CHAPTER —VI

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

<table>
<thead>
<tr>
<th>CONTENTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 INTRODUCTION</td>
<td></td>
</tr>
<tr>
<td>6.2 SUMMARY OF FINDINGS</td>
<td></td>
</tr>
<tr>
<td>6.3 JUSTIFICATION OF THE THESIS</td>
<td></td>
</tr>
<tr>
<td>6.4 CONCLUSION</td>
<td></td>
</tr>
<tr>
<td>6.5 SUGGESTIONS</td>
<td></td>
</tr>
<tr>
<td>6.6 SCOPE FOR FURTHER RESEARCH</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER —VI

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

This final chapter presents the chapter introduction, summary of findings, the explanation with regard to the justification of the study, the verification of the proposed research Hypothesis, the conclusion of the study, the suggestions for policy implication followed by avenues for the future research on this aspect.

6.1. INTRODUCTION

In the changed environment, coalition of corporate vision with the individuals’ aspirations is vitally imperative and it is the human resource manager who has to play crucial role in this respect by communicating the corporate vision to the people in the organizations. He has to strategies human resource function so that its various components are harmonized firmly with corporate strategy towards improving productivity, quality and customer satisfaction.

Although human resource function is receiving the serious attention of corporate India in the recent few years, to cope with the bewildering complexity and paroxysm of business activity, technological advancement, increasing competitiveness , growing concern for low productivity and high cost and cataclysmic changes in socio-cultural environment leading to change in profile of workers, their style of functioning, attitude towards management, towards work and themselves, the role of human resource manager has transformed from staff authority to line authority with crucial responsibility and there is a strong need for the human resource manager to pursue an integrated and multi-pronged approach to manage men. He has to play a more pragmatic, positive and broader role with electrifying effect.
The Present study “A STUDY ON HUMAN RESOURCE DEVELOPMENT PRACTICES IN PUBLIC SECTOR COAL UNDER TAKINGS—WITH REFERENCE TO SINGARENI COLLIERIES COMPANY LIMITED” was undertaken to verify the satisfaction level of the respondents towards HRD practices and to test the impact of HRD practices on the performance levels of employees in SCCL. In this chapter the researcher has presented the various findings based on the analysis of the study. The researcher has also given suitable suggestions for better management of HRD practices in the SCCL.

6.2. SUMMARY OF FINDINGS

The study will be analyzed on the foundations of qualitative and quantitative perspectives involving both theoretical foundations and empirical findings. The findings of the study will be presented chapter wise with the main inferences drawn from the analysis of the collected data and by the verification of proposed hypothesis of the research study.

Chapter-1

This chapter had presented the introductory aspects of the concept of HRD practices and the problem was clearly stated. This chapter further provided the significance of the study, the need for the study followed by the scope of the study. At the end chapterization scheme and schematic representation of the thesis was presented in order to provide a clear idea on the structure of the thesis.

Chapter-2

Under this chapter, the conceptual, perceptional and empirical findings from the earlier works were presented in order to provide the research lead and probing inhibitions for the formulation of research platform for this study. In this manner the research gaps (06) were identified and the research questions (4) were formulated followed by the framing of research objectives (05) and research hypothesis (02). This chapter further presented the research methodological aspects that paved the way to conduct the research study in a systematic and scientific manner. At the end limitations were given to restrict the study within the defined perimeters.
Chapter-3

This chapter had presented the concept and definitions of HRD and presents the Historical perspective, theoretical foundations of HRD, objectives, benefits and philosophy, mechanisms or subsystems of HRD, Principles of HRD, Outcomes of HRD, Critical perception of HRD, HRD at macro and micro levels, role of government in HRD and feature perspectives of HRD.

Chapter-4

This chapter had clearly presented the overview of the organization under study. It focuses on Nationalization of coal mines, mining in India and coal reserves. It also presents the information about the SCCL profile, particularly origin, mission, manpower particulars, organization structure and milestones of the SCCL. This chapter further explained the new business arenas of SCCL and provided the clear feature outlook scenario of the organization paving the way for the researcher to lay emphasis on thrust areas of the study.

Chapter-5

This chapter presents the data analysis and findings pertaining to HRD practices that exist in SCCL and the satisfactory levels of the employees on the existing HRD practices and the influence of demographic profile on the satisfactory levels of the employees in SCCL. This chapter was studied under three parts.

Part-A

This portion of the chapter deals with the demographic profile of the respondents. Eight demographic concepts were examined under this heading. The aspects of age, marital status, education, department-wise category, working section-wise category, experience, awareness of respondents on HRD practices and type of job designation were analyzed.

- Majority (55.24%) of the respondents were in the age group of 31 to 40 years.
- Majority (53.63%) of the respondents possessed ITI as a major education qualification.
- Majority (96.77%) of the respondents were under the married category.
• Majority (54.03%) of the respondents were under the technical category with regard to department-wise segmentation.

• Majority (21.37%) of the respondents were under the technical electrical followed by 17.34% of the respondents under general operations category with regard to working section-wise segmentation.

• Majority (53.23%) of the respondents were under the experienced group of 11-15 years followed by 23.39% of the respondents with above 20 years of experience.

• Majority (78.63%) of the respondents are well aware of the prevailing HRD practices in SCCL.

• Majority (87.10%) of the respondents were under the Non-executive category with regard to job designation-wise category.

Part-B

This portion of the chapter deals with the level of satisfaction of the respondents on identified HRD practices. The HRD variables under the study were recruitment and selection, training and development, performance appraisal, promotion policy, career planning and development, compensation policy (wages, salaries and incentives etc.), welfare facilities and working conditions in SCCL.

Recruitment and selection:

• Majority (98.15%) of the respondents under the Non-executive category was recruited through employment exchange and 96.88% of the respondents under executive category were recruited through direct recruitment of SCCL.

• All the respondents under both the executive and Non-executive category were recruited through written test and personal interview.

• Majority (69.44%) of the respondents under Non-executive category and 71.87% of the respondents under executive category had opined that the present method of selection for respective posts in SCCL is difficult.

• 74.54% of the Non-executive category and 87.50% of the executive category respondents revealed that the satisfaction level on recruitment and selection process of SCCL is neutral.
15.28% of the respondents in Non-executive category expressed that they were highly dissatisfied with the selection and recruitment process in SCCL.

**Training and Development:**

- 49.54% of the respondents under Non-executive category and 56.25% of the respondents under executive category expressed that human resource department is assessing the training needs of the employees.
- 63.89% of the respondents under Non-executive category and 40.63% of the respondents under executive category opined that they are getting internal training within the premises of SCCL.
- 31.94% of the respondents under Non-executive category and 53.13% of the respondents under executive category revealed that they are getting both internal and external training programmes conducted by SCCL.
- 80.09% of the respondents under Non-executive category and 90.63% of the respondents under executive category accepted that they were trained on safety and fire fighting.
- 68.98% of the respondents under Non-executive category and 78.12% of the respondents under executive category had accepted that they got training towards their job oriented works.
- 87.50% of the respondents under Non-executive category and 93.75% of the respondents under executive category revealed that they were offered training on team building.
- 76.85% of the respondents under Non-executive category and 90.63% of the respondents under executive category had expressed that they were getting training through conferences and lecture methods provided by SCCL organization.
- Majority of the respondents under both the categories revealed that special courses and conference lectures are the main methods off-the-job training process in SCCL.
- 85.65% of the respondents under Non-executive category and 71.88% of the respondents under executive category revealed that the production capacity was increased after the training process provided by SCCL.
• 81.48% of the respondents under Non-executive category and 84.38% of the respondents under executive category expressed that training programmes provided by SCCL helped them in reducing operational and industrial wastages.

• 58.33% of the respondents under Non-executive category and 68.75% of the respondents under executive category revealed that they find easy in handling the work after they received the training programmes by SCCL.

• 53.24% of the respondents under Non-executive category and 78.12% of the respondents under executive category revealed that they could be able to get more knowledge, if they get further training programmes.

• 73.61% of the respondents under Non-executive category and 96.88% of the respondents under executive category revealed that they felt good about the training programmes given by SCCL.

Performance Appraisal:

• 98.15% of the respondents under Non-executive category and 90.62% of the respondents under executive category expressed that their performance is evaluated by the human resource department.

• 99.07% of the respondents under Non-executive category and 100% of the respondents under executive category expressed that their work performance is the most important factor for evaluating their performance.

• 60.65% of the respondents under Non-executive category and 93.75% of the respondents under executive category expressed that their performance appraisal will be used for promotion.

• 34.72% of the respondents under Non-executive category and 62.50% of the respondents under executive category expressed that they were satisfied with the existing performance appraisal system in SCCL.

Promotion Policy:

• 67.13% of the respondents under Non-executive category and 75% of the respondents under executive category were satisfied with the promotion policy that exists in SCCL.
Career Planning and Development:
- 86.11% of the respondents under Non-executive category and 62.50% of the respondents under executive category expressed that they do not have opportunity for career planning and development in SCCL.

Compensation policy (wages, salaries and incentives etc.):
- 89.81% of the respondents under Non-executive category and 90.63% of the respondents under executive category expressed that they were satisfied with the existing compensation policy in SCCL.

Welfare facilities:
- 93.99% of the respondents under Non-executive category and 93.75% of the respondents under executive category expressed that they were satisfied with the existing welfare facilities those are being provided by SCCL.

Working conditions in SCCL.
- 81.94% of the respondents under Non-executive category and 87.50% of the respondents under executive category expressed that they were satisfied with the existing working conditions those prevail in SCCL.

Part-C
This portion of the chapter deals with the verification of the proposed hypothesis for the research study.

VERIFICATION OF HYPOTHESIS – $H_{a1}$ (Alternate Hypothesis)
$H_{a1}$: There exists a close relationship between demographic profile of the employees and the level of satisfaction on HRD practices in SCCL.

$H_{01}$: There do not exist a close relationship between demographic profile of the employees and the level of satisfaction on HRD practices in SCCL.

Test Applied: Chi-square Test, Multi-discriminate function Analysis,
In order to test the above alternate hypothesis $H_{a1}$, the following demographic characters were analyzed by testing their relevancy with identified HRD practices.
1. Age
2. Marital Status
3. Education
4. Department
5. Working section
6. Experience
7. Awareness on HRD practices
8. Designation

Respondents Age and their Level of Satisfaction on the HRD Practices:
- It was found that 64.77% of the respondents in the age group of 31-40 years were highly satisfied with the existing HRD practices in SCCL.
- The Chi-square test results show that there is a close association between the age of the respondents and their level of satisfaction on existing HRD practices in SCCL.

Marital Status of the respondents and level of satisfaction on HRD practices
- 93.18% of the married category of the respondents was highly satisfied with the existing HRD practices in SCCL.
- The Chi-square test results show that there is no relationship between the marital status of the respondents and their level of satisfaction on existing HRD practices in SCCL.

Education of the respondents and level of satisfaction on HRD practices
- 67.05% of the respondents under ITI qualification category were highly satisfied with the existing HRD practices in SCCL.
- The Chi-square test results show that there is a close relationship between the education qualification and their level of satisfaction on existing HRD practices in SCCL.

Department-wise category of the respondents and level of satisfaction on HRD practices
- 62.50% of the respondents under Technical category were highly satisfied with the existing HRD practices in SCCL.
- The Chi-square test results show that there is no relationship between the respondents working department and their level of satisfaction on existing HRD practices in SCCL.
Working section-wise category of the respondents and the level of satisfaction on HRD practice

- 36.36% of the respondents under Technical electrical section-wise category and 25.00% of the general mechanical section-wise category respondents were having the highest level of satisfaction with regard to the existing HRD practices in SCCL.
- 26.09% of the general operation section-wise and 17.39% of the technical operation section-wise category respondents have the lowest level of satisfaction with regard to the existing HRD practices in SCCL.
- The Chi-square test results show that there is a close relationship between the respondents working section-wise category and their level of satisfaction on existing HRD practices in SCCL.

Experience of the respondents and level of satisfaction on HRD practices

- 63.64% of the respondents under the experience category of 11-15 years have the highest level of satisfaction with regard to the existing HRD practices in SCCL.
- The Chi-square test results show that there is a close relationship between the respondents experience and their level of satisfaction on existing HRD practices in SCCL.

Awareness of the respondents and level of satisfaction on HRD policies

- 61.36% of the respondents who are aware of the prevailing HRD practices in SCCL have the highest level of satisfaction on existing HRD practices in SCCL.
- The Chi-square test results show that there is a close relationship between the respondents awareness on HRD policies and their level of satisfaction on existing HRD practices in SCCL.

Designation of the employees and their level of satisfaction on HRD practices

- 98.86% of the respondents under the Non-executive category of employee designation have the highest level of satisfaction on existing HRD practices in SCCL.
- The Chi-square test results show that there is a close relationship between the respondents designation and their level of satisfaction on existing HRD practices in SCCL.
Multi – Discriminate Function Analysis

- In order to find the degree of variation against the development of satisfaction perceived by respondents on HRD practices a Multi-discriminate function analysis was applied and 11 variables were selected for the purpose of the study. They are Recruitment, Selection, Welfare facilities, Training, Classification of employees, Age, Marital Status, Education, Department, Experience and Awareness on HRD.

- Discriminate function analysis was applied to the respondents based on the low level and high level satisfier on HRD practices. The following factors significantly discriminate the two groups, they are experience, awareness on HRD practices, welfare facilities, classification of employees, training facilities and marital status. The factors that do not discriminate the two level groups are age, education and the department.

**Hypothesis \( H_{a1} \) Test Result:**

Majority of the variables studied under the demographic profile and identified HRD practices had proved their statistical significance and hence the proposed alternate hypothesis \( H_{a1} \) is accepted.

**VERIFICATION OF HYPOTHESIS-II (\( H_{a2} \)) (Alternate Hypothesis)**

**\( H_{a2} \):** Demographic profile of the employees has a strong positive correlation with the level of satisfaction on HRD practices in SCCL.

**\( H_{o2} \):** Demographic profile of the employees does not have a strong positive correlation with the level of satisfaction on HRD practices in SCCL.

**Test Applied:** Factor Analysis, Pearson correlation, Anova and Multiple-Regression Analysis

- The model is linear because increasing the value of the \( J^{th} \) predictor by 1 unit increases the value of the dependent by \( b_j \) units. In this section multiple regression analysis is used to explain the variation in the satisfaction (dependent variable) based on the variation over the variables (independent variable) Category of designation, Age, Marital Status, Education, Department, Experience and Awareness on HRD.
Therefore the multiple regression equation becomes

\[ Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8 \]

Dependent variable \( Y = \) Satisfaction Level

Independent variables are:
\( X_1 \)-Category of designation,
\( X_2 \)-Age, \( X_3 \)-Marital Status,
\( X_4 \)-Education,
\( X_5 \)-Department,
\( X_6 \)-Designation,
\( X_7 \)-Experience and
\( X_8 \)-Awareness on HRD

The model summary table reports the strength of the relationship between the model and the dependent variable. \( R \), the multiple correlation coefficients, is the linear correlation between the observed and model – predicted values of the dependent variable. Its large value indicates a strong relationship.

\( R \) Square, the coefficient of determination, is the squared value of the multiple correlation coefficients. It shows that about ninety five percent of the variation in profit is explained by the model. The ANOVA reports a significant F statistic, indicating that using the model is better than guessing the mean. As a whole, the regression does a good job of modeling satisfaction. The ANOVA table tests the acceptability of the model from a statistical perspective.

The Regression row displays information about the variation accounted for the model. The Residual row displays information about the variation that is not accounted for the model. The regression sum of square is greater than residual sums of squares, which indicates that nearly ninety five percent of the variation in profit is explained by the model. The significance value of the F statistic is less than 0.05, which means that the variation explained by the model is not due to chance. While the ANOVA table is a useful test of the model’s ability to explain any variation in the dependent variable, it does not directly address the strength of that relationship.
• Even though the model fit looks positive, the first section of the coefficients table shows that there are too many predictors in the model. There are several non-significant coefficients, indicating that these variables do not contribute much to the model. The non-significant variables are category, department and designation.

• Looking at the significance values we see that the variables Age, Marital Status, Education, Experience and Awareness are highly significant (less than .01).

Hypothesis \( H_{a2} \) Test Result:

Majority of the variables studied under the demographic profile and identified HRD practices had a strong correlation and they are highly significant. Hence the proposed alternate hypothesis \( H_{a2} \) is accepted.

OBSERVATIONS

- With regard to the aspect of recruitment and selection process, it was observed that no prominence was given to the need based circumstances and there was no uniform procedure for selecting the right candidates for the organizations.

- With regard to the aspect of training and development programs, it was observed that there was no continuity in training programs to meet the ongoing challenges and to increase the productivity levels of the employees in the organization.

- With regard to the aspect of promotion policy, education and experience are to be jointly taken into account and SCCL is not practicing this aspect and hence it needs thorough attention.

- With regard to the aspect of career planning and development, there is a minute chance for the employees of SCCL to accelerate them in terms of their career advancement and hence this aspect acts as a serious lacuna.

- With regard to the aspect of welfare facilities, the aspects like transportation and housing lag behind the ongoing welfare activities and it is the need of the hour for SCCL to rectify the aspect.

- With regard to the aspect of awareness of respondents on HRD policies and practices in SCCL, no awareness campaigning on HRD practices from the organization side of the SCCL is promoted.
With regard to the aspect of working conditions, there is no campaigning process on safety device utility and safe operating conditions and hence the SCCL management has to seriously fill the gap that exists in promoting safety operation mechanisms to fight the hazardous coal mining situations.

6.3. JUSTIFICATION OF THE THESIS

<table>
<thead>
<tr>
<th>Research Gap</th>
<th>Research Question</th>
<th>Research Objective</th>
<th>Dealt under Chapter no.</th>
</tr>
</thead>
<tbody>
<tr>
<td>RG-1</td>
<td>RQ-1 &amp;2</td>
<td>OBJ-1</td>
<td>C-3</td>
</tr>
<tr>
<td>RG-2</td>
<td>RQ-1 &amp;2</td>
<td>OBJ-2</td>
<td>C-4</td>
</tr>
<tr>
<td>RG-3</td>
<td>RQ-1 &amp;2</td>
<td>OBJ-2</td>
<td>C-4</td>
</tr>
<tr>
<td>RG-4</td>
<td>RQ-3</td>
<td>OBJ-3</td>
<td>C-5</td>
</tr>
<tr>
<td>RG-5</td>
<td>RQ-3</td>
<td>OBJ-3</td>
<td>C-5</td>
</tr>
<tr>
<td>RG-6</td>
<td>RQ-4</td>
<td>OBJ-4</td>
<td>C-5</td>
</tr>
</tbody>
</table>

Research Gaps:

1. No research work of worthy nature was done on the nature and performance of Human Resources in Singareni Collieries Company Limited (SCCL) and the relevancy of Human Resource Development (HRD) practices was not examined. (RG-1)

2. No major research observations were made on the prevailing HRD practices in SCCL. (RG-2)

3. No major research efforts were made to examine whether the prevailing HRD practices cater to the needs of the employees in SCCL. (RG-3)

4. No major research studies were made on the awareness levels of employees on existing HRD practices in SCCL. (RG-4).

5. No major research studies were made on the satisfaction levels of employees on existing HRD practices in SCCL. (RG-5).

6. No significant research studies were made in order to test the correlation that exists in between HRD practices and satisfaction level of employees in SCCL? (RG-6).
Research Questions:

1. What are the conceptual perspectives of HRD and what are the prevailing HRD practices in SCCL? (RQ-1)
2. What is the organizational profile, growth and performance of SCCL in the present global scenario? (RQ-2)
3. What are the awareness levels of employees in SCCL on prevailing HRD practices and their satisfaction levels on HRD practices being practiced in SCCL? (RQ-3)
4. Do there exists any Correlation between HRD practices and satisfaction level of employees in SCCL? (RQ-4)

Research Objectives:

1. To study the concept of Human Resource Development practices in general and with reference to SCCL in particular. (OBJ-1)
2. To present the profile of SCCL in terms of organization structure, performance and its historical growth since its inception. (OBJ-2)
3. To assess the awareness levels and satisfaction levels of employees on identified Human Resource Development practices in SCCL. (OBJ-3)
4. To examine the correlation between HRD practices and the level of satisfaction among the employees in SCCL. (OBJ-4)
5. To offer suitable suggestions for effective implementation of HRD practices in SCCL. (OBJ-5)

This Chapter presents the summary of data findings and analysis made under the study, the scientific diagnosis of the study by equating the research gaps, research questions, the research objectives and research Hypothesis verified followed by the conclusion drawn from the study and suggestions made towards the academic sphere. At the end, platforms for further research were also shown in order to conduct further research studies in relation to the concept of HRD practices with in the base of Coal Mining industry in India.

Thus the study was analyzed on qualitative and quantitative perspectives and the concept involves both the macro and micro dimensions on the subtle base of the research title.
6.4 CONCLUSION

After examining the findings and observations from the above study, we can conclude that there exists sound HRD policies and practices in Singareni Collieries Company Limited (SCCL) and the employees of the organization are well aware and highly satisfied with the existing HRD practices in SCCL. From the study we can infer that there exists a strong association between the satisfaction level of the employee and prevailing HRD practices in SCCL. It can be further inferred that there exists a strong correlation between the demographic profile of the respondents and their satisfaction level towards HRD practices in SCCL. In turn it was also analyzed that there exists a strong relationship between HRD practices and level of satisfaction of employees in SCCL. The objectives were clearly analyzed and the proposed alternate hypothesis were statistically tested and proved significant. Thus there exists a congenial HRD climate in SCCL and their prevails turgid positive satisfaction levels among the employees of SCCL.

While charting out their future course of action Indian corporate will have to remember that to get competitive edge over their rivals on a sustainable basis five things are essential- increased productivity, improved quality, innovation in the market, a deep understanding of customer needs and delivery of world class service and only one factor that could provide all these capabilities is ‘knowledge’ and human beings are the drivers of the knowledge juggernaut. As such, primary focus of the strategic management approach of any organization has to be an effective and efficacious utilization of human resources. It will, therefore, be imperative to set new paradigms for managing an enterprise and its people so that the human resource function forms an integral part of corporate policy and strategy and the human resource manager plays a pivotal role in management of men and in striking progressive integration of conceptual values with operational values.

Today Human resources management function is much integrated and strategically involved. The most important task of the human resources department is to make sure that the people working in the organization feel happy, are in the right job and get the opportunity to upgrade their skills whenever necessary. The HRD practices like HRM policies, recruitment, selection, training, performance
appraisal, promotion, compensation and rewards, workers participation and industrial relations are important aspects which are known by the employee's response and analysis of the available information. The employees have close association with the HRD practices practiced by the SCCL.

Need for HR practices is changing rapidly in the 21st century and new contexts emerge from rapid political, technological, market and demographical changes. The challenge for both HR managers and HR leaders is to build capabilities that ensure the successful execution of Human Resources Management strategy. The next generation managers, HR professionals will need to think in new ways and lead their organization with confidence.

6.5. SUGGESTIONS

Based on the above findings and observations, the following suggestions were made as a matter of policy implication. They are as follows:

- **Awareness programmes on HRD policies and practices:** It is the prime need of the hour that SCCL has to create awareness among its employees on the issues of HRD policies and practices and it has to launch various programmes to promote the awareness consciousness.

- **Need based Selection Process:** In two-day's highly complex and competitive situation, choice of right Personal has far-reaching implication for an organization's Functioning. Employee well selected and well placed would contribute to the efficient running of the organization. SCCL has to adopt planned and uniform procedure for selection in the executive and non-executive category of employees for the organization.

- **Re-Orientation of Performance Appraisal Process:** Performance appraised was considered a development technique in the hands of managers aimed at calling alternation to a subordinate to improve their activity. In that aspect, the SCCL should make awareness in the minds of employees about the performance appraised system.

- **Synchronization of Training Programmes:** Training constitutes a significant step in the reduction of the individual into the company's way of life. Training is essential for the employees when there is change in the production process or when the employees are deputed for new assignment.
for survival of the organization. In order to avoid monetary aspects and make the employees to participate in the training with real zeal, they have to identify various ways to conduct training effectively. SCCL has to train their employees to synchronize with the present challenging conditions.

- **Review on Promotion Policy:** Promotion is the upward reassignment of an individual in an organizational hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income. SCCL has to plan meticulously in terms of promotion to the well performed and experienced employees while promoting the employee education and considering their experience for promotion.

- **Enhancing Welfare facility:** Welfare facilities in Indian industry imply the provision of medical, education, housing, recreation, transportation and counseling. In that, the SCCL has to make efforts to provide housing, transportation and medical facilities to the staff members and their departments.

- **Awards and Rewards:** Employees reward and recognition programme are the methods of motivating employees to change their work habits and key behaviors to benefit organization as a whole. Hence the SCCL must look for ways to reward and award the employees in the organization periodically.

- **Career Planning and Development:** Career planning and development is the responsibility of the HR department of the organization. Career planning ensures that goals of individual and organizations are in synergy. It implies the individual becomes aware of his capabilities and opportunities within the organization. He chooses to develop himself in a direction that improves his chances of being able to handle new responsibility. This career planning and development are not being maintained in the SCCL. Hence reasonable efforts are to be taken by SCCL to promote career planning and development in the Organization.
➢ **Creative and Innovative Work Environment:** The management should create awareness to its employees by sticking to the safety measures in the working environment and it should promote the sense of creativity and innovation in executing the work assigned to them.

➢ **Effective Feedback Mechanism:** Workers participation in various managerial and executive committees for discussing the organizational development should be promoted. The SCCL management should procure the feedback information from its employees in order to revitalize the HRD policies and Practices.

➢ **Promotion of Industrial Harmony:** Cordial relationship shall ensure high morale and loyalty to maintain smooth relationship between the superiors and subordinates in the Organization. The top management of SCCL should promulgate effective steps for promoting better functional relationship among employees in the organization.

### 6.6 SCOPE FOR FURTHER RESEARCH

The present study had analyzed and verified the aspect of “A STUDY ON HUMAN RESOURCE DEVELOPMENT PRACTICES IN PUBLIC SECTOR COAL UNDERTAKINGS—WITH REFERENE TO SINGARENI COLLIERIES COMPANY LIMITED”. In the interests of the research community the following avenues for further research are here with postulated.

1. Research studies can be done on HR practices, QWL and firms efficiency in Coal industry.
2. Comparative research studies can be made on HRD practices in private sector and public sector mining organizations in India.
3. Research studies can be made on the impact of HRD practices on Total Quality management (TQM) in Indian coal industry.
4. Research studies can be made on the impact of HRD practices on Emotion Intelligence (EI) of employees in Indian coal industry.
5. In order to validate the findings of this study, case study is another interesting approach that can be done by future research.
6. The research model of this study can be re-tested in business organizations, so that the research model can be generalized to so their economic sectors.