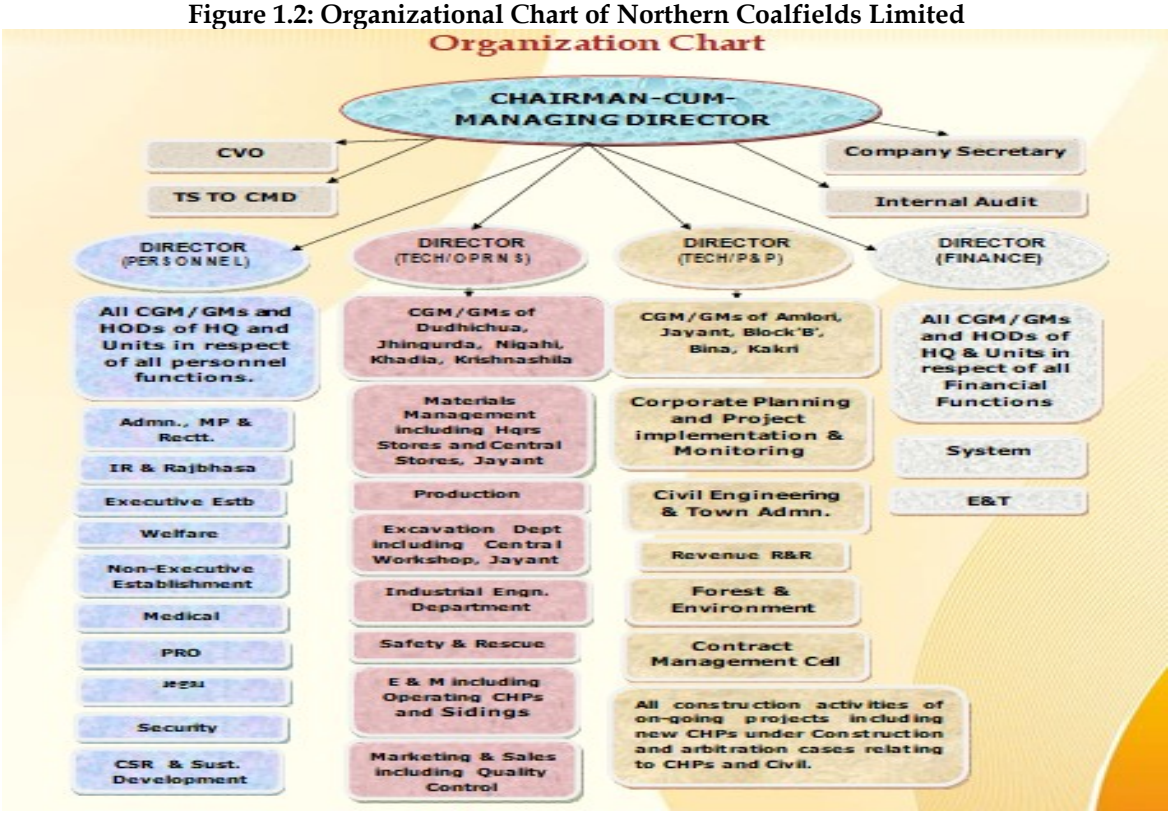
10. Objectives of Northern Coalfields Limited

a. To conduct coal mining operations, including mine management, on behalf of and in accordance with instructions from Coal India Ltd.
b. To install, run, and manage all essential plants, mines, establishments, works, etc. for this purpose as well as to mine, query, and beneficiate coal and other byproducts.

c. To operate any coal washing or beneficiation company and to trade in any associated by-products.
d. To look for, get, labour with, produce, grow, sell, and trade in coal and its byproducts.
e. To carry out the roles of mine and colliery owners, dealers, and coal carriers.
f. To reorganise and rebuild any coal mines, as well as take over management of those mines and operate them in accordance with sound commercial principles in order to ensure the development of coal production is rational and coordinated and to ensure the best possible use of capacity and various projects.
g. To plan and coordinate the production of coal, as well as its beneficiation and by-products, in accordance with the government's objectives and economic policies.
h. To scale back in the plan expenditure on new projects while taking into account its duty to provide a decent dividend.
i. To increase technical expertise in coal mining and coal beneficiation and to conduct applied research and development related to the exploitation of coal reserves as well as coal usage, in order to stop dependency on technical assistance from outside.

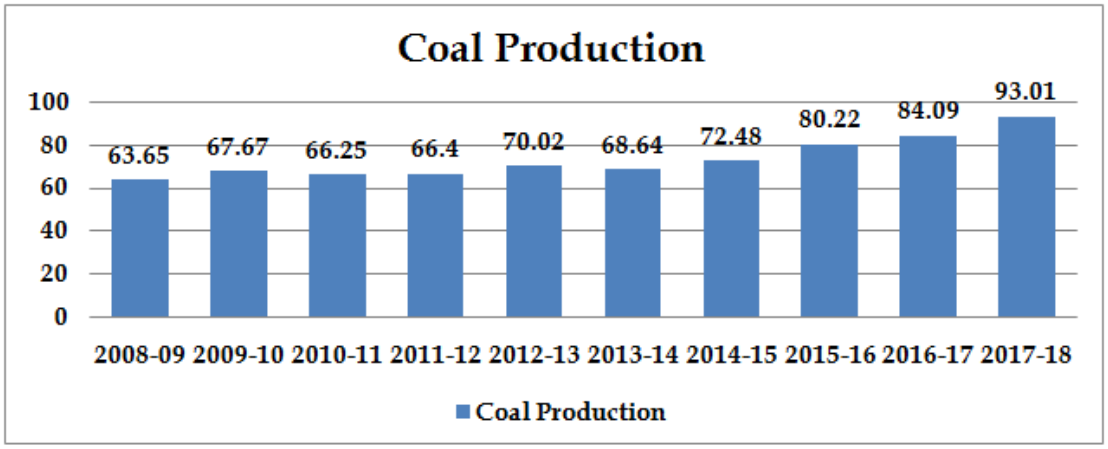
11. CORPORATE STRUCTURE OF NCL

Figure 1.2: Organizational Chart of Northern Coalfields Limited



Source: Annual Report of NCL (2017-18)

Chart 1.3: Total Coal Production of NCL

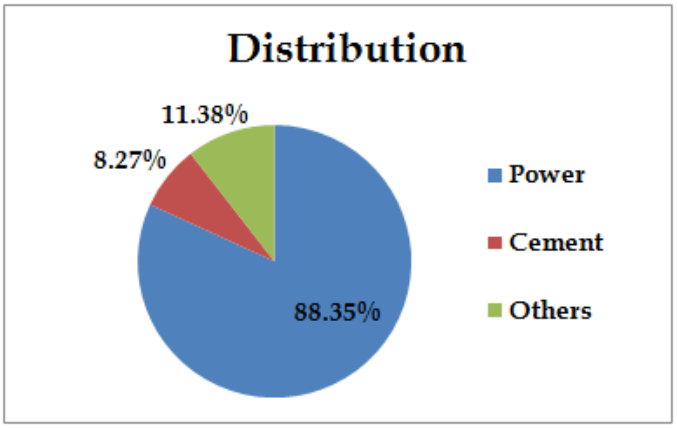


Source: Annual Report of NCL (2017-18)

12. SECTOR WISE DISTRIBUTION OF COAL

Nearly 90% of NCL's coal production is used in the power industry. NCL said that 88.35% of its coal output during the 2017–18 fiscal year was delivered to power and energy producing firms including UPRVUNL, NTPC, LANCO, etc. The distribution of coal by industry is illustrated in the chart below. Cement manufacturing companies received 0.27% of the total output of coal, and the rest 11.38% went to other businesses like HINDALCO.

Chart 1.4: Sector Wise Distribution of Coal by NCL

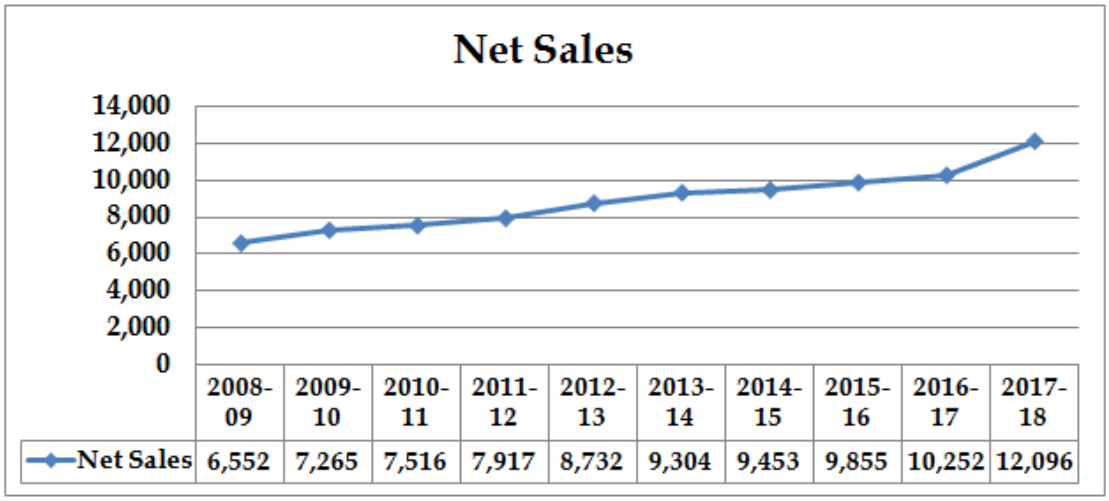


Source: Annual Report of NCL (2017-18)

13. SALES OF NCL

The overall gross sales for NCL for the 2017–18 fiscal year were 19,741.85 crore rupees, while net sales came in at 12,096 crore rupees. The statistic and table below show that NCL's sales have steadily increased over the past 10 years.

Chart 1.5: Net Sales of NCL

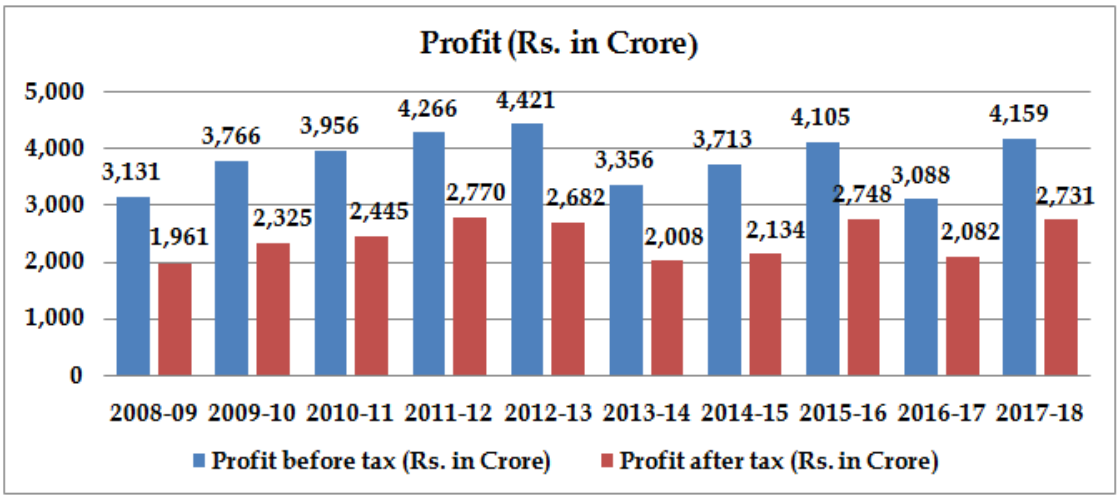


Source: Annual Report of NCL (2017-18)

14. PROFIT OF NCL

NCL's profit before tax for the fiscal year 2015–16 was 4066 crore rupees, while its profit after tax was 2723 crore rupees. Over the years, NCL's profitability has also increased steadily. The following pages include a table and chart illustrating NCL's ten-year profitability before and after tax payments.

Chart 1.6: Profit of NCL



Source: Annual Report of NCL (2017-18)

15. NEED FOR HUMAN RESOURCE DEVELOPMENT

Organizations in business and industry are all dynamic. In actuality, business enterprises become more dynamic as a result of globalisation, privatisation, and liberalisation. In other words, they have undergone continual change in terms of technology, business model, goods and services, organisational capability, and so forth. The human resource development is a constant requirement of change.

1. Modifications to economic policies: Almost all governments in the world have switched from communistic/socialistic to capitalistic economic policies. Even the Indian government loosened its economic regulations in 1991. Globalization, privatisation, and liberalisation all presented threats to small businesses and possibilities for big ones.
2. Modifying job specifications: Organizational dynamism affects both organisational structure and job design. The modifications to the job design also affect the job description and requirements. These modifications need HRD.
3. The need for multi-skilled human resources: Changing trends in industrialization, job structuring, and organisational structure necessitate that employees engage in a variety of tasks. The focus on the needs of the consumer resulted in de-jobbing, flexible workplaces, and flexible organisations.
4. Organizational viability and the transformation process: Environmental challenges have an ongoing impact on organisational viability. The company will lose market share if it does not adjust to the changing environmental variables. The organisation must enhance its human resources if it wants to be the first to implement these changes.
5. Technological Developments: In order to thrive and advance, organisations must use the most recent tools. The newest technology cannot be fully adapted unless it is staffed by qualified personnel. Human resources development makes it feasible to develop employees. These days are characterised by advanced industrial and service technology as well as information technology. HRD is therefore crucial in the new millennium.
6. Organizational complexity: As more mechanisation and automation, the production of numerous products, and the provision of services develop, organisations become complicated. HRD allows for the management of organisational complexity.
7. Human Relations: Nowadays, the majority of firms choose to use a human relations-based strategy. This calls for HRD in turn.

16. TRAINING AND DEVELOPMENT IN NCL

In general it is believed that both training and development programmes is one and the same thing. But it is not so, both are different from one another in a number of ways. As, Training is required for specific skills and behavioral aspects meant for operatives, focuses on current job, contains specific job related information and fixes current skill development. While Development is executive oriented focused on present as well as future jobs and concentrated on general awareness as well as knowledge gaining. A development activity tries to transform the total personality of an Individual. In nutshell, Training is a job oriented process while development is individual oriented process. Training is a reactive process whereas development is a proactive process. Thus, we can say that Development is a future oriented training programme.

Nine Vocational Training Centers (VTCs) are located at several NCL projects, while the Central Excavation Training Institute (CETI) is located in Singrauli. Workmen, Operators, Supervisors, and front-line Managers get training depending on their individual needs. Training and reference materials for specialised programmes on new equipment for all levels of employees are properly prepared in order to give employees learning opportunities and close the performance gap. Basic courses for HEMM (Dumper, Shovel, Drill, Pay loader and Dozer) Operators, Technicians and Unskilled Workers are being conducted at CETI as one of the main training programmes. CETI organized 18 Workshops and Seminars during the year 2015-16 for middle and senior level management groups and staff focusing on contemporary issues. The statutory training requirements are met by VTCs. NCL makes training needs identification according to the policies and rules set out by the CIL. CIL has also led down specific training areas for different categories of employees as discussed below.

Table 1.3: Total Number of Persons Trained By NCL

S. No.	Description	2016-17	2017-18
1.	**Number of Persons Trained through Vocational Training Programmes at VTC**	**15863**	**12701**
2.	**Number of Persons Trained at CETI:**		
	a) Regular Training Programmes	3376	4134
	b) Workshops & Seminars	421	1155
	c) Technical Training (Out Side/OEM)	184	216
	Total	**3981**	**5505**
3.	**Number of Persons Trained through Outside Company Programme in India**		
	a) General Management Programme	511	469
	b) Techno-Managerial Courses	143	141
	Total	**654**	**610**
4.	**Number of Persons Trained Abroad**		
	a) General Management Programme	NIL	NIL
	b) Techno-Managerial Courses	04	03
	Total	**04**	**03**

Source: Annual Report of NCL (2017-18)

From the Table it can be concluded that, Vocational training centers located at each project has trained 15,863 number of persons during 2016-17and a total number of 12,701 persons during 2017-18.CETI has imparted training to 3,981 persons during 2016-17and to 5,505 persons during 2017-18. A total no. of 654 persons during 2016-17 and a total number of 610 persons has been trained during 2017-18 by the outside company training programmes. A total no. of 04 persons has been send abroad for training purposes during 2016-17 and a total number of 03 persons during 2017-18.

17. CONCLUSION

The present study revealed that NCL takes the utmost care of its human resource and conducts a variety of HRD Practices each year for its overall growth and performance. It acquires individuals correctly, improves them through a number of training and development activities, and also motivates and promotes them through a number of social security and welfare systems. The study shows that NCL is Coal India Limited's wholly owned subsidiary and as such, follows its policies in all respects, including Human Resource Management Practices. NCL's human resources are divided into two categories: 1. Executives, 2. Non-Executives: Supervisors, clerical staff and highly trained and semi-skilled/unskilled employees are further categorised into non-executives. A separate department has been formed by NCL to look after its human resources. It was identified by the firm as the Personnel Department. It has set up a good number of independent divisions that work to procure, manage, improve and retain human resource, and it also aims to develop its human resources to the fullest extent. It does a lot for this personnel department. As per CIL's guidelines, NCL provides its employees with training and growth. Workmen, operators, supervisors and front line managers are provided with need-based training. In order to provide workers with learning opportunities to close the performance gap, training/reference materials are well equipped for special programmes for all employee levels on new equipment. In order to cope with the demanding demands of their duties, NCL is aware of the rising training and developmental needs of its employees. It organises a large number of training and development programmes each year and, at its own cost, invites renowned institutions or sends its staff to training institutes.

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