CHAPTER VII

FINDING AND SUGGESTIONS
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Findings:

1) Regarding the religious composition in Singareni Colleries Company Ltd, Hindu employees predominated followed by Christians and Muslims.

2) In SCCL, the educational composition of the respondents is in tune with the cadre in which they are performing their duties.

3) Majority of the respondents were recruited through advertisements and employment exchanges.

4) Seventy percent of the respondents reported more than 10 years of service in the organization.

5) Nearly 80% of the executives reported drawing an annual salary of more than Rs. 1, 80,000 and majority of the administrative and field staff were getting a salary of Rs. 1, 20,001 to Rs. 1, 80,000.

6) Majority of the respondents were not satisfied with the recruitment policy as it did not have much space for employee’s children. 27% of the field staff, 14% administrative staff and 7% executives expressed dissatisfaction over the recruitment policy due to roaster regulations and entry of extremists.

7) The reasons for satisfaction as expressed by the satisfied respondents were unbiased procedure, roaster system and displaying selection list immediately.

8) The selection tools favoured by majority of the respondents were personal interview and written test.

9) Induction in SCCL was found to be generally organized by the superiors in the department. Around 75.4% of the respondents...
were satisfied with the prevailing induction practice. The stipulated probation period in SCCL is one year.

10) More than 30% of the field staff have been working in the same cadre even after acquiring experience of more than 15 years in SCCL.

11) More than 38% of field staff, 18% administrative staff has reported to be dissatisfied with period of probation and its allied rules.

12) A considerable number of employees in field and administrative categories expressed their dissatisfaction regarding insufficient duration of training period, skill orientation. 37% field staff, 36% administrative staff and 13% executives also criticized the procedure of identification of training needs.

13) 40% field staff, 27% administrative staff and 9% executives reported that SCCL is delaying the adoption of wage agreement and even highly qualified employees were not being given due importance in wage enhancement. Some of the employees have expressed their dissatisfaction with the incentive system also. 43% of field staff, 39% administrative staff and 33% executives claimed low job satisfaction due to inadequate pay and bad working conditions.

14) Only 22.22% executives, 16.67% Administrative staff and 28.75% field staff expressed dissatisfaction on industrial relations for which the reasons narrated were the delay in implementation of wage revision, management policy and differences among the trade unions.

15) 37% field staff, 15% administrative staff and nearly 8% executives expressed their dissatisfaction with respect to appointment of operators. It was reported that insistence of ITI as minimum qualification, is depriving the existing temporary driving license...
holders in SCCL from getting employment as operators in open cast mines.

16) 40% of the total respondents were not satisfied with the cadre scheme promotions to tradesmen, opencast personnel, survey, civil exploration, para-medical and clerical staff.

17) Out of a total of 62 operating mines there are 11 open cast and 51 underground mines. All the underground mines are loss making besides being operationally difficult and hazardous.

18) The levels of satisfaction with Motivation at schemes in operation has been found satisfactory. 60 out of 90 executives ie.66.67 percent are satisfied. Whereas 61.43 percent of Admn.Staff in contrast to 60.41 percent of field staff are satisfied. The above analysis reveals that the level of satisfaction is decreasing from Executives to Field staff.

19) The perception of the employees on the Social Security schemes of the company is found to be satisfactory. 162 out of 240 field staff ie.68.50 percent are happy with the Social security measures taken by the company as against 65.74 percent satisfactory level as expressed by overall 355 respondents out of 540. From the above it is evident that social security schemes like Coal Mines Provident Fund, Coal Mines Pension Scheme, Gratuity, Group Insurance schemes, Exgratia, Dependant employment etc.

20) Regarding the nature of overall human resource practices in SCCL, 77% field staff, 89% administrative staff and 88% executives expressed their contentment.

21) The degree of dissatisfaction with the various HR practices of SCCL was found to be high among the field staff compared to the administrative and executive categories of employees.

22) Majority of the respondents admitted that the HR interventions introduced by the Management are responsible for the turnaround
of the company. In other words, 66 out of 90 executives i.e. 73.33 percent, 149 out of 210 Admn. staff i.e. 70.95 percent and 148 out of 240 field staff i.e. 69.59 percent either fully or partially agreed that the bold HR initiatives implemented by the Management are responsible for dramatic turnaround of the company which was referred to BIFR twice in 1992 and 1996.

23) The respondents gave first rank to HR interventions followed by financial reforms, Technological improvements; Customer focused services and other strategies as 2nd, 3rd, 4th and 5th ranks respectively out of the Turnaround strategies the Management adopted in bringing back the loss making company to its present levels of profits.

24) Majority of the respondents admitted that the reasons for maintaining the present cordial industrial relations are attributed to the mutual trust being generated between the Management and the workforce.

25) The researcher also found through personal interaction with the respondents saying that the credit goes to the management in conducting the Union elections in 1998 first time in coal industry which ultimately paved the way for cordial Industrial relations scenario.
SUGGESTIONS:

1. Preference may be given to the children of employees in the recruitment and selection procedures for piece rate jobs apart from the medically unfit scheme which is in vogue.

2. Dependant candidates in field cadre who possess the required qualifications and experience field candidates may be promoted as tradesmen in the identified vacancies without insisting on written test.

3. Qualified dependant candidates may be considered for operator trainees. The internal candidates possessing heavy vehicle driving license be provided with operator trainee jobs in opencast mines on priority basis without insisting on written test.

4. Suitable employment to dependants in case of minor or major accidents, death cases, board medical unfit cases and voluntary medical unfit cases may be provided instead of monetary support so as to gain the confidence of workers thereby maintaining industrial piece.

5. As and when vacancies arise, pending court cases may be provided with employment irrespective of the judgment in the court.

6. Management of SCCI should follow seniority as criteria in regularizing the temporary workers. Steps should be taken by the management of the SCCL in displaying the number of vacancies.

7. Attention is to be paid by the management in finalization of pending cadre scheme promotions.

8. Regarding recruitment, socio-political influences and personal relations should be excluded. Only 14.26 per cent of employees are being selected through the training institutions and academic centres. It is suggested that if the SCCL recruits the employees through the academic centres and training institutions the quality of employees will
improve and the organization goals will be achieved in tune with the government aspirations.

9. It is suggested that the seniority of the employees should be considered in the promotional procedures, which can boost the morale of the employees in the organization.

10. The induction process serves as a valuable source of information and socialization of new recruits in the organization. Induction helps to promote loyalty and belongingness among newcomers and encourage the new entrants to coordinate their personal goals with the goals of the organization. The field staff employees are very important in the organisation as they have to work in underground mines and opencast mines and their services are very important in mining industry such as SCCL. Hence, induction should be given due importance by following a scientific procedure where the superior or a senior colleague take care of a new employee and sees that he/she is comfortable on the job.

11. The harmonious relations between employers and employees or trade unions are necessary for both the employer and employees to safeguard the interest of both the parties. The attitude and approaches of employers and employees is very important to improve the morale of the employees, to develop better understanding towards each other. A healthy industrial relations environment reduces wastage on all fronts in the organization. But unfortunately Industrial relations scenario was very discouraging. Before 1997. During the personal interaction and observation of the researcher it was seen that due to the HR initiatives under taken by the management since 1998 there has been a marked improvement in the relations between employer and employee. Hence, the researcher strongly recommends the need to continue the same strategies for maintaining good industrial relations in SCCL. Executive development programmes such as Sensitivity Training, role-plays, and case study methods may be used for managers with not enough HR skills to improve industrial relations further. Incorporating
frequent counseling sessions, proper grievance redressal techniques, Group decision making techniques, and team building procedures could help develop human relations as well as industrial relations in SCCL.

12. Training needs have to be identified scientifically after prior discussion with the employees and their superiors so that the needs are identified aptly. The traditional training programmes being used may be re-oriented with new technology and process of training be made more scientific with proper evaluation system.

13. The HR department should take sufficient care in the administration and content of the HR policies. A feedback system should be established to know the level of satisfaction of the employees with respect to the HR practices so that necessary modifications be made instantly.

14. In all the parameters the dissatisfaction level on various issues was high in the category of field staff employees. So, it is suggested to take necessary actions to include the field staff in the mainstream of SCCL.

15. The scope of HRM is indeed vast. All major activities in the working life of a worker—from the time of his or her entry into an organization until he or she leaves—come under the purview of HRM. whereas Personnel function was treated as a routine activity meant to hire new employees and to maintain personnel records. It was never considered a part of the strategic management of businesses. Historically, PM preceded HRM. Hence in most of the organizations the term “Personnel” is replaced with “Human Resource”. It is therefore suggested that nomenclature of “Personnel” may be changed to “Human Resource.”

16. It is observed that once the worker goes to the underground mine, he has to be there for shift period of minimum 8 hours. It is therefore suggested that arrangements may be made for serving tea/coffee with light refreshments after a gap of 4 hrs periods.
17. It is further suggested that "reserve pool" may be maintained to overcome the problem of non-reporting of the relievers.

18. In order to keep the miners physically fit more counselling sessions are to be arranged on "Health and Fitness".

19. The workers are required to be continuously educated on the ill effects of "Strikes and Lock outs" and not to become a tool in the hands of Union leaders.

20. In order to instill the confidence among the underground miners on the safety measures undertaken by the company, frequent visits of Senior Officers to the underground mines is recommended.

21. It is suggested that in case any major accident occurs in the mine, the management should bring out the facts to the notice of all concerned to dispel the spread of rumors.

22. It is opined that the present rate of attendance bonus may be increased to reduce the rate of absenteeism among the underground miners.

23. More and more training programmes by outside agencies may be arranged to train the Union leaders particularly to understand the rights and obligations under the 'code of discipline' and other labour laws applicable to the coal miners.

24. It is suggested that the management may take the feedback of the employees on 'implementation of various HRM activities' at regular intervals in order to take corrective measures to win the confidence of the employees.

25. Each employee may get at least 2 training programmes in a year, one based on organizational requirement and the other on the Training Assessment of the employee.