CHAPTER-II

REVIEW OF LITERATURE
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Several studies have been made in the areas of manpower management in public enterprises in India and abroad in general and manpower management in coal industry in particular. Most of these studies are in the form of committee reports, doctoral theses, research papers, books etc. An attempt is made here to review the previous studies in the areas of manpower management.

Review of Literature:

Literature pertaining to HRM in general and industry specific studies in particular are available on different aspects. But there is a dearth of literature relating to human resource management universally across the industries. A review of the existing studies on coal industry in particular and human resource management in general are presented for a bird’s eye view.

M. Singh studied efficient management in industry. The study touched various technical, operational and management aspects in the industry. The measurement of production efficiency, management planning, information system, efficiency norms and a host of other things are covered along with Research and Development. Manpower management and Training in the sugar industry in general is given a comprehensive focus. The prime focus of the study is production efficiency, which is analyzed by Singh both technically and theoretically with a practical orientation. A number of variables have been identified to influence the production and efficiency in the industry. According to his observation, the chief influencing factors are raw material, quality control, raw material transport, processing and plant operation, off-season maintenance and upkeep of the plant, management of finished product and its disposal, financial and administrative management, etc. Undoubtedly, human resource management comes under administrative management but it is not dealt in depth and exclusion.

Naga Raju Battu studied the functional aspects of human resource management with a specific reference to the K C P sugar and Industries
Corporation Ltd., Vuyyuru. The study is confined to a single unit, which may not help to make broader and universally applicable observations relating to the industry. The functional areas of recruitment, selection, wage policy, industrial relations and employee welfare are given a comprehensive coverage. The main conclusion of study is that the organization did not have clear documented policies on various aspects of human resource management.

Vijay Kumar's study on human resource management policies and practices in sugar industry failed to present an in-depth analysis of the growth and development of the sugar industry but it is rich in its contribution and focus in the areas of human resource management like organization and selection process, training and development, wages and incentives etc. The main objectives of the study include the analysis of the socio-economic and occupational status of the employees to assess the perceptions of different categories of employees regarding training, wages, welfare etc. The main conclusions of the study are that the sugar industry is rural biased, the training facilities available in the industry are not remarkable, the group incentive plans are absent, the promotion policy in the industry is vague. The study also identified several discrepancies in the industry on the human resource front.

In the area of Human Resource Management, job evaluation studies have been attempted in Indian industry as early as in 1953. K.Chowdary and V.R Trivedi and K.Venugopal made the attempts. The studies attempted by H.C.Ganguli (1954) O.A.Oranati (1954) , V.D.Kennedy (1954) , A.Mehata (1954) to find out the effects of union membership and the attitudes of Indian trade unionism in the context of union-management relations. William W.Finaly (1955) in their work pointed out that human beings are complex and emphasized the belief that human beings are to be understood in terms of what they think and what they learn by thinking. Their primary aim is to assist men in industry, executives, supervisors, and foremen in meeting and solving the personnel and human relations problems, which constantly confront them on the job. The authors recognize the need for a sound approach by the management to the problem of getting good personnel relations in industry.
Though the focus of their study is from the American point of view, the treatment of the subject on human behavior in industry has universal application.

**M.V.Moorthy** analysed the policies and problems of personnel management and emphasized the significance of human element in Indian industry. During 1960s, several researches focused their attention on personnel function in promoting industrial efficiency in Indian industry.

**V.V.Giri** reviewed the historical perspective of trade unionism. His study is analytical in character and touches the legislative aspects relating to industrial disputes and wages.

**Jain P.C** described the issues relating to industrial relations and suggested some methods of negotiation and conciliation to establish a congenial work atmosphere.

**A.G.B.Davidson** emphasized the role and responsibilities of the personnel managers in ensuring maximum standards of management.

**K.N.Subramanayan** extensively discussed the need for developing a positive ideology and ethics in the area of HRM to create better work environment for the motivation of the workers.

**P.N.Krishna Piallia** emphatically narrated some important aspects of works committees, code of discipline, voluntary arbitration, and grievance machinery and joint management council schemes applicable to all types of industries.

**Dayal Iswhar** narrated the role of personnel departments and pointed out the need to consider the personnel function as an inseparable part of the managerial function. In his earlier study, 1968, he stated that a detailed study of jobs and skill analysis is absolutely necessary to help the employee to adjust to the job requirement.

**Paul pigors** collected original contributions of Douglas Mc Gregor, Renisis Likert and other eminent American writers on management and personnel
administration. They have touched the aspects of organization planning and management development, the individual in the organisation in the changing environment, the need for developing human resources with the emphasis on pay and services. This is a commendable work on the management of human resources form the American point of view; however, the strategies can be made applicable to the Indian industrial environment.

Sharvan Kumar made an attempt to review the state of industrial relations in Andhra Pradesh. C.B.Mamoria discussed how personnel officers in India exhibit a kaleidoscopic picture of multiple structures, the buffer zone between labour and management. Further, he depicted the personnel manager as staff adviser in the organization and also as an executive in the personnel and welfare spheres.

R.D.Agarwal compiles the views of eminent foreign and Indian writers on personnel management, exemplifies that the vitality of any organization depends heavily upon the quality of its personnel management. The book reveals that the field of personnel management is assuming increasing significance in India under the impact of change in production and distribution technology, increasing the size and complexity of organization and transition.

R.S.Dwivedi contributed to the knowledge of HRM by adopting an integrated approach to personnel management and labour relations. His study referred to Dale Yoder, Henemann, Turnbull and Stane who interpreted manpower management as involving procedures through which human resources are organized and directed towards the attainment of organizational, individual and social goals. He extensively discussed the conceptual frame work of manpower management referring to the contributions made by K.K.Mehra, P.Ghosh, S.Srinivasan, Nitish, R.Day, in the area of manpower planning, recruitment, training and development, compensation and trade unionism, among several other aspects of HRM. He also discussed the changing concept of HRM beginning with a scientific approach. As the book is based on research and empirically verified hypothesis in the Indian context, it is an addition to the existing knowledge on HRM.
Arun Monappa and D.S. Kamal analysed the data on executive salaries contained in the annual accounts of 150 companies in India. The authors concluded that the personnel managers were paid adequately than their counterparts in other functional areas of management due to the significant role played by them in the Indian industrial setting.

Lakshmi Narain discussed some pertinent problems relating to personnel functionaries. Pareek V and Rao T.V emphasized the development aspects of personnel functions by discussing details of developing and managing different factors of Human Resources Systems within the context of any organizational culture.

S.K. Bhatia discussed the main objectives of training and suggested a shift from knowledge to attitude while designing the training programmes. He identifies three areas of training – technical skills, knowledge of organization and external systems, conceptual and inter-personnel skills. The emphasis on different skills should vary with the type of employees.

M.K. Ghosh stressed the need for behavioral inputs in training programmes organized for supervisor and for assessing the training needs of the managers.

P.C. Seth suggested that training for personnel manager should be directed towards attitudes and beliefs that underlined managerial philosophy and their inter-relatedness.

L. Prasad and A.M. Benergee extensively discussed the philosophy of management, types of organization structure, manpower planning and selection, training and development, promotion, wages, incentives, working conditions and preparing people in industries for change, among other things, connected with HRM. The work aims at presenting the concepts, principles and practices of organizing work and employing, appraising, communicating, leading, motivating and developing people for better results.
David A. Decenzo and Stephen P. Robbins provides readers with balanced coverage of personnel / HRM. The work is primarily research oriented with its emphasis on introduction to HRM, acquisition of HR, development, motivation and maintenance of HR with case applications.

Singh B.P. proceeded from the assumption that organization is man's important creation, as it facilitates the realization of predetermined goals. For them, modern organization has grown in size employing thousands of workers for conversion of physical inputs into products and services required by the society at large. Recruitment and appointment of employees, matching them with the jobs, training, development and motivation of employees have become a complex process because of technological developments, knowledge explosion and social awareness among people in industries.

Milkovich and Boudreau discussed personnel/HRM from the American point of view. They urged the managers to change their attitude towards managing employees in industrial organizations. They emphasized that the organization of human resources should be managed with the same care and logic as the financial and raw material resources. These writers suggest that HRM is to be regarded as a soft management function. They also examined the current, theoretical and research, developments related to HRM, the current state of human resource practices and provided techniques to develop-making skills by utilizing personnel computers as tools for human resource decision making.

J.P. Sharma studied in sports goods industry, which is unorganized, and skilled oriented small scale and cottage industry. His primary emphasis was on employment, training, and evaluation of training programmes as tools of HRD strategy.

R. Jaya Gopal pronounced that India has an abundance of human resources but a dearth of manpower skills. He conceptualized an integrated strategy for HRD. His contention is that there is an urgent need to convert the human resource as an asset through formal, informal and non-formal education involving training and re-training.
C.S. Venkata Ratnam and B.K. Srinivas provided comprehensive framework of the principles and concepts relating to personnel management with the emphasis on the Indian context. They attempted to interpret HRM concepts with their emphasis on behavioral principles and industrial relations. Their primary contribution lies in discussing the implications of personnel policies and future scenario of human resources.

Arun Monappa and Mirza S. Saiyadin made a comprehensive attempt to analyze personnel function and its application, scope, contribution, and limitations of personnel management in India. They attempted for providing a detailed conceptual background to personnel management together with selected Indian cases, exercises and problems to illustrate and highlight the practical aspects of personnel management.

A. Swanon discussed the issues surrounding the role of HRD in organizational strategic planning. They contend that two factors have influenced the evolution of HRD towards a more active role in the formulation of business strategy. They are:
1. Information Technology
2. Sustainable competitive advantage offered by workforce enterprise. They ultimately concluded that it is impossible to achieve the work target without developing and managing a highly competent workforce in any business enterprise. Though their study has been from the American point of view, it has its relevance to the Indian environment.

Huseid, Mark Andrew. Conducted a study on Human resources management practices, turnover, productivity and firm performance. Using a wide range of industries as sample the researchers suggested that sophisticated procedures and techniques at higher level of human resources management lead to greater profits, more productivity and lower turnover.

Shaban, Hisham, Hassan conducted a research on human resources management policies and practices in the hospitality industry. This research study has examined the perspectives of American and Egyptian human
resources executive's management (HRM) policies and practices in the hospitality industry, especially within luxury hotels. One of the main thrusts of this study has been to determine similarities and differences among the HRM polices and practices particularly with in the area of (a) recruitment and selection, (b) training and development and (c) performance appraisal. The study revealed many similarities in managerial perceptions and attitudes and a clear trend towards convergence on some critical HRM policies and practices.

Researchers like Yan, Aboagyee Debrah, have made several other studies. Al – Sahhaf Habeeb J. Gulbro, Robert Dale, on human resources management principles and practices in various industries. All these studies are of recent origin and stressed the need for special attention of this issue in a rapidly changing environment.

Jyothi, sunkara, sree. Conducted a study on human resources management in co-operative sector, on selected units in Vizag district and suggested the need for better human resources management in co-operative sector.

Studies on Manpower Management in Coal Industry:
Several studies were made on manpower management in India in various business undertakings. An attempt is made to review briefly the important studies in this and the need for manpower planning and suggestions were offered for better manpower management in view of economic development.

In 1964. Mahindra committee was appointed to enquire into the various problems of coal industry in India. The committee was critical regarding the existing patterns of recruitment of contract labour and felt that the system must be abolished. The committee also pointed out the bad working conditions of labour, lack of medical facilities and amenities in the coal mines. It suggested the provision of better welfare facilities and working conditions to relieve the worker of the strain and strenuous nature of work below the ground.
The international industry committee on coal mining, which met in 1945 in London and was attended by a tripartite delegation from India, examined the factors, which promoted instability in coal mining industry. The committee had evolved certain principles to be applied to maintain stability of employment, fair wages, provision of adequate holidays with pay, betterment in working hours and conditions, introduction of safety provisions, need for training and adequate social security schemes and retirement benefits.

In 1946 a committee was appointed by the Govt. of India under the chairmanship of S.R.Deshpande to enquire into the conditions of labour in coal mining industry. The committee surveyed the recruitment practices, living conditions, amenities and welfare measures of the coal mining workers. The committee found that the working conditions in coal mines were miserable. It was pointed out that even basic amenities like drinking water were not provided in the mines. The committee pointed out many lapses in the sanitary arrangements and safety measures. Several suggestions were also made by the committee to improve the conditions of the workers.

In 1967, the Labour Bureau, Ministry of labour and employment, on labour conditions in coal mining industry in India, made another study. This study has examined the working conditions and other socio-economic problems of workers in the various coal fields in India. The committee stressed the need for improvement in the working conditions and social security schemes and welfare measures.

National commission on labour (1969) was appointed by the Govt. to enquire into the various issues relating to coal mines in India. The committee recommended the need for improvement of working conditions, welfare measures etc.

Mohan Kumaramangalam.S, on coal industry in India, made another notable study. He was the then Minister of steel and Energy, Govt. of India at that time and examined the various issues and problems, which have necessitated the nationalization of coal industry. His study pointed out; among other things that in many instances mine safety laws were violated. He also
found that there were many unscientific mining practices including support in the below ground, lack of safety equipment and inadequate housing facilities. These practices in many instances have lead to accidents and absenteeism.

**Dutta shaktipad** made a study on labour productivity; wages and profits in the coal mine industry in Bihar and concluded that the labour productivity in coal mines of Bihar was low compared to western countries.

**Sharma** conducted a survey on the living conditions of workers below ground and open cast mines. He found that the living conditions of coal workers were not satisfactory.

**Sinha** made a study relating to the working of trade unions in coal mines of Bihar. According to this study most of the small and independent trade unions of coal industry of Bihar are not affiliated to any national level union. This study had also pointed out that there was inter- union rivalry, which caused violence and disorder in the coalfields. The employers in coal industry as their indenting agency set up the coal field-recruiting organisation for ‘Gorakhpuri Labour’. The CRO indented on the Gorakhpuri Labour Depot, a Government organisation for recruitment of labour. The recruited workers were then sent to various collieries by the CRO under escort by its own employees. The workers were kept in camps near the coalfields. Under the surveillance of the supervisors and commanding officers of the CRO they were repatriated after completion of a period of twelve months in the camps. Hence there was no interruption in the production activity. Moreover these Gorakhpuri Labourer’s good physical and muscular strength contributed a higher output per manshipt compared to the local manpower. SCCL many times machined maximum production, which is higher than the predetermined targets. As such in the interest of management and regular supply of manpower through CRO the system of contract labour continued for several years. The labour engaged by these contractors became experienced and insisted for job security and other facilities. With gradual improvement of working conditions in the mines, the reluctance towards below ground jobs and poor physique of the local labour paved way to the management in sanctioning the facilities to
the labour engaged by the contractors to stick on to the company and to achieve the predetermined targets.

The enactment of Mines Act, Coal Mines Regulations by Government of India incorporating safety precautions, and Government machinery to ensure the safety precautions implemented as per the Act, made the workforce secure.
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