Human resources and energy are going to play a pivotal role in the industrial and economical development of a country or place. India has the potential and resources to meet both the requirements. There has been a growing demand and increase of energy deficit, making the economic and development a far dream. This leads to the question of performance of capable energy sector. In this Coal India Ltd., a public sector undertaking having the distinction of second largest corporate sector with more than 6 lakhs, contributes more than 90 percent of the total India’s coal production. The organisation has been playing a pivotal role in the country’s energy resource scenario and economic development over the years. Naturally the expectation of the country from the organisation can be imagined. However, the performance is not up to expectation. Similarly North Eastern Coalfield, a production unit and directly under the control of Coal India Ltd., although has certain inherent problems, is also showing a downward trends. This is in spite of having such a rich historical background, having 865 million tones coal reserves of unique and high quality, harmonious and cordial industrial relations, backed by 4600 strong manpower including professionals.

There is a general impression and doubt about the performance of North Eastern Coalfields. Keeping the external force as an unavoidable influencing factor, which is difficult, but not impossible, the general impression is that the employees commitment to work and work culture deteriorated due to mismanagement, ineffective work, performances, deteriorating discipline, etc. whereas with such a high salary and wages there is less production, productivity and loss. The benefit of doubt is on the human side of the organisation as it is the human factors that have brought mining operation in Assam a lasting concern.
This leads to the question of human resources management and its contribution to the overall performance of the organisational changing. Indeed, it is in evolution or in transformation. It is quite inevitable as the subject is dealing one of the most complex and highly sensitive parts of management - the ultimate resource.

The study covers only the organised sector coal mines under North-Eastern Coalfields, Coal India Ltd. located in North Eastern Region. That too where manpower is deployed and mainly engaged at present (1999) for production, keeping the Assam Railways & Trading Company at the back of the study. It does not include the private, illegal sector of coal mines in and around North Eastern Region. Against this background the study is an attempt to make an in-depth study of how effectively and efficiently the human resources were managed to achieve the goal of the organisation and what factors and aspects of human resource management contributes to the loss of this organisation. The study of each chapters refers and compare with the Assam Railways & Trading Company with the present North-Eastern Coalfields. It seeks to study the insight of Human Resource Management. It suggests to re-equip and develop strategies for effective management of human resources to achieve the organisational goals and make the organisation vibrant and viable with future prospects. The study all together covers ten (10) chapters. To achieve the objectives, the study is based on primary and secondary data.

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