Abstract

The human resource department of any organisation helps the concern to meet their requirement of man power needs and also strengthen their workforce through meticulous planning and recruitment and selection process. This department helps to attract the best industry talent. The human resource department also takes care of the employees’ development in order to prepare them to meet the changing needs of the organisation. This department helps to train and motivate the employees to perform better and enhance their productivity. As the science and technology changes day by day, the modern business world also changes very rapidly. In the days of global competition, every organisation will pursue the path of continuous improvement and will be eager to adopt the ways and means for higher growth and development with greater achievements. Hence the employees of an organisation also required to develop the skill and knowledge to update the latest emerging areas relating to their domain to suit themselves for managing the disruptive technology. This in turn helps the organisation for continuous growth and also encourages innovation and creativity. The human resource department and training centre of the corporate is becoming the nerve centre of any organisation.

Key Words: Human Resource Department, Employees productivity, Human Resource Development, Disruptive technology.

1. Introduction

NLC India Ltd. was previously known as Neyveli Lignite Corporation Ltd. This PSU is located in Neyveli, Cuddalore District, Tamil Nadu. It is a “Navaratna” profit making organization mainly engaged in mining of lignite and power generation through lignite based thermal power plants. This giant seized organization comes under the administrative control of Ministry of Coal, Government of India. NLC is forging ahead suddenly and quickly moved from single location to multiple locations with recent ventures of Rajasthan, Orissa, Tuticorin, Jeyamkondan etc and from Mini Ratna to Nava Ratna. It is one of the important sources of power supplier to the Southern States and Rajasthan. It currently operates four open cast mine of total capacity of 30.6 Million Tonnes p.a. and five thermal power stations with a total installed capacity of 3240 MW.

2. Projects at a glance

The main projects of NLC India Ltd. are:

- Power Projects
  - Thermal Power Station- I
  - Thermal Power Station-II
  - Thermal Power Station- I Expansion
  - Barsingsar Thermal Power Station (Rajasthan)
  - Thermal Power Station – II Expansion

- Mining Projects
  - Mine-I
  - Mine-II
  - Mine-I A
  - Barsingsar Mine, Rajasthan

- Joint Venture Projects
• NLC Tamil Nadu Power Ltd. (NTPL), Tuticorin, T.Nadu- 2* 500 MW
• Neyveli Uttar Pradesh Power Ltd. (NUPPPL)- 3*660 MW

Upcoming Projects
• Neyveli New Thermal Power Project (NNTPP)- 2 *500 MW
• Mine I A – Expansin
• Wind Power Plant- 51 MW
• Neyveli Solar Power Project- 2*65 MW
• Bithnok Thermal Power Project- 250 MW
• Barsingsar Thermal Power Project Expansion- 250 MW
• Sirkazhi Thermal Power Project- 3960 MW
• Thermal Power Station- II Expansion- 2*500 MW

This organization has installed 17 Wind Turbine Generators of 1.50 MW each , totaling 25.5 MW, which in turn increases the overall power generation capacity to 3265.50 MW i.e., 3240 + 25.5 MW. This organization also stepped into renewable energy sector with inauguration of a 10 MW Solar Photo Voltaic Power Plant in Neyveli, which again increases the overall power generation from 3265.50 to 327550 MW.

3. Objectives
The main objective of this study is to analyse the HR activities and HRD practices of NLCIL, Neyveli and the role of HR department in achieving its goal. Based on this main objective, the following are the other objectives:

1. To study the HR policies and contribution of HR department of this organisation
2. To know the innovative HRD practices of this organisation
3. To study the organizations commitment toward its workforce and society.

4. Methodology
This study is mainly depending upon the secondary data. The available secondary data collected from the Annual Reports and the official Web site of NLCIL were extensively used for the study. In addition to this, various news articles from leading business dailies and other relevant web sources were also used for the study.

5. Human Resource Department
“Success in business is all about People, People, and People. Whatever industry a company is in, its employees are its biggest Competitive advantage”- Richard Branson

The labour/employee/human resource is one of the important factors of production. The human resources are the people who make up the work force of any organisation, business sector or a concern. The human resource department of an organisation performs the human resource management. Without the presence of human resource, the other factors may not contribute much for the success and growth of any organisation. The HR department manages the entire human resource function of this vast organisation through its innovative human resource practices. NLCIL strongly believes that human resource management is very much essential for organisation development.

The present strength of the employees on roll is given below:

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\begin{align*}
\text{Executives} & = 4072 \\
\text{Non-unionized Supervisors} & = 378 \\
\text{Workman} & = 9996 \\
\hline \\
\text{Total} & = 14446
\end{align*}
\]

The above statistics shows the strength of the organizations manpower. Even though it is a technical project, it is fully supported by a strong and expertise human resource that is well managed
by a professional team through the Human Resource Department. The HR policies of NLCIL always enable the organisation to attract the highly talented and a motivated team of employees for its various projects located across the nation.

NLCIL won the First Runner up of National Award for outstanding Industrial Relations (2014-15) honoured by the All India Organisation of Employers. NIPM also honoured NLCIL with national award for Best HR Practices-2017. Such awards won by the NLCIL reveals that this organisation is manned by the dedicated team of employees.

5.1. Vision and Mission of HR Department

The vision of this department is “Pursuit of excellence through people”. The mission statement of HR Department of NLCIL is listed below:

- Promoting adherence to value based culture
- Encouraging an atmosphere for continuous learning and competency building
- Devising/ upgrading HR systems to support the organizational goals
- Maximizing stakeholder value in harmony with business goals
- Fostering a conducive work environment that encourages talent and unleashed creativity
- Building employee commitment through collaboration, empowerment and transparent communication system.

(Source: Annual training calendar for the FY-2017-18)

5.2. Employees Development

“When employees are happy, they are your very best ambassadors”-James Sinegal

Employee development refers to the training and development/human resource development. Training is a program that helps employees to learn specific knowledge/skills to improve their current performance. Development, on the other hand, focuses on employee growth and future performance. Employee development is a process where the employee with the support of his/her employer undergoes various training program to enhance his/her skills and also to acquire new knowledge and skills.

Employee development is a tool to develop the skills of the employees to help achieve career objectives (long term goal) and to enhance the current performance and efficiency (short term goal). Employee development plays a pivotal role to improve the quality, to meet the challenges of global competition and to incorporate the technological advances and changes in the organisation. This also helps to reduce the attrition rate. In the present scenario, employee development is the number one factor for employee retention. Hence employee development is the process of helping the employees to acquire the skills they need to succeed.

This organization gives top priority towards the training of executives, supervisors and workers. This organisation has a fully equipped training centre for managerial and technical training. In addition to this, one Thermal Power Training Centre and Vocational Training Centre for mines are functioning for the technical requirements of power stations and mines respectively. It has set up a division called “Learning and Development Centre” in order to train and develop the skills of the employees. This centre has both a/c and non a/c halls with the state-of-the-art technology facility for providing effective training. This centre also has a mini auditorium to host corporate events and an auditorium for organizing lectures and seminars for larger audience. Apart from the utilizing of the training facilities available in this in house training centre, the employees are also deputed to other training centres located in India. The training facilities provided by the OEM with in the country/abroad are also utilized.

This learning and development centre provides opportunity for the work force for continuous learning and the learning which focuses on individual development and organizational growth. This centre is committed to fine tune the human resources to cope up with the changes in disruptive technology and the paradigm shift in the corporate world.
The Quality Circles (QC) are formed in various divisions of this organization. The QC’s are coordinating with this centralized training division and conduct various programs for the benefit of the employees as well as the organization. The case study presentation of Neyveli QC’s won several laurels to the company through their participation in many national conferences.

Training adds value to Life is the success mantra for development as well as the growth of the individual and the organization. Hence this training division fulfils the training needs of all kinds of employees of this organization. The enrichment of the individual is achieved through the following objectives:

i) Continuous improvement of the training practices using the skills and technology in order to excel in this cut throat competitive business world

ii) To utilize effectively the in-house competency of human potential

iii) To achieve human excellence through effective training and development practice

iv) To maintain, review and update ISO 9001-2008 QMS Standard requirements.

5.3. Training Programmes Conducted

“No company is successful without an engaged, energized and motivated workforce”- Australian Worker’s Union Leader

This organisation also provides various learning and training facilities and avenues to acquire new/advanced skills and knowledge. This organisation actively involved in promoting training and learning initiatives for skill development and competency building not only for their employees but also for the surrounding community. The best learning and development practices of NLCIL are:

- Learning is a continuous activity
- Compulsory induction training for fresher
- Mandatory training for 4 days in a year which carries weight age in annual PA
- Skill development centre to develop the skill by imparting training in various trades
- Women empowerment through WIPS which conducts programs exclusively for women
- Workers education-21 days programme

In addition to such innovative development programmes for employees, this organisation also conducts various activities for the public especially student community. Some of them are:

- Internship for college students
- Sports coaching for students
- IIT coaching for students
- Yoga for employees and their family members to keep them fit and healthy

For holistic development, this organisation conducts various programme for the spouse which include Skill development and growth, Work life balance, Yoga and BMI, Health awareness and Wellness awareness program.

The in house training centre of this organization conducts periodically different kinds of training to the employees of NLCIL in order to train, develop and refresh the knowledge and skills and also to update the latest developments. The NLCIL categorize the training programs in such a way to suit the requirements of different types of employees. Some of the prominent programmes organized are:

a) In house training – The training center conducts training periodically both for executives and workman. As a part of all the training programmes, yoga and meditation sessions are also conducted to relieve the stress and also to balance the work life.

b) Out bound training – OBT- It is conducted at a place away from the actual site which aims at improving the inter personal, communication and leadership skills of the employees. This technique is used to enhance the efficiency of the employees through the experiential learning. The employees are taken out door and some challenging task is assigned to them and asked to complete within a given time frame. This type of training results in improving the team work, enhances leadership qualities, resolves the inter personal conflicts and improves the communication skills as well as good industrial relations. The out bound training is also arranged by this organization for their employees.
c) Deputation training – The employees of NLCIL are deputed to various training institutes located in India. They are also deputed for the programmes sponsored by the Department of Personnel and Training, Government of India at various State Government run institutes such as Anna Institute of Management, Chennai, Administrative Training Institute, Mysore, Dr.MCR Institute of AP, Hyderabad, Indian Institute of Public Enterprises, Hyderabad etc.

d) Training at Site – It is a unique programme through which the large number of employees are trained and motivated at their work place itself. It involves the activities like team building exercises, motivation techniques, 5S concepts, QC concepts, official language Hindi, energy conservation etc.

e) CSR- CSR is a part of this organization. It involves the programmes aimed at reaching the rural public especially the student’s community and women. This involves the topics such as domestic safety, energy conservation, health hygiene and cleanliness, road safety, examination skills, skill development etc. Some special programmes are also conducted for the student’s community belonging to the people of the project affected villages through the voluntary social service organizations.

f) Industry Institute Interaction- III – In tune with the III, engineering students are permitted to do their in plant training and also project work for them as well as management students. This helps them to get exposure to gain practical knowledge in addition to the theoretical concepts and knowledge obtained in class rooms.

In all the years, the training targets have been met well ahead of the scheduled targets and also within the allocated budget.

5.4. Industrial Relations

“Workers of the world unite; you have nothing to lose but your chains”-Karl Marx

Industrial relations generally refer to the laws, duties and employer and labour union obligations in a unionized work environment. This term explains the relationship between employees and management which stem directly or indirectly from union-employer relationship. The healthy industrial relations are vital to the success and growth of any organisation. It also leads to uninterrupted flow of production, reduction in industrial disputes, high morale among employees, reduces waste and cost reduction and mental revolution of workmen and employer.

It is necessary to maintain the harmonious relationship between the employers and employees in order to safeguard the interest of both the parties. In order to maintain good industrial relations, the main function of every organization should avoid any dispute between them or settle it amicably so as to ensure industrial peace. HR department is mainly concerned with the industrial relation in the organization. NLCIL continues to maintain good industrial relations. The Joint Council of Unions and Associations of Engineers and Officers are effectively functioning in this organization. These associations interact with the management and take part actively in the decision making pertaining to their interest and labour welfare. This also paves the way for smooth relations between them and creates mutual trust and good industrial relations.

This organisation maintains good IR through the concept of –IR through You are Important. Hence the HR department of this organisation undertakes plethora of activities for the employees and also takes care of them through several welfare measures. They recognize every employee who has completed 15 years of service and present wrist watches to such employees and their spouses. During Republic day, Long Service Awards are given and talents are also recognized. The trade union leaders and association office bearers along with the heads of units are encouraged to interact with the various dignitaries who visit the organisation. During the Gandhi Jeyanthi day celebrations, a Samabhandhi Bhojanam is organized every year in which all the senior executives also participate.

The HR department plays a crucial role in maintaining a harmonious relationship among the employees and with other stakeholders which in turn helps in achieving the goals of both the organisation and individuals and to maintain industrial peace.
5.5. Labour Welfare

“Treat your Employees to THE RIGHT, so that they don’t use your INTERNET to search for a NEW JOB”-Mark Zuckerberg

Labour welfare refers to the efforts made by the employer to provide better conditions of employment in their own organisation. The main object of this is to secure an improved standard of living for the employees and thereby results in enhancing the productivity and efficiency of their workforce. In general labour welfare improves the physical, mental and moral conditions of workers which includes housing, medical, education, rest rooms, recreation, canteen, sports facilities etc. Since labour is the active factor of production, the productivity of the workforce depends upon its efficiency. Hence in order to improve their efficiency they must be provided with better amenities within as well as outside the organisation.

This organization lays great emphasis on the welfare of the employees as well as the people of the peripheral villages. This involves the following welfare measures provided by NLCIL:

A. Employees Welfare
- Township with over 21000 houses
- Subsidized transport facility
- Medicare through a General Hospital and Peripheral dispensaries
- Industrial canteens which provide hygienic food at subsidized rates
- Family welfare
- Special Incentive schemes for small family norm
- Education through schools and a college
- Recreation facilities through clubs, gym, auditorium, worshipping centers, central library, reading room etc.
- Sports with all infrastructural facilities including stadium, swimming pool and yoga centre
- Holiday homes
- Creche for children
- Health care programmes for school children
- Post-retirement medical facilities for the benefit of retirees and their family.

B. Social Welfare
- Drinking water to peripheral villages
- Irrigation water to 20000 acres in nearby villages
- Facilities for the mentally challenged children through Sneha Opportunity Services and for destitute women through Neyveli Health Promotion and Social Welfare Society.
- A centre for making Jaipur type artificial limb for the handicapped
- Free health camp for surrounding villages
- A school for the speech and hearing impaired viz., Shravanee.

The NLCIL is always committed to provide the best available working life for its employees. The township developed by this organisation provides a serene atmosphere, natural beauty, a well planned and well maintained road and houses and a type of gated community living style. A wide range of welfare facilities and recreational activities are provided for them in this industrial township also helps them to increase the quality of life.

6. Conclusion

The HR department for any organisation whether it is small or big, plays a crucial role to meet their needs by managing their most valuable resources that is employees. This department performs the important functions like new recruitment, training and development, compensation and benefits, job safety, employee relations and labour law compliance. Hence the HR department is a key player in the
business strategy of modern organizations. The role of HR department is no longer the traditional job of hiring and firing but also focuses on another aspect of looking after the employee engagement.

The result of healthy IR and good HR practices enabled the NLCIL to achieve a higher value added per employee in the recent years. This organisation shows an impressive production performance and tremendous growth in profit which is an indication of the effective and optimum utilization of its human resources. This has been possible by the innovative and creative HR and IR practices of the organisation.

To put it in nutshell, HR department is the only department which takes care of the employees from their birth to death/ from the womb to tomb or from their entry into the organisation until their exit from the organisation. Nowadays such organizations also take care of the employees even after their retirement by providing the post-retirement benefits such as medical allowance, pension for the retirees, death relief fund and family relief. This organisation also conducts program such as Gratitude day and Learn to live after retirement for the retirees.

Reference

2. Google- Official website of NLCIL