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HUMAN RESOURCE DEVELOPMENT PRACTICES IN PUBLIC SECTOR IN JHARKHAND: A CASE STUDY ON CCL

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Abstract-The research examines the training and development programs of the employee's working in CCL, focuses on economic and social life of employee based on feedback from 152 employees. CCL was bought in Jharkhand for the production of coal and supply of power all over the world because Jharkhand was known for industries. This study evaluates the employee's performance by analyzing various training programs, facilities provided to them and many other programs. The research also focuses on the development of the organization and achievement of goal on time. However employee faces many challenges while working in CCL as working in mining sector is risky and hard. The main objective of the research is to know about the employee training and development, and growth of the organization. The research mainly focuses on the training towards modern techniques.

The paper focuses on the coal mining industries a vital sector in Indian economy. Employee's security is the primary concern of Indian economy which is distracting Indian economy a lot. CCL is still back at implementing modern technology. Planning and implementation shows the company strategy and growth. The current emphasis is on the exploitation of shallow coal reserve using open cast mining techniques, mostly in Jharkhand.

Keywords: training and development, economic and social life, techniques, organization, technology.

1. INTRODUCTION

Background

The study is all about the human resource development practices in public sector it states the importance of human resource development in employee life. Every country economies are depended on human work, and mechanical work .it shows that how HRD helps the private sector institution in shaping their growth and success. In now a days competitions are too high so the organizations did not only want to earn profit but they also focuses on their skill development knowledge and also check the capability of the employees. Employees are one of the valuable parts of any organization and their regular learning and development directly influence the productivity, new ideas and organizational performance.

Public sector institution accepts various practices such as training, development, career planning, employee engagement, leadership development, and skill development. This helps the employees to improve their skills and ability to do work and also helps them to increase their confidence and motivate employees towards their work. it provides positive environment around the company which helps the employees to do their work in team and with proper knowledge.

Human resource development has gained importance in the management from last 20 years. Human resource is the most valuable and active factor in the process of production HRD plays an important role in overall development of the organization and economy. In today's environmental condition the HRD has more importance because of increasing new technologies, high competition, and social condition, with the help of HRD the organization can find the solution for the growth of the economic conditions of the organizations. Human resource is important for both the organization and the country because it helps in the improvement of the human's life, and also helps in the enhancement of the employee skills, knowledge and helps to achieve higher productivity and can perform better towards their work.

EVOLUTION OF HRD

Human development has passed through many stages from very beginning of man's journey. Training is the easiest way to find out the most primitive ancestors. The evolution of HRD is done from region of eight countries – china, Netherlands, Tanzania, Nigeria, and the republic of South Africa, the former USSR, Australia and the USA. Each and every country gives the different story about HRD, which helps the people to know about the different levels of HRD in the world. Since the World War 2 the HRD has became dynamic and multi-dimensional in today's world this development involves the expansion and development of HRD discipline in the post war period, HRD is the developer of the industries and the employees.

History evolution stages:

Initiating and pre scientific (17th - 18th century): it focuses on learning work from the masters before entering the schools. Scientific management era (1900-1920): this evolution helps in training for unskilled employees, focuses on efficiency for the organizations. Human relation era (1930s -1950s) it helps to know about the employee health and motivation of the employees. Behavioral science era (1950s – 1960s) it helps to know about the employee behavior and skills of the employees which will help to improve the effectiveness of the organization. Formalization of HRD (1960s -1970s) it helps in learning the experiences for the behavioral changes in the employees.

HRD PRACTICES IN CCL

Human resource development plays a crucial role in the growth and development of the organization. In public sector companies like central coalfield limited, HRD are to improve the employee skills and knowledge and increase productivity. CCL focuses on development of its organization with the help of training, welfare programs, and career development and providing knowledge about new technology.

CCL is one of the largest coal producing company in world, it's headquarter is in darbhanga house, Ranchi. Firstly it was named as CMAL after the three divisions continued on 1st November it was named as CCL as the government has taken the initiatives to reconstruct the coal industries for better growth of country's economy. It basically operates 67 coal mines and 7 washing plants. it primary produces coal mines for steel manufacturing and coal for power generation.

In current years, CCL has adopted digital practices to improve efficiency and transparency. Human resource development practices in central coalfield limited plays a vital role in improving employee efficiency, safety, and job satisfaction. Effective HRD practices not only improved organizational productivity but also creates a positive and motivated work culture within CCL.

SIGNIFICANE OF THE STUDY

This study examines the performance of employees towards their job and their job satisfaction. It contributes to understanding how training and development, career planning, employee welfare and skill development programs to enhance employee performance and organizational success. This study is significant because it examines the HRD practices adopted by CCL, one of the public sectors in Jharkhand. This study also highlights the relationship between employee development and organizational performance.

The study provides practical recommendations that may help CCL and similar organizations improve employee motivation, job satisfaction, productivity, and retention. From an academic perspective, the study contributes to the existing body of knowledge by providing findings based on primary data. The study highlights the importance of employee well-being within an organization.

SCOPE OF THE STUDY

The present study focuses on examining the relationship between employee job satisfaction and HRD practices in public sector institution, like CCL. The research is mainly based on primary data collected through a structured questionnaire distributed among the employees. The study gives special attention to important factors that influence job satisfaction, such as salary, working environment, managerial support, career opportunities. These factors are considered important in understanding how employee satisfaction affects overall productivity at workplace.

The scope of the study is limited to a selected sample of employees and does not include every employee working in the organization. The research is restricted only to private sector companies and does not cover public sector.

LIMITATIONS OF THE STUDY

1. The study mainly depends upon the responses given by the employees through questionnaires.
2. The study is limited only to employees of CCL.
3. The study mainly depends on the selected people of HRD such as employee problem, welfare, skill development, etc.

Since the research is done in a specific region (Jharkhand) so the result may not be accurate to employees working in others region.

NEED OF THE STUDY

1. To know the employees perception towards their organization.
2. To examines the employees training and development programs.
3. To know about the employee's job satisfactions.
4. To learn about employee's economic and social development.

2. LITERATURE REVIEW

1. **Kerketta et.al, (2025)** aims to examine the employees training process at central coalfield limited (CCL) in Ranchi. On the employees growth and development after joining CCL the feedback which have been taken from the employees shows the physical, economical, political conditions of the employees who are working in the CCL, how they are treated in the organization, if they are given equal opportunities or they are discriminated. Training processes tells about the productivity and skill development of the employees in the organization. it shows what incentives are taken by the organization for the improvement of the employees conditions. It shows the employees challenges faced by them in the process of training. The study recommends the personalized approaches, provides soft skills, training, and emphasizes the strong training programs to both employee development and organizational development.
2. **Sinha, (2012)** aims to examine the complexity and globalization problems which have gained many problems in learning the modern technologies. The main objectives of the research were to focus on the fast changing of the environment technologies. In today's business the employees are facing various problems regarding modern technologies. The aspect of the organization is in the recruitment and in the selection process and in understanding the new technologies for the organization. The organization has to understand the new technologies for the growth of the organization and the employee economics conditions. It is not so hard for the employees to understand the new technologies; there are many ways to understand. As the paper focuses on the coal mining, the new technologies should be provided to the employees for the smart work which will help in the growth of the organization and the development of the employee conditions.
3. **Khan et.al (2024)** the aim is to deliver the replacement of the tribal in the coal mining, in the state of Jharkhand. Which helps in the formulations of policies to safeguard the rights of the tribal communities? They provides the secondary data which doesn't shows the employee socio-economic environmental and cultural environment of the mining sector. They provide the jobs to the peoples whose land or house came under the development of the CCL. They doesn't check the qualification of the people to whom they are providing jobs, they provide them jobs in return of their land and house. The finding of the study focuses on the protection of the tribal rights and helps in the development of sustainable development and organizational development in the mining sector.

4. **Panday et.al (2016)**, this study shows the history of coal mines as coal mines are the most valuable mines in the country. Environment influences towards it in the term of health and life hazard this paper specially focuses on socio-economic and environmental impact of fire in jharia coalfield, Jharkhand. Many scholars have been discussed for the outcome from this issue. Few researchers have made some rules and management for the coal mine fire. Coal is the most used natural resources to mankind. It contains a high percentage of carbonaceous material along with a number of constituents formed from chemical and bacterial changes of plant remains presently as exploitation of coal is inherently associated with risk and hazard, which may sometimes lead to disasters.
5. **Areeparampil (1996)** the research shows the story of Jharkhand's communities is for the survival of organizations. This study is for expand of the organization to open new mines to boost the production of the coal mines. Many forests have been cleaned, pollution has been increased and water has been raise. Noise pollution have been increased which make the population disturbed in their daily life. It affected directly the rural people who are totally depended on farming and natural resources. As the land have became less fertilized which force the rural population to choose another field for their livelihood, it forces the people for migration and work in low paid labour. The struggle has became more because their less productivity and less work for their livelihood.
6. **Pareek and Rao (1970s)** explained that the working environment created by an organization plays a very important role in shaping employee motivation and overall performance. According to them, when management supports employees, encourages their involvement in decision-making, and maintains open communication within the workplace, it creates a positive atmosphere for learning and development. Such a supportive HRD climate helps employees improve their skills, feel more confident in their roles, and contribute more effectively to the organization's growth.
7. **Agarwala (2007)** pointed out that the use of modern and creative human resource practices plays an important role in strengthening employees' attachment to their organization. She explained that when organizations introduce updated HRD systems such as continuous training, fair performance evaluation, and career development opportunities, employees feel more valued and motivated to stay with the organization for a longer period. As a result, these organizations often experience higher employee loyalty and lower staff turnover compared to those that still rely mainly on traditional personnel management methods.
8. **Kulshreshtha and Modi (2018)** studied human resource development practices in the Indian IT sector and observed that activities such as regular training programmes, clear career growth opportunities, and effective performance management systems play an important role in retaining talented employees. Their findings suggest that when organizations invest in employee development through these HRD initiatives, workers feel more connected to their organization and show a higher level of commitment toward achieving its goals.
9. **Medeiros et.al (2025)**, there is a dearth of research addressing the variable in the context of the public sector, despite the growing interest in studies on human resource management practices. This study investigates the global state of the art in government HRM practices. The result show that the majority of research is quantitative and performance focused, with training and performance evaluation emerging as the model's most common practices. The lack of interest in examining these practices specifics from a governmental standpoint underscore the gap this study attempts to fill.
10. **Willey (2004)**, the largest organization in the world dedicated solely to leadership education and research is the center for creative leadership. For every 30 years, CCL has researched, trained, and collaborated with hundreds of thousands of executives to develop useful models, resource and

publications for the growth of successful leaders. The center for creative leadership handbook of leadership development, in its second edition, compiles the wealth of useful information that CCL has learned from this experience. It examines the fundamentals of leadership development shows how people can improve their leadership abilities, and illustrates what organizations can do to support the development of leaders and their capacity.

3. RESEARCH METHODOLOGY

The research methodology implies that this term defines a specific research technique employed by researchers in the process of research. This research includes both the primary data and secondary data, primary data is collected with the help of questionnaire circulated among 153 employees, interview from the employee and some questions asked to the HRD related to CCL. The present study shows the relationship between the employee and the HRD working in the central coalfield limited.

RESEARCH DESIGN

This study used a descriptive and analytical research design will be employed in analyzing and describing the nature and characteristics of the employee. The qualitative research is aimed at determining the nature of the current situation of the employee in CCL, regarding their job satisfaction, medical issue, transportation facilities, etc without any manipulation of variable. The current study shows the employee perception towards their company. It helps to analyze the effectiveness on employee development and organizational performance.

This design will serve well for the present research as it focuses on exploring the relationship between employee and human resource development. It focuses on employee's satisfaction towards their job and facilities provided to them by their company.

TYPES OF DATA

For the present research both the primary and secondary data is used to get the expected result.

- **Primary data:** for the primary data the structured questionnaire was circulated among the employee to get clear response and concerning their perception regarding job satisfaction and productivity and also by personal interview and discussion with employee and the HRD officials. Which provide a proper and relevant response and helps in doing the research process easily
- **Secondary data:** the secondary data was collected from various research papers, annual reports of CCL, HR manuals and organizational records, website related to CCL. This will help in building the theoretical background for the current research.

VARIABLE OF THE STUDY

As mentioned above, there are two main variables that will be considered in the present study.

- **Independent variable:** the independent variable of this study is employee welfare and skill development and this will be considered by assessing the following indicators such as career development, appreciation, work life balance and many others.
- **Dependent variable:** on the other hand, the dependent variable is job satisfaction and this will be considered by assessing the following indicators such as salary, bonus, meeting targets and others.

TOOLS AND TECHNIQUES USED FOR DATA ANALYSIS

For getting the data analysis and findings from the collected data, for this the statistical tools and techniques will be used.

- **Mean analysis:** This techniques helps in calculating the mean of the given data, this can help in analyzing the average performance in respect to the research variables under consideration.
- **ANNOVA analysis:** with the help of ANNOVA the degree of the relationships between job satisfactions and productivity will be measured.
- **Regression analysis:** regression analysis helps in understanding the extent to which employee job satisfaction influence employee productivity and how it affects the level of job satisfaction among the employee. It helps to know about the relationship between variables in a clear and measurable manner.

DATA ANALYSIS

Demographic analysis is the first level of doing any research, which helps the researchers to about the employee's personal details such as age, salary, qualification, positions, etc. this question from the employee helps the researcher to know about the employee workplace.

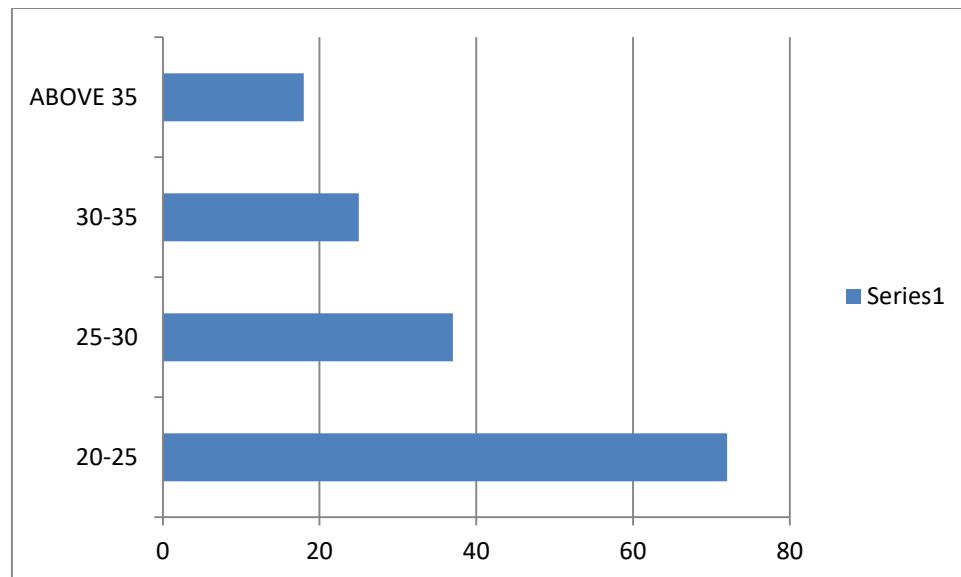
Age of the respondents

TABLE 1: AGE OF THE RESPONDENT

AGE OF THE RESPONDENT	FREQUENCY	PERCENTAGE
20-25	72	47.3%
25-30	37	24.3%
30-35	25	16.4%
ABOVE 35	18	11.8%

SOURCE: primary data

This table shows the age of the respondents, in which half of the respondents come under age of 20-25 years old, which is 72 respondents out of 152 equals to 47.3%. This followed by 37 respondents of age group from 25-30 equals to 24.3%, 25 respondents of age group from 30-35 equals to 16.4% and 18 respondents of age group above 35 equals to 11.8%.

FIGURE 1: AGE OF THE RESPONDENT

Sources: computed by MS excel by the researcher.

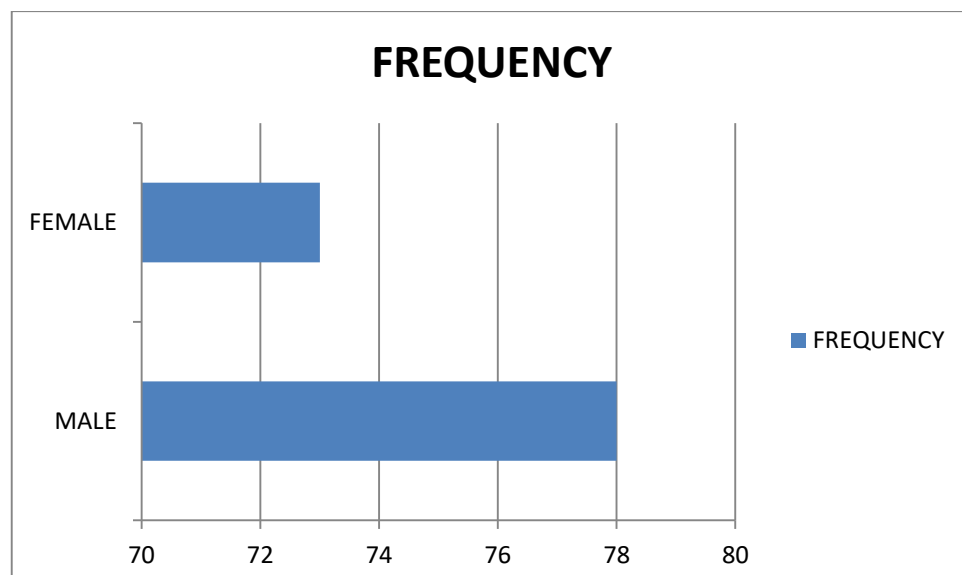
GENDER OF THE RESPONDENT

TABLE 2: GENDER OF THE RESPONDENT

GENDER	FREQUENCY	PERCENTAGE
MALE	78	51.3%
FEMALE	73	48%

SOURCE: primary data

This table shows the gender of the respondents, which highlights 78 respondents out of 152, is male which 51.3% of total respondent is. And 73 out of 152 is female, which is 48% of total respondents. This shows that half of the employee working in CCL is male.

FIGURE2: GENDER OF RESPONDENT

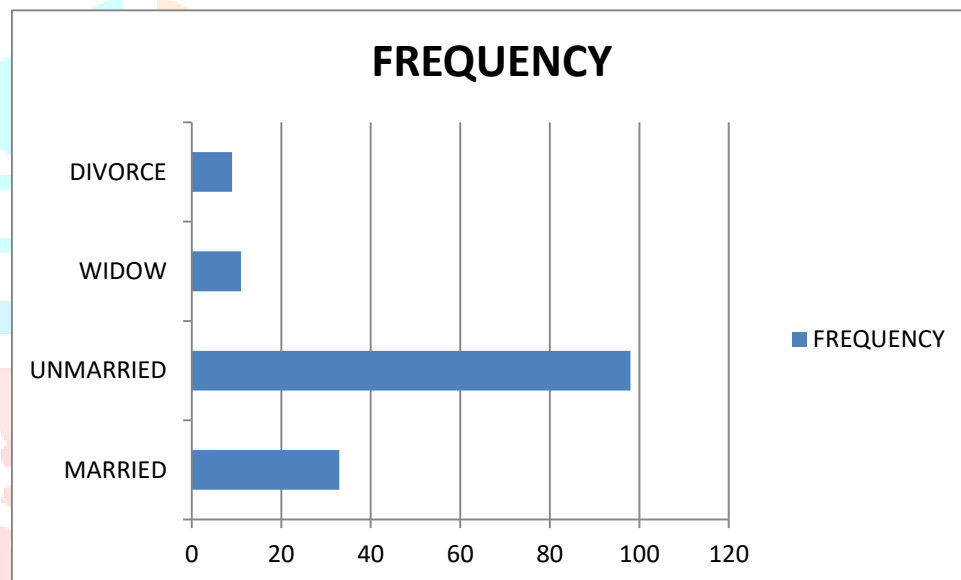
SOURCE: computed by MS excel by the researcher

MARITAL STATUS OF THE RESPONDENT**TABLE 3: MARITAL STATUS**

MARITAL STATUS	FREQUENCY	PERCENTAGE
MARRIED	33	21.7%
UNMARRIED	98	64.4%
WIDOW	11	7.2%
DIVORCE	9	5.9%

SOURCE: primary data

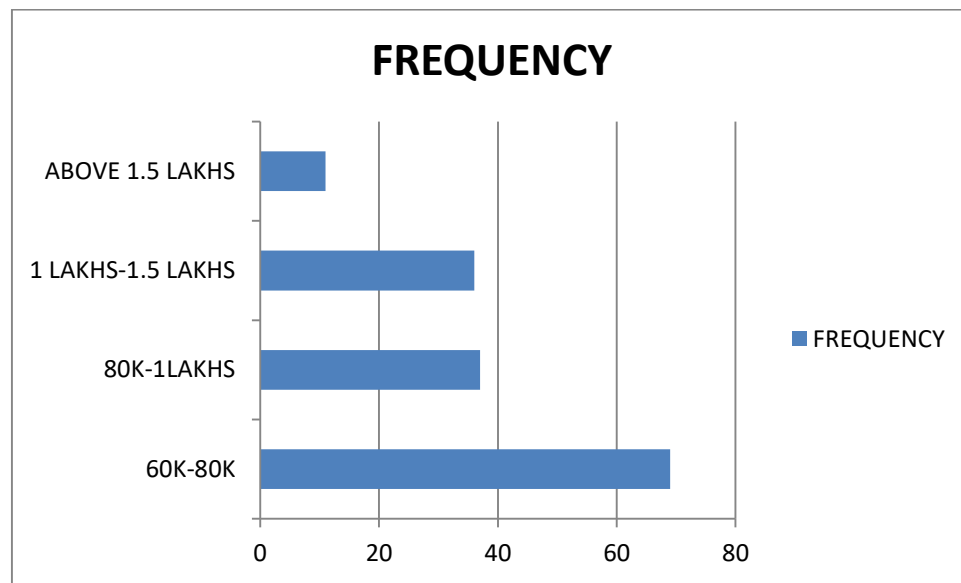
This table shows the marital status of the respondents, in which half of the respondents are unmarried, which is 98 respondents out of 152 equals to 64.4%, 33 respondents are married equals to 21.7%, 11 are widow which is equals to 7.2% and 9 are divorced which is 5.9% of total respondents.

FIGURE3:MARITALSTATUS**SOURCE:** computed by MS excel by the researcher.**SALARY OF THE RESPONDENT****TABLE4: SALARY**

SALARY	FREQUENCY	PERCENTAGE
60K-80K	69	45.3%
80K-1LAKHS	37	24.3%
1 LAKHS-1.5 LAKHS	36	23.6%
ABOVE 1.5 LAKHS	11	7.2%

SOURCE: primary data

This table represents the salary of the respondents, in which 69 respondents earn 60k-80k, which is 45.3%, 24.3% earns 80k-1 lakhs equals to 24.3%, 36 of them earn 1lacs – 1.5 lacs, which is equal to 23.6%, and 11 of the respondents earn above 1.5 lacs, which is 7.2% of total respondents.

FIGURE 4: SALARY OF THE RESPONDENTS

SOURCE: computed by MS excel by the researcher.

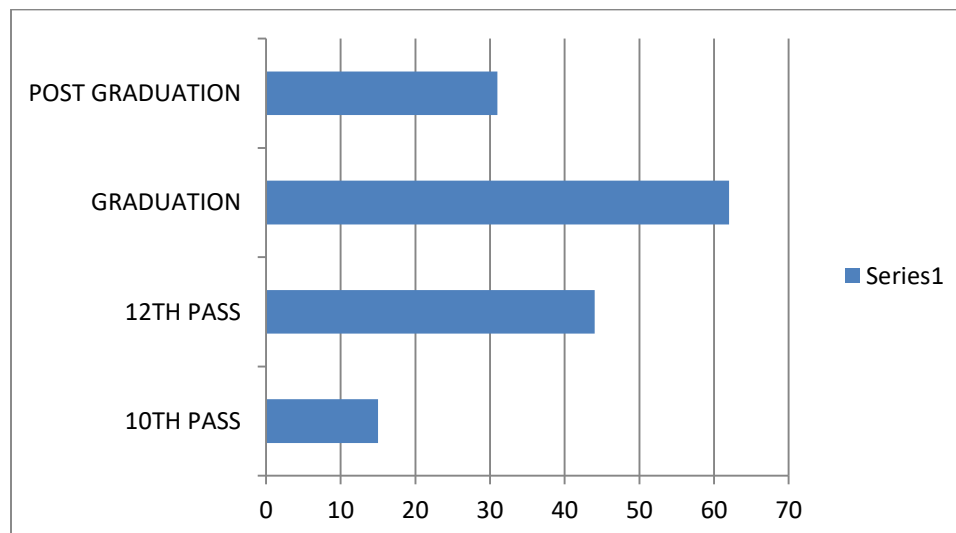
EDUCATION LEVEL OF THE ESPONDENTS

TABLE 5: EDUCATION LEVEL

EDUCATION LEVEL	FREQUENCY	PERCENTAGE
10 TH PASS	15	9.8%
12 TH PASS	44	28.9%
GRADUATION	62	40.7%
POST GRADUATION	31	20.3%

SOURCE: primary data

This table shows the education level of the respondents, in which half of the respondents are graduated, 62 out of 152 respondents are graduated, 44 respondents are 12th pass which is equal to 28.9%, 31 respondents are post graduated, which is 20% of total respondents, and 15 out of 152 are 10th pass which is 9.8% of total respondents.



SOURCES: computed by MS excel by the researcher.

HYPOTHESIS TESTING: REGRESSION

After doing the data analysis of variables that influence the relationship between the employee and the human resource development at an individual level. The main purpose of doing the testing was to examine the where the variables has significant impact in the context of HRD practices at central coalfield limited.

Regression analysis was conducted using SPSS with 152 respondents.

REGRESSION TESTING RESULTS

TABLE 11: REGRESSION ANALYSIS – EMPLOYEE JOB SATISFACTION AND SKILL DEVELOPMENT

STATISTIC	VALUE	INTERPRETATION
R	0.724	Strongly positive regression
R square	0.524	52.% variation in RSD explained by REJS
Adjusted R square	0.521	Model is reliable after adjustment
Std. error	0.62837	Acceptable prediction error

SOURCE: computed by researcher from SPSS

EXPLANATION OF REGRESSION ANALYSIS

The results explains that the coefficient of determination $R^2 = 0.524$, this indicates that 52.4% of the variation in RSD is explained by REJS. This shows that the regression analysis has good explanatory power in understanding HRD practices in CCL. R is 0.724 which is strongly positive regression. here, RSD stand for result of skill development which has been done for the hypothesis testing and REJS stands for result of employee job satisfaction.

5.4.2 ANNOVA

TABLE 12: ANNOVA ANALYSIS

SOURCE	F VALUE	SIGNIFICANCE(P-VALUE)
REGRESSION	164.015	<0.001

SOURCES: computed by researcher from SPSS

EXPLANATION OF ANNOVA

The ANNOVA table shows that the regression model is statistically significant because the P value is less than 0.05. Therefore the regression model is fit for the explaining the relationship between the variables.

Here $p < 0.05$

The findings confirm that the human resource development practices in public sectors institutions have a statistically significant positive impact on employee job and development of employee.

OBJECTIVES ACHIVED

The study successfully identified the major problems and issues faced by employees in CCL. Including concerns related to workforce facilities, job securities, working conditions and opportunities for career growth. Employee shares their views on challenges faced by them during work. The research also evaluated the employee welfare and skill development initiatives implemented by CCL. It was found that welfare measures such as health facilities; safety provision, training program, etc influence the morale and productivity of employee skill development initiatives were observed to improve employee knowledge, confidence and work performance

On the basis of findings, the hypothesis testing of the study was tested. The result indicates that employee welfare and skill development initiatives have a significant impact on employee job satisfaction and efficiency in CCL. Since the significant value is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted.

FINDINGS

The present study was conducted to understand the effectiveness of employee welfare and skill development initiatives in CCL and their impact on employee satisfaction and efficiency. The study mainly focused on identifying employee related problems, evaluating welfare and development measures, and analyzing the training programs provided by the organization. Information collected from employees through questionnaires and interactions helped in drawing meaningful findings related to the objectives and hypothesis of the study. According to the recent study on human resource development practices in CCL indicates that the organization plays an important role in development of the skills, efficiency and overall performance of the employees working in the public sector environment like Jharkhand. One of the major parts of Coal India limited, CCL has adopted several HRD practices to improve employee productivity and organizational effectiveness. It indicates that training and development programs are one of the major aspects of HRD practices in CCL. Employees are regularly provided technical training, leadership development and skill enhancement programs. These initiatives help employees to learn modern technologies.

4. CONCLUSION

The study of human resource development practices in central coalfield limited play significant growth in strengthening employee capability and maintaining organizational stability in public sector environment like Jharkhand. CCL has made considerable efforts in areas such as employee training welfare, major safety management and industrial relationship which have helped in creating a supportive work culture. The organization is successfully maintained workforce stability through job security, social welfare benefits, and continuous employee support system the study also conclude that some HRD practices still follow traditional bureaucratic approaches which affect existence and employee motivation.

SUGGESTIONS

Employ welfare and skill development are important factors that directly influence the efficiency, satisfaction, and performance of employee in an organization. Training program plays an important role in improving the working involvement and maintaining good industrial relation. Based on the findings of the study following suggestions are recommended to improve Human resource development practices in CCL:

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