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# **Importance of Human Resource Management in Skill Enhancement of Workers of Jindal Steel and Power Ltd., Patratu, Jharkhand**

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In Indian steel industry human resource management is actively working for the betterment of worker's condition. It has been observed that the trend of contractual employment is gaining momentum. But due to technological enhancement, the need to sharpen the skills of workers becomes more relevant. Upgraded skill and information are the most important factors influencing the productivity of the workers in the industrial sector. The role of HRM in improving the working condition of the employees could be measured by the means of various indicators and the main of them is skill enhancement of the workers. Unless the workers are encouraged to be updated in their skill and capabilities, they will be restricted to the role of economic dependence. In a highly competitive industry, the role of human resource is very relevant to retain the skilled employees in the company, through various initiatives for their capability enhancement.

Human resource has great importance for the development of the economy of India. The economic contribution of human resource has become a source of wealth for the nation. No one can think an economy without a human capital and their contribution in aggregate production. When the discussion is about contribution of human resource in the economic development, it can be seen in the industrial booming in India after liberalization of the economy. The contribution of human resources has not been given due recognition until the opening of the Indian economy. The contribution of human resources can be measured in two aspects – (1) Contribution of human resources to the organisation they work in, (2) Contribution of human resources towards the national development.

Workers contribute economically to the productivity of the organisation. The earning of the human resources has positive influence on the living standards of their own. Human resources also help in national development through improved production of products and services. The level of the economic development of the country also affects the work participation rate.

Economic development of the country means development in all fields that touch the human being's life, so as to give a boost to the national economy. By increasing the status of various

fields, the national economy can be boosted, like – economic development, educational development, social development, cultural development, environmental development, agricultural development, industrial development, national rural development and international trade development. Human resources are directly or indirectly linked to the development of the nation and to bring change in the condition of the human resources, first their status has to be developed by educating them through formal and informal means, conducting seminar and conferences, talks on motivational topics, spreading awareness by the use of mass media, providing opportunities for their skill and capabilities enhancement.

Human resource management plays a vital role in employee satisfaction that results in their improved productivity and performance. It places the right person on the right job on right time to have a competent work force pool. The set of talented and skilled workers is very necessary for the survival of the organisation. As a means to provide the organisation with a pool of trained, talented and highly motivated workers, HRM strives to boost workers morale and promote a culture of ethics and social responsibility in the workplace. It is focused on helping every worker improve in areas including their abilities, careers and personal growth.

With the beginning of industrial revolution and setting of many industries, the economic conditions of India have improved to a large extent. More entrepreneurs have set up new industries. After the economic liberalization India has become one of the fastest growing economies of the world. India is now seen as a centre of ample business opportunities. Every organisation is now presently working on two-fold objective - profit maximization and welfare of the society. Career enhancement initiative provided by the organisation let the employees see direct links between their efforts and success of the organisation.

#### **Steel industries in India**

Steel industry in India is divided into two principal categories that is, integrated steel plants and midi and mini mills. Around 70 percent of the total domestic crude steel production originate from the integrated steel plants and rest 30 percent form midi and mini mills. Steel industry in India was heavily regulated earlier through pricing and distribution controls, but after economic liberalization, it was deregulated and many private firms established capacities and Jindal Steel and Power Ltd. was among one of them.

JSPL is one of the major steel producers in Indian private sector, with an annual turnover of over 3.6 billion US \$. It has been rated as the second highest value creator in the world by Boston Consulting Group. It has been ranked fourth as per total income in the iron and steel sector by Dun & Bradstreet. The JSPL has a 6 MTPS steel plant and 1300 MW Captive Power plant at Patratu, Jharkhand.

There are 3000 workers employed at JSPL, Patratu. All of them except management are hired and paid by independent contractors. The organisation utilises the services of a contractor to reduce its labour cost. By hiring employees from a wide variety of cultural and ethnic backgrounds, the organisation is reaping the benefits of its human resource management strategy, that helps them to apply managerial expertise to its workforce in order to get the most out of its employees and achieving its overarching profit objective.

#### **Objective of the study**

1. To investigate the role of HRM in career development and skill enhancement of the workers.
2. To evaluated the overall contribution of HRM in human resources in steel industries.

#### **Data collection and analysis**

For the present study 300 employees of JSPL, Patratu has been interviewed. Total 300 questionnaires were distributed and the return rate of data was 100 percent. All relevant variable of the questionnaire were independently administered to each of the respondents and the responses were obtained on a 5-point scale. After the data collection, it was thoroughly analysed and examined to get the true result.

#### **Findings**

In any organisation, production of goods and services is not possible unless human resources are treated as the most important means and crucial resource. The success of the organisation totally depends on the efforts of its human resources, so it is a dire necessity for the HRM to invest in training and retaining its skilled workers. HRM at JSPL, Patratu have three strategies of HR development – development of human resources, Human resources as the most important asset, and succession planning to identify right person for future roles in the organisation. It believes that making the workers happy will motivate them to work with an extra effort. To achieve the organisational goals, HRM uses approaches such as potential evaluation, career planning, skill enhancement schemes, training, transformation, teamwork, incentives etc.

Human resources develop their unique qualities, abilities and competitive edge through forma education and on-the-job training. HRM invests in the worker's education and growth to boost their performance in key areas like productivity and customer satisfaction. To let the employee, enhance their skills and abilities, HRM is using performance assessment in addition to training and development of the employees. For performance assessment, an employee's overall performance on the job is analysed to provide necessary data for making educated decisions about their professional future. To train workers for the future role, HRM is using need analysis, instructional design, validation, deployment, monitoring and assessment during the training and development process.

The findings suggests that, HRM at JSPL, Patratu entails a wide range of activities like job analysis, planning personnel needs, recruiting, selecting the right person for the job, orienting and training, determining and managing wages and remunerations, providing benefits and incentives, assessing performance, mediating disputes, communicating with all employees, keeping up with local, state and central laws.

It was found that HRM at JSPL, Patratu is mostly working in developing the following skills of the human resources. The major skills of human resources that are the part of enhancement plan of HRM are – Interpersonal communication, Employee relations, Active listening, Team work, Confidentiality, Conflict resolution, Decision making, Training and Development, Negotiation, Empathy, Problem solving, Coaching, Employee engagement, Role playing, and Performance management.

HRM is responsible for the development of every single human being employed at JSPL, Patratu by providing every opportunity to engage them for their skill enhancement and overall development through various aspects of human resource planning and development.

The findings suggest that the human resource view HRM as benevolence on the part of JSPL and in response, respond with a higher sense of obligation to work harder, along with an optimal level of commitment and loyalty, which in turn leads to their improved performance and increased productivity.

The training and development program run by HRM at JSPL, Patratu is properly designed and directed by planned exercises of suitable duration, the engagement of employees, intentional information collection, the discovery of hidden abilities, and the closing of the

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gap between workers and management. The overall skill enhancement and training programs of HRM are successful and brought a variety of values to the work that the human resources do.

HRM at JSPL, Patratu provides almost all the workers with opportunity to advance their skills and careers. The vast majority of workers participate in the HRM organised programs that are delivered on a regular basis at the factory.

**Conclusion**

The organisation that places a premium on their human resources foster an environment where employees are motivated to work together for achieving not just financial success, but also the organisation's other objectives. A strong feeling of the organisation's commitment to its workers and individual employee's personal commitment towards the organisation both contribute to increased human resource development as well as the organisational development.

Human resource skills to remain a permanent asset in the organisation, must be created inside the employees as a goal to raise more inspirational ideal, because highly skilled personnel will undoubtedly develop a dynamic, passionate workforce that will further integrate and unite the whole organisation and its workforce.

HRM in JSPL, Patratu needs to focus more on the developmental aspect of the workers in order to uncover their actual potential, that can be used to turn the organisational goals into a strategic direction by concentrating on the improvement of the quality of the working environment. It has the potential to minimize employee turnover, enhance employee development, and attract the most talented individuals in the sector to the organisation.

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## “Enhancing the Skills of Human Resources in JSPL, Jharkhand : A Study”

✉ Sanatan Sinha \*

✉ Dr. Jawahar Lal Roy \*\*

### Abstract

*It is always perceived that, good personnel are imperative for good organisations, hence human resource management is always seen as an area of great interest. Human resource management is one of the various factors contributing to the success of an organization. Human beings are involved in every aspect and operation. Human resource policies and practices are helping tools enabling organisations to achieve their goals and objectives. The main objective of the present research work is to study the various aspects and significance of Human Resource Management in Jindal Steel and Power Limited, Jharkhand.*

**Key words:** Human resources management, skill development, HR practices

### Introduction

Human resources are the human workforce within an organization responsible for performing the tasks assigned to them for the goal achievement of the organisation, it is a set of individuals who make up the workforce of an organization, business sector, or any part of the economy. The human resource management is the professional discipline and business function that oversees an organisation's human resources. People join organisation to fulfill their needs to acquire, to bond with other people, to learn and grow, and to enhance their skills and capabilities. The organisation, on the other hand are capable to reshape their skills and abilities through selection and socialization. As a complex open social system, organisations adapt and cope to survival and prosper, depending on the effective exchange with the internal as well as external environment. A variety of organisational facets, design, people, culture, leadership behavior and human resource policies and practices, along with its various sub-units, divisions, and geographic entities are interdependent and continuously engaged in the process of mutual adaptation to achieve. It is subjected to influence by the influence of the society on its members.

Human Resource Management refers to 'the policies, practices and systems that influence employees behaviour, attitudes and performance'. Effective and efficient human resource and it's management in long term strategic way is a very significant factor determining the path for success of the organization and it's perpetual succession in the competitive world.





The quality of human resource of an organization depends upon the extent of knowledge gained individually through training, education and work experience, and thus the effective and cost-efficient management of human resources and its development takes a shape of division in the organization, known as Human Resource Department.

The knowledge and experience of each individual contribute to the growth of organizations, communities and nations. Human Resource Management helps an organization to achieve its objective by creating a positive attitude among human resources. Due to proper Human Resource policies, human resources are trained well making them ready for future development. These strategic HRM practices include internal career opportunities, formal training systems, result-oriented appraisals, employment security, participation, job description, and profit sharing.

The Human Resource Management helps the organization to achieve competitive advantages by developing the knowledge and skills of the human resources. Human resource practices are strategic, when human resource activities such as recruitment, training and development, and diversity management are targeted to achieve organisation's goals.

Training and development should be seen as investment crucial for skill enhancement. Skill enhancement is the process of changing an organization, its human resources, its stakeholders and groups or people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization. Skills enhancement is a necessity for the retention of human resources, no matter what their level is in the organization.

The Human resource management is concerned with various functions in an organization, such as hiring, training, policies monitoring, disputes handling, updating employees about certain laws etc. it is very essential for all human resource managers and employees to get appropriate training and enhance their skills. Human resource training is very significant with respect to selection, interview and hiring new employees.

#### **Objective of the study**

1. To study the various aspects and significance of Human Resource Management in Jindal Steel and Power Limited, Jharkhand.
2. To study the advantages and disadvantages of Human resource Management.
3. To analyse and evaluated important points emerging during the research work.

#### **Research Methodology**

For this research paper, the data was collected from secondary sources, previous researchers and scholars work, journals, books, newspapers and other sources related to the subject.

#### **STEEL INDUSTRIES IN INDIA**

After getting its independence, India show tremendous growth in major infrastructure related industries, steel industry is significant among it. A number of new steel industries were established with the technological assistance and investment by private





entities and foreign nations. The liberalisation policy of 1990s paved the way for major investment by the private sector and foreign nations in the steel and power sector of India, which was earlier reserved exclusively for public sector.

The third largest steel producer in India, Jindal Steel and Power Limited employs a large number of skilled as well as unskilled human resources in its industry. So, it is very relevant to find out the human resource policies of the company and how it is used for the skill enhancement of the employees.

With an annual turnover of over Rs. 11,000 crore, Jindal Steel and Power Limited is one of the most valuable private sector steel producer and also involved in power generation in India. It is third largest steel producer in India, in terms of tonnage manufacturing and selling Sponge iron, Mild steel slabs, Retro chrome, iron ore, structural, hot rolled plates and coils, and coal based sponge iron plant.

Since it's a major private sector industry, it is very usual to have a large number of personnel employed, skilled as well as unskilled. It is an organization of social inventions to accomplish common goals through group efforts. Jindal Steel and Power Limited is staffed with people working together with a feeling of teamwork. So it is very important to find out the prospect and problems of skill enhancement of the human resources employed at Jindal Steel and Power Limited, Jharkhand.

#### **SKILL DEVELOPMENT**

Indian population is growing tremendously and it is assumed that one day we will be on the top of the world. It is a fact that growing population needs employment, which in turn requires updated skill and technical knowledge. With the growing technological innovations, human resource needs to be updated in their skills. Those who are employed, are always on regular skill development training provided by their organisations, but those who don't have any employment lag behind. Skill development and technological upgradation is a necessity for today's organization to achieve their goals and remain in business.

Skill development and training provides a worker extra advantage than others. Without effective training and technical upgradation, human resources cannot accelerate their development and will lag behind, and loose their jobs. A well-defined skill development and training system is essential for any organization. It has a potential to create employable human resource and employment generator entrepreneur. In earlier era, skill development was considered mainly as the shop floor or manual skills development. But in today's ever-changing era, skill development and training enhancement is very necessary. Jindal Steel and Power Limited has a very well-defined skill development and training module, imparting the technical knowhow to its existing employees and upgrading their skills.

#### **Conclusion**

In this cut-throat competition world, every organisation needs to have better skilled and trained employees to achieve their goal, fulfill their commitment, improve their business and overall remain in the business. Every organisation wants to hire the skilled workforce, but it is not possible always. So, every organisation tries to give





proper skill development training to their workforce, to make them skilled and technically upgraded. One of the pioneer steel industry Jindal Steel and Power limited is also having a proper human resource management system, which is responsible for conducting proper skill development training for its employees. This training makes the employees skilled and always updated about the new technology, which makes the Jindal still in business.

A proper skill development training system developed and implemented by Jindal steel have a very good impact on its employees, as they feel loyal towards their organisation, who in turn let them have proper training for their skill enhancement and technical upgradation. The organisation keeps its human resource updated about the latest development in the technical world, important for the goal achievement of the company. The human resource management is always active and eager to cater the needs for skill development at Jindal Steel and Power Limited.

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