

Project Report
on
Impact of High Performance Human Resource
Practices on Employees' Attitude

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CERTIFICATE

This is to certify that the project report entitled “Impact of High Performance Human Resource Practices On Employees’ Attitude” is the bona fide research work of Richa Mohan student of MBA at Delhi School of Management, Delhi Technological University. It has been submitted by her as project report in partial fulfillment of the requirements for the award of the Degree of Master in Business Administration and that the same has not formed the basis for the award of any degree, diploma, associate ship, fellowship or any other similar title in the past.

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DECLARATION

I, **Richa Mohan**, student of MBA Batch 2016-18 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that Summer Internship Report on **Impact of High Performance Human Resource Practices On Employees' Attitude** is submitted in partial fulfilment of Degree of Masters of Business Administration is the original work conducted by me. The information and data given in the report is authentic to the best of my knowledge. This Report is not being submitted to any other University for award of any other Degree, Diploma and Fellowship.

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EXECUTIVE SUMMARY

The project work entitled “**Impact of High Performance Human Resource Practices On Employees’ Attitude** ” with reference to CCL, Ranchi (a subsidiary of CIL) , examines the proximal outcomes of high-performance HR practices. Analysis has been made on the basis of primary data collected by the employees’ opinion survey method. A sample size of 16 is taken from the total population by stratified random sampling method from each of the 8 job levels. This study examined the relationships between employees’ perceptions of high-performance HR practices used in their job groups and employee absenteeism, intent to remain with the organization, and organizational citizenship behavior. Results indicate that employees’ perceptions of high-performance HR practices used at the job group level positively related to all dependent variables .

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1. INTRODUCTION

1.1 Industry Profile

The Indian coal industry is the world's third largest in terms of production and fourth largest in terms of reserves. Around 70% of the total production is used for electricity generation and the remaining by the steel, cement and other heavy industries. The first coal mining operation commenced in 1774 in the Ranging coalfield on the banks of River Deodar. Till independence, the Indian coal industry witnessed sporadic phases of growth. Since the private sector followed unscientific methods, productivity was low. The Indian government took steps to correct this and improve the working conditions in the nation's coal industry. All privately owned coal producing companies were nationalized under the Coal Mines (Nationalization) Act.

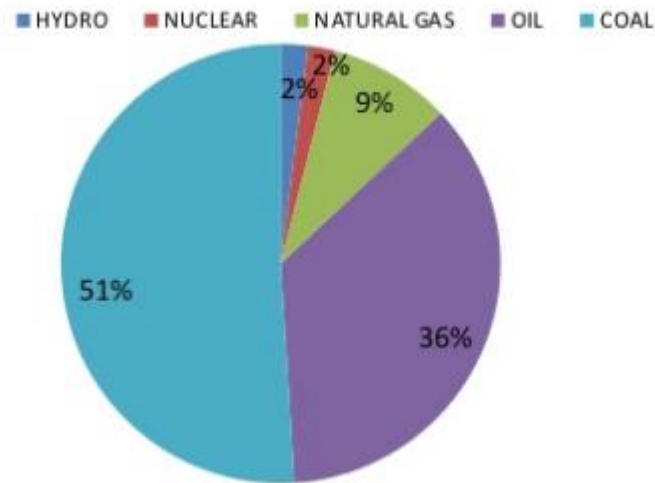
Major players in Coal industry are Coal India Limited, Susan Power Limited and Ingrain Collieries Company. Around 80% of coal in India is produced by Coal India, the largest producer in the world. The Indian Coal industry is set to reach 1.5 billion tons by 2020 in capacity. That's primarily because Indian Government wants to ensure that it is able to meet the country's power generation needs. In 2014-2015, Coal India increased its output by 32 million tons the sharpest acceleration seen in 40 years. India imports about 15 percent of its coal demand much of which comes from Indonesia. The government claims that by the end of 2017 India won't have to import coal.

India's Energy Scenario & Coal

India is currently among the top three fastest growing economies of the world. As natural corollary India's energy needs too are fast expanding with its increased industrialization and capacity addition in Power generation. This is where 'Coal' steps in. In India coal is the critical input for major infrastructure industries like Power, Steel and Cement.

- Coal is the most dominant energy source in India's energy scenario.
- Coal meets around 55% of primary commercial energy needs in India against 29% the world over.
- Around 70% of India's power generation is coal based.

- India is the 3rd largest coal producing country in the world after China and USA.
- Percent share of commercial primary energy resource in INDIA is shown in the diagram below.



Coal Resources

Coal is the most abundant fossil fuel resource in the country. The coal occurrences in India are mainly distributed along the present day river valleys i.e. Damodar Valley, Sone-Mahanadi Valley, Pench-Kanhan Valley, Wardha-Godavari Valley etc. There are 69 major coalfields located in the peninsular India besides, 17 located in the north-eastern region. The bulk of the coal reserves are confined to the south-eastern quadrant of the country in West Bengal, Jharkand, Orissa, Chattisgarh & Madhya Pradesh. The coal reserves of India have been estimated by the Geological Survey of India at 303 billion tonnes—up to the depth of 1200m, as on 31.04.2014. Out of 303 billion tonnes (Bt) of coal reserves — "Prime" coking coal are 5.3 Bt, Medium & Semi-coking coals are 27.0 Bt & 1.71 Bt and Non-coking coals 267.5 Bt. Most of these resources occur in Gondwanas and the balance in the Tertiary formations. Currently, lignite reserves in the country have been estimated at around 43 billion tonnes, most of which, occur in Tamilnadu. Other states where lignite deposits have been located are Rajasthan, Gujarat, Kerala, Jammu and Kashmir and Union Territory of Pondicherry. India ranks third amongst the coal producing countries of the world in terms of annual coal production. However, in respect of coal resources, it is endowed with less than one percent of world coal resources. Of the 303 billion tonnes of Indian coal resources up to a depth of 1200

metres, about 123.2 billion tonnes fall under proved or confirmed category. This constitutes about five percent of the world proved coal resources. When India gained its independence in 1947, the coal production was nearly 30 million tonnes per year and the coal mining operation was primarily in the private sector. Till 1971-73 the coal mining operation remained primarily in the private sector and the production had come up to a level of nearly 72 million tonnes per year only. The entire coal industry in India was nationalised during 1972-73 and then on massive investments were made by the Government of India in this basic infrastructure sector. India now ranks as the third largest coal producer of the World next only to China and USA.

Mining depths in Indian coalfields are quite shallow, barring a few mines in Jharia and Raniganj coalfields. Major share of coal resources lies at a depth of less than 300 metres. About 87 percent of coal resources lie within the depth range of 600 metres. However, in most of the coalfields, exploration work beyond 600 metres depth is yet to be taken up. It is expected that the resource figures will improve considerably, with increased depth of exploration.

Deposit characteristics vary widely from coalfield to coalfield. In some areas like Jharia and Raniganj coalfields, high concentration of super imposed seams (as much as 40 in number) pose great challenge to mining operations. Presence of a large number of thick seams, though a blessing for open cast mining, is again a major underground mining problem. Reserves in steeply inclined seams are, however, only marginal. Geological inconsistencies like faults, folds, washouts etc, common in most of the coalfields, tend to reduce the mining potential of deposits. Intrusions such as dykes and sills often lead to operational problems and quality deterioration. Nearly all Indian Coal seams are prone to spontaneous heating. The incubation period varies widely from 2 to 12 months. However, compared to gas emission in other parts of the world, the coal seams in India are less gassy. Due to the very nature of deposition, Indian coals, in general, are of inferior quality owing to high ash percentage, when compared with coal available in the international trade arena. Despite this, Indian coals in general merit better environment friendly use because of high mineral matter (ash) content unlike Pennsylvanian and Carboniferous coals of America and Europe respectively.

1.2 Organization Profile

Coal India Limited (CIL) is an Indian state-controlled coal mining company headquartered in Kolkata, West Bengal, India came into being in November 1975 with the government taking over private coal mines. It is the largest coal producer company in the world and contributes around 81% of the coal production in India. Coal India Limited contributed 536.475 MT of coal (83.92 % share) in the total coal production of India in the year 2015-16 . As on 30 January 2015, Union Government of India owns 89.65% of the shares in CIL and controls the operations of CIL through Ministry of Coal. In April 2011, CIL was conferred the Maharatna status by the Union Government of India. On 31 March 2013, its market capitalisation was INR 1.952 trillion (US \$35.9 billion) making it India's 5th most valuable company by market value.

With a modest production of 79 Million Tones (MTs) at the year of its inception CIL today is the single largest coal producer in the world. Operating through 82 mining areas CIL is an apex body with 7 wholly owned coal producing subsidiaries and 1 mine planning and consultancy company spread over 8 provincial states of India. CIL also fully owns a mining company in Mozambique christened as 'Coal India Africana Limited'. CIL also manages 200 other establishments like workshops, hospitals etc. Further, it also owns 26 technical & management training institutes and 102 Vocational Training Institutes Centers. Indian Institute of Coal Management (IICM) as a state-of-the-art Management Training 'Centre of Excellence' - the largest Corporate Training Institute in India - operates under CIL and conducts multi disciplinary management development programmes.

CIL having fulfilled the financial and other prerequisites was granted the Maharatna recognition in April 2011. It is a privileged status conferred by Government of India to select state owned enterprises in order to empower them to expand their operations and emerge as global giants. So far, the select club has only five members out of 217 Central Public Sector Enterprises in the country. Its unmatched Strategic Relevance are:-

1. Produces around 81.1% of India's overall coal production
2. In India where approximately 52% of primary commercial energy is coal dependent, CIL alone meets to the tune of 40% of primary commercial energy requirement

3. Commands nearly 74% of the Indian coal market
4. Feeds 82 out of 86 coal based thermal power plants in India
5. Accounts for 76% of total thermal power generating capacity of the Utility sector
6. Supplies coal at prices discounted to international prices
7. Insulates Indian coal consumers against price volatility
8. Makes the end user industry globally competitive

Thus, plays a key role in "India Growth Story" and making India incorporate globally competitive.

CIL Vision

To emerge as a global player in the primary energy sector committed to provide energy security to the country by attaining environmentally & socially sustainable growth through best practices from mine to market.

CIL Mission

To produce and market the planned quantity of coal and coal products efficiently and economically in an eco-friendly manner with due regard to safety, conservation and quality.

Subsidiaries Of Coal India Limited

Coal India is a holding company with seven wholly owned coal producing subsidiary companies and one mine planning & consultancy company. It encompasses the whole gamut of identification of coal reserves, detailed exploration followed by design and implementation and optimizing operations for coal extraction in its mines. The producing companies are:

1. Eastern Coalfields Limited (ECL), Sanctoria, West Bengal
2. Bharat Coking Coal Limited (BCCL), Dhanbad, Jharkhand
3. Central Coalfields Limited (CCL), Ranchi, Jharkhand

4. South Eastern Coalfields Limited (SECL), Bilaspur, Chattisgarh
5. Western Coalfields Limited (WCL), Nagpur, Maharashtra
6. Northern Coalfields Limited (NCL), Singrauli, Madhya Pradesh
7. Mahanadi Coalfields Limited (MCL), Sambalpur, Orissa
8. Coal India Africana Limited, Mozambique
9. The consultancy company is Central Mine Planning and Design Institute Limited (CMPDIL), Ranchi, Jharkhand.

North Eastern Coalfields (NEC) a small coal producing unit operating in Margherita, Assam is under direct operational control of CIL.

Apart from the above, Mahanadi Coalfields Limited (MCL) has 03 subsidiary companies viz. (i) MJSJ Coal Ltd. (ii) MNH Shakti Ltd. (iii) Mahanadi Basin Power Ltd. and South Eastern Coalfields Ltd has 02 subsidiaries Companies viz. (i) Chhattisgarh East Railway Ltd. & (ii) Chhattisgarh East-West Railway Ltd. Coal India's major consumers are Power and Steel sectors. Others include Cement, Fertilizer, Brick Kilns, and small scale industries.

MoU Excellence

For previous three consecutive years CIL has bagged 'Excellent' rating in its Memorandum of Understanding (MoU) - a negotiated contract between Government and CIL Management - for performance evaluation on key physical and financial parameters.

Production and Growth

For the first time, CIL crossed the threshold of half-a-billion tonne marks both in coal off-take & production in 2015-16. Against a coal production growth of 6.9% achieved in 2014-15, CIL achieved the growth of 9% in coal production in 2015-16. CIL's dynamic production momentum is evident from the fact that it leaped from 400 Mt. mark in 2008-09 to 538.75 Mt. mark in 2015-16 and set ambitious target to reach nearly 600 Mt. mark in 2016-17. Due to such massive growth in production of CIL, it has become possible that not a single Utility was in critical or supercritical condition for want of coal and at the same time there was decline in import of coal resulting in substantial Forex saving in 2015-16.

Two of the subsidiary companies of CIL viz. South Eastern Coalfields Limited and Mahanadi Coalfields Limited are in the elite club of 100 MTs coal producing companies.

Acquiring Assets Abroad

CIL is pursuing initiatives for acquiring metallurgical and high CV thermal coal assets abroad to enhance the energy security of the country. The strategic intent is to acquire, explore, develop and operate the coal blocks/mines and import the produces to India.

In spite of best efforts, realistically CIL would not be able to satiate growing demand of metallurgical coal, as well as good quality thermal coal, in the country from domestic sources due to scarce techno-economically extractable reserves of such grades. Since import of such grades of coal is inevitable, CIL, being the nation's leading energy supplier, is positioning itself in foreign coal producing countries to secure the supplies of domestically scarce grades of coal.

For this purpose, CIL is exploring options to acquire stakes in operating mines along with long term off take rights as short term strategy and total buy out/acquire majority stake in green field coal assets as part of medium to long term strategy.

Transparency Initiatives

- Introduction of E-auction for selling coal to any consumer from any location in transparent manner
In the endeavour to extend the facility of procuring coal in a transparent manner, CIL has brought a few additional features in the e-auction process for sale of coal. Now, multiple windows are available to cater the different needs of the consumers.
- Spot E-auction: the most liberal platform to cater needs of any Indian Buyer (viz. individual, partnership firm, companies etc.) for consumption and trading purpose within the boundary of the Country.

- Forward E-auction: is aimed to provide exclusive access only to consumers of coal for own consumption with facility for advance plan for procurement
- Special Forward E-auction for Power & Non Power consumers: Segment specific forward e-auction for power and non-power consumers, apart from specific end-use consumers, the windows are designed to cater the need of those whose captive coal blocks have been de-allocated by the Order of Hon'ble Supreme Court or units otherwise stranded for non-availability of linkage or for not having Power Purchase Agreements with DISCOMs and therefore, are not entitled to procure coal through FSA route, etc.
- Introduced Integrity Pact in High Value Procurement.
- e- procurement introduced for speeding up purchase of vital inputs

Employee Welfare& CSR

- CIL's CSR Policy is framed as per notification issued by Ministry of Corporate Affairs, Govt. of India as well as DPEs guidelines and broadly covers the following:
- Welfare measures for the community at large, so as to ensure the poorer section of the Society derived the maximum benefits.
- Contribution to the society at large by way of social and cultural development, imparting education, training and social awareness especially with regard to the economically backward class for their development and generation of income to avoid any liability of employment.
- Protection and safeguard of environment and maintaining ecological balance.
- Mobile Dispensaries and wellness clinics introduced on a large scale.
- Tele-medicine facilities introduced in central hospitals.
- Provides medical services to employees, their families and local populace through 86 fully equipped hospitals having 5835 beds.
- Employs 1220 specialist Doctors.
- Runs 399 dispensaries and has 557 Ambulances.

- Provides potable water to about 1.97 million populace in remote corners of CIL's areas of operation.
- Supports 436 schools under different categories - Project Schools (63); Privately managed Schools with grant packages (284); Private Committee Managed Educational Institutes (63) and other schools where occasional grants are given (89).
- Introduced 'Coal India Scholarships' for 100 Below Poverty Line students plus 25 wards of land losers in government engineering and medical colleges. Scholarship covers education, hostel and mess charges
- Meets the entire cost of wards of workmen securing admission in government engineering and medical colleges.
- Committed to generate employment opportunities for people in mining areas by providing vocational training.
- The poor and needy Section of the Society living in different parts of India would normally be covered.
- In respect of Subsidiary Companies of CIL, for carrying out CSR activities, 80% of the budgeted amount is spent within the radius of 25 Km of the Project Site/Mines/Area HQ/Company HQ and 20% of the budget is spent within the State/States in which the subsidiary companies are operating
- In respect of CIL (HQ), CSR is broadly executed on All India basis including the areas under Subsidiary Companies.
- The company Pursues 'Mining with a human face' through socially sustainable inclusive model of growth by making Project Affected People stakeholders in the decision making process for their livelihood.
- Medical facilities extended to nearby communities in fully equipped company hospitals.
- Mobile dispensaries and Tele-medicine facilities meant for employees also extended to nearby village populace.

Care for Environment

Coal India has been playing a proactive role in environment protection so as to ensure that its mining operations are carried out in environmentally compatible manner. Committed to minimize the adverse impact of coal mining on environment through well structured Environment Management Plans and sustainable development activities. Pollution control measures are taken concurrently with mining operations for maintaining acceptable levels of major physical attributes of environment namely air, water, hydrogeology, noise, land & nearby population.

Suitable water spraying systems for arresting fugitive dust in roads, washeries, CHPs, Feeder Breakers, Crushers, coal transfer points and coal stock areas have been installed. Mist spray systems have been introduced along conveyor routes, transfer points and on bunkers. Mobile water sprinkling has been provided in all the haul roads of OC mines. Automatic sprinklers have also been installed in CHPs. Adoption of modern technologies like Surface Miners, Continuous Miners, High Wall Miners which generate lesser air borne pollution for carrying out mining activities as compared to conventional methods, since drilling & blasting is eliminated. Eco-friendly mode of transport in order to reduce the dust pollution due to road transportation are being adopted. Coal is transported by rail / series of belt conveyors to thermal power stations & rail heads are constructed to make rail head available nearer to mine to reduce road transportation. Massive tree plantation in and around mining area, controlled blasting, use of modern techniques reduce air and noise pollution.

Effluent treatment facilities for mine effluent, workshop effluent and CHP effluent like oil & grease traps, sedimentation ponds and facilities for storage of treated water and its reuse have been provided for all the major projects. Domestic waste water treatment facilities have also been provided to deal with the domestic effluent. Recharging of ground water is also taken up within mine premises as well as in nearby villages through rainwater harvesting, digging of ponds/development of lagoons, de-silting of existing ponds/tanks etc.

The level of pollutants is being monitored on routine basis as per the statutory guidelines

to ascertain the efficacy of the pollution control measures being taken in the projects. Additional remedial measures are taken, if required, to keep the pollutant level within the limits prescribed by regulatory bodies. Continuous Ambient Air Quality Monitoring Stations (CAAQMS) are installed / being installed in large mines of CIL.

Technical and biological reclamation of the mined out areas and the external overburden dumps are being taken by planting native species of plants for restoring the ecology.

For effective Bio- reclamation of used land, scientific studies are being carried out to select suitable species of plants for each coalfield and sustainable sequence of reclamation from grass to shrubs to trees for 3 tier plantation are also adopted.

As a part of 'Clean & Green' programme, massive plantation has been taken up by CIL on reclaimed back filled areas & external Over Burden (OB) dump areas, plantation in & around mines, road sides, township / residential areas, available vacant spaces and implementation of conservation plan for protection of flora & fauna are carried out. The subsidiaries of CIL have planted around 92.35 million of trees covering an area over 36896.26 ha till March 2016 which includes 1.68 million over 719 Ha.in 2015-16.

To make environmental mitigation measures more transparent, CIL introduced state-of-the-art Satellite Surveillance to monitor land reclamation and restoration for all opencast projects

CIL has started integration of Environment Management System (ISO:14001) with Quality Management System (ISO:9001) and till date have successfully achieved certification of 2 entire companies (NCL & MCL) & 29 units with ISO 14001 and 3 entire subsidiaries (NCL,MCL&CMPDI) & 57 units with ISO 9001. This integration is being extended to all mines in phases.

Corporate Structure

Corporate Structure



Central Coalfields Limited

Central Coalfields Limited (CCL) is a subsidiary of Coal India Limited (CIL), an undertaking of the Government of India. CCL manages the nationalized coal mines of the Coal Mines Authority, Central division. The registered and corporate office is at Darbhanga House, Ranchi, Jharkhand.

It presently has 62 mines (22 underground, 40 open cast) in the Coal belt of East Bokaro, West Bokaro, North Karmpura, South Karmpura, Ramgarh and Giridih. Their facilities include seven coal preparation plants, three for non-coking coal and four for medium coking coal. They earned their Mini Ratna status in 2007. The majority of coal field is in Khilari commonly two branches are Piparwar-area and Asoka coal field.

Central Coalfields Limited is a Category-I Mini-Ratna Company since October 2007. During 2009-10, coal production of the company reached its highest-ever figure of 47.08 million tonnes, with net worth amounting to Rs. 2644 crore against a paid-up capital of Rs. 940 crore.

Formed on 1st November 1975, CCL (formerly National Coal Development Corporation Ltd) was one of the five subsidiaries of Coal India Ltd. which was the first holding company for coal in the country (CIL now has 8 subsidiaries).

Vision of CCL

To emerge as a National player in the Primary Energy Sector, committed to provide energy security to the Country, by attaining environmentally and Socially Sustainable Growth , through best practices from Mine to Market.

Mission of CCL

The mission of CCL is to to produce and market the planned quantity of Coal and Coal products efficiently and economically in Eco-Friendly manner, with due regard to Safety, Conservation and Quality.

1.3 Objective of the Study

The main objective of this study was to examine the relationships between employees' perceptions of high-performance HR practices used in their job groups and

- a) employee absenteeism,
- b) intent to remain with the organization,
- c) and organizational citizenship behavior.

2. LITERATURE REVIEW

In recent years, scholars and practitioners have increasingly recognized the importance of effective human capital management for organizational performance. In particular, strategic human resource management (SHRM) scholars have suggested that organizations can use performance- and commitment-oriented human resource (HR) practices to drive organizational performance.

However, studies of the HR–performance relationship have provided limited insight into the effects of high-performance HR systems on the more proximal employee outcomes that they are likely to affect most directly, thereby leading to gaps in the field's understanding of the mechanisms linking HR practices to performance. Although a few recent empirical studies have provided support for the claim that high-performance HR practices work most immediately through employee attitudes and behaviors—such as job satisfaction, affective commitment, citizenship behaviors, turnover, these studies may oversimplify the relationships between HR practices and employee outcomes. Some SHRM scholars have argued that HR practices are likely to have desired consequences on employees' attitudes and behaviors only to the extent that they are consistently experienced and perceived by employees in intended ways.

Furthermore, empirical work has demonstrated that employees' perceptions of HR practices

significantly vary from managerial reports of the HR practices in use. Thus, whereas recent empirical studies linking managerial reports of high performance HR practices to employee outcomes are methodologically consistent with previous SHRM research and valuable for their contribution to our understanding of the beginning steps of the HR–performance causal chain, additional work is still needed assessing the role of employees’ perceptions of HR practices in determining their attitudinal and behavioral outcomes. Such an investigation would allow us to determine whether employees’ collective subjective experiences with HR practices are a critical mechanism through which an HR system affects outcomes of interest.

2.1. High Performing HR Practices

Although the specific HR practices included in high-performance HR systems have varied across studies, a commonality across practices in any high-performance approach is a focus on promoting workforce ability, motivation, and opportunity to perform behaviors consistent with organizational goals. Given these commonalities and on the basis of HR practices examined in previous research in this area, a list of 15 HR practices reflecting a high-performance HR approach for this study. The list includes:

Ability-enhancing practices, such as formal selection tests, structured interviews, hiring selectivity, high pay, and training opportunities;

Motivation-enhancing practices, such as rewards based on individual and group performance outcomes, formal performance evaluation mechanisms, and merit-based promotion systems; and

Opportunity-enhancing practices, such as formal participation processes.

2.2. Studying Employees' Perceptions of HR Practices and Assessing

Proximal Outcomes

Dyer and Reeves (1995) posited four sequential levels of impact of HR practices—HR (or employee), organizational, financial, and market—suggesting that HR practices are likely to work outward (and upward) through these levels and hence, most immediately, through their effects on employee attitudes and behaviors. Similarly, Becker, Huselid, Pinckus, and Spratt(1997) suggested that HR practices influence the behaviors of employees, which then affect operational, financial, and share price performance outcomes. Thus, both sets of authors suggested that a thorough understanding of the relationships between HR practices and employee outcomes is critical to our ability to draw logical inferences concerning the HR– performance causal chain as a whole.

3. RESEARCH METHODOLOGY

3.1 Introduction

Research is an active, diligent and systematic process of inquiry in order to discover, interpret, and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories. The term research is also used to describe the collection of information about a particular subject. Employees' attitude towards the organization should be known by the entire organization to reduce the grievance. The main objective is to find out the number of employees who are having positive attitude and or negative attitude and what tends to the same. Here, the general employee opinion survey method has been followed .The questionnaires were directly handed over to the employees of the organization for their responses.

3.2 Sampling Methods

The sample size taken is 16 which has been selected through Stratified Random Sampling. heterogeneous group is first sub-divided into groups or 'stratas' in such a manner that all items in any particular group are similar with regard to the characteristic under consideration.

From each such 'strata' items are chosen at random. The number of items taken from each group may be in proportion to its relative strength, the sample so formed is called as 'stratified'.

3.3 Tools To Collect Data

Questionnaire is the main tool for data collection. Questionnaire in the form of google form has been mailed to the employees and a discussion also has been done.

3.4 Statistical Tools Used

Mean and Percentage Analysis:

The **statistical mean** refers to the **mean** or average that is used to derive the central tendency of the data in question. It is determined by adding all the data points in a population and then dividing the total by the number of points. The resulting number is known as the **mean** or the average.

Percentage analysis is a statistical tool, which is used to identify the percentage of responses the respondent has given. $\text{Percentage} = (\text{No of respondents} / \text{Total No. of Samples}) \times 100$

4. DATA ANALYSIS

To Find out the employees' perception of high performance HR Practices

We assessed employees' perceptions of high performance HR practices using 15 items compiled from a referred empirical research in the SHRM literature aimed at improving employees' KSAs (knowledge, skills, and abilities) and motivation and opportunity to perform.

Specifically, we tapped into perceptions concerning selectivity in staffing procedures by asking employees about the use of formal selection tests ,the use of structured employment interviews , and the general quality of selected job candidates for employees in their jobs, given that selectivity in staffing is likely to increase the average level of knowledge and skills held by employees.

We assessed opportunities for employee participation by asking about the extent to which employees perceived the existence of formal participation proprocesses, implementation of changes based on employee suggestions, fair complaint procedures, and employee autonomy in job design modifications namely, because employees who believe that their voice counts in the organization and that they can make a difference with their work are likely to perceive greater opportunity and motivation to make meaningful contributions in the employment context.

We measured the use of high-performance compensation practices by asking employees to rate the availability of bonuses based on group and individual performance outcomes ,meritbased pay raises, and overall high-pay levels for the type of work completed in their jobs, because (a) high pay is likely to attract competent employees and (b) performance based rewards are likely to increase motivation to perform.

Additional practices that we assessed included formal performance evaluations (to increase motivation and aid in development); ,regular information-sharing communication (to increase employees' sense of involvement and importance with respect to organizational issues; , merit-based promotion opportunities (to increase motivation to performance), and extensive formal training (to improve skills and abilities and to demonstrate the commitment of the organization to its employees).

For each of the 15 items employees had to choose one among the weighted options depending upon the extent to which he/she agreed; we then computed a mean responses of the data so obtained. For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (15 in this case).

The data collected through questionnaire is represented in the form of Pie chart. A percentage analysis is done on each set of data collected to help us draw conclusion.

To find out the intent to remain in the organisation

We relied on employees' reported intentions to remain with the organization. Although this does not give a true behavioral outcome measure, it does measure an intention to engage in a behavior. In addition, according to Van Breukelen, Van der Vlist, & Steensma, 2004, intentions to turnover or stay have been shown to be a strong predictor of actual turnover. Employee respondents were asked to indicate, on a scale of 1 to 5, the extent to which they agreed with four statements regarding their intent to remain with the organization.

Items included "I plan to spend my career at CCL" and
"I intend to stay at CCL for at least the next 12 months."

For each of the items employees had to choose one among the weighted options depending upon the extent to which he/she agreed; we then computed a mean responses of the data so obtained. For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (4 in this case).

. The four items for this scale appear in the appendix.

The data collected through questionnaire is represented in the form of Pie chart. A percentage analysis is done on each set of data collected to help us draw conclusion.

To find out Employee's Absenteeism

To assess absenteeism, we asked employee respondents to report the number of days they had missed work in the last calendar year. Three separate options to describe the leave pattern were given to ease the analysis. All the three options had weights associated with it to find out mean of the responses received and study absenteeism .

The data collected through questionnaire is represented in the form of Pie chart. A percentage analysis is done on each set of data collected to help us draw conclusion.

To access organizational citizenship behavior

Six items, were used to assess organizational citizenship behavior. These items were drawn from a large number of potential organizational citizenship behavior items (Podsakoff et al., 2000) based on collaboration on the employee survey between the researchers and the organization. Sample items included

“I ‘touch-base’ with my coworkers before initiating actions that might affect them” and,

“I willingly share my expertise with my coworkers.”

For each of the 6 items employees had to choose one among the weighted options depending upon the extent to which he/she agreed. For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (6 in this case).

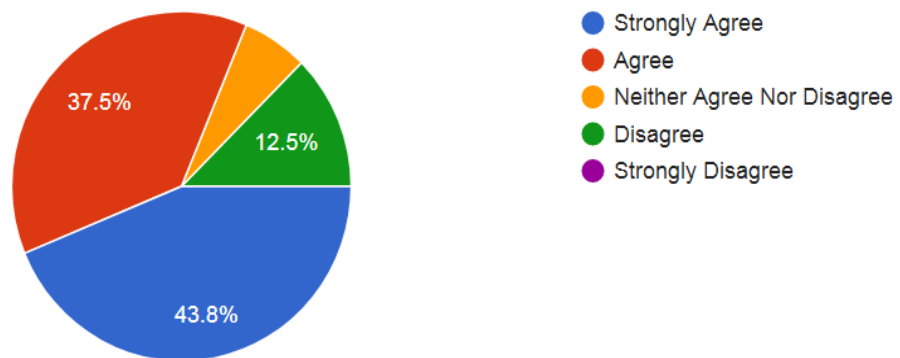
The data collected through questionnaire is represented in the form of Pie chart. A percentage analysis is done on each set of data collected to help us draw conclusion.

4. 1 Percenatge analysis and Pie chart representation.

To Find out the employees' perception of high performance HR Practices

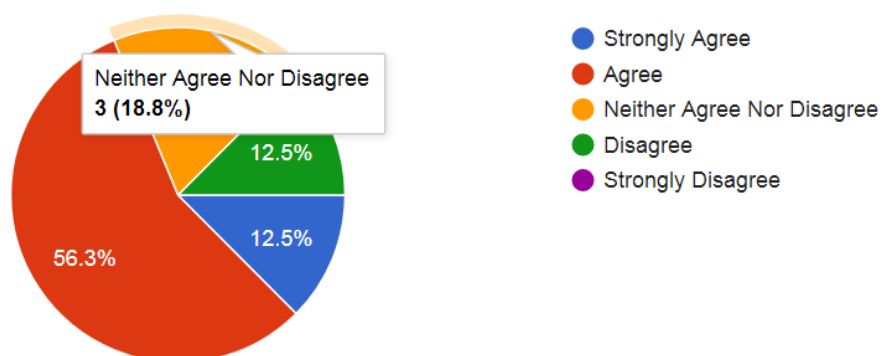
Applicants for this job take formal tests (paper and pencil or work sample) before being hired.

16 responses



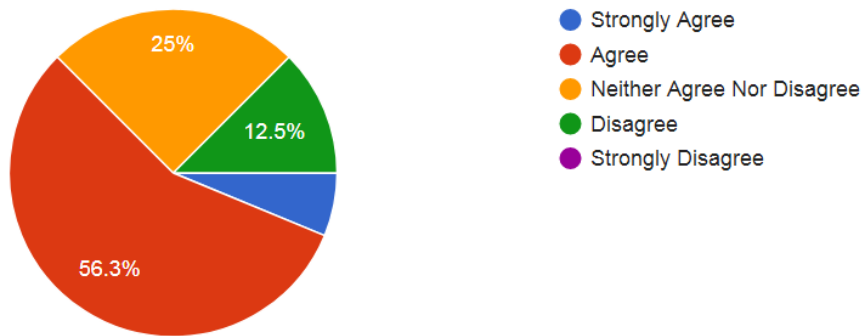
Applicants for this job undergo structured interviews (job related questions, same questions asked for all applicants) before being hired.

16 responses



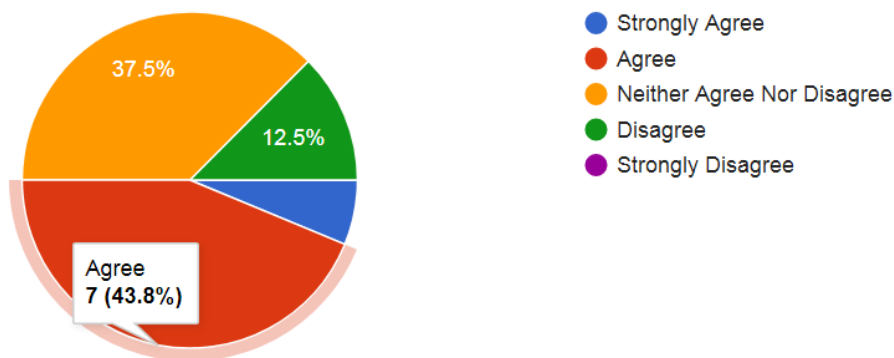
Associates in this job are involved in formal participation processes such as quality improvement groups, problem solving groups, or round table discussions.

16 responses



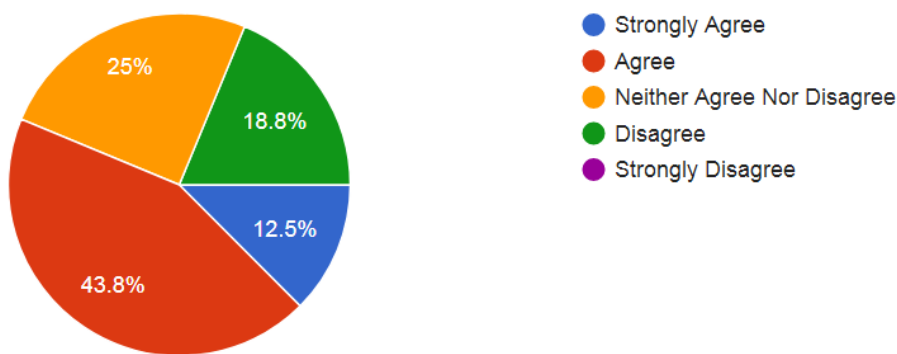
Associates in this job have a reasonable and fair complaint process.

16 responses



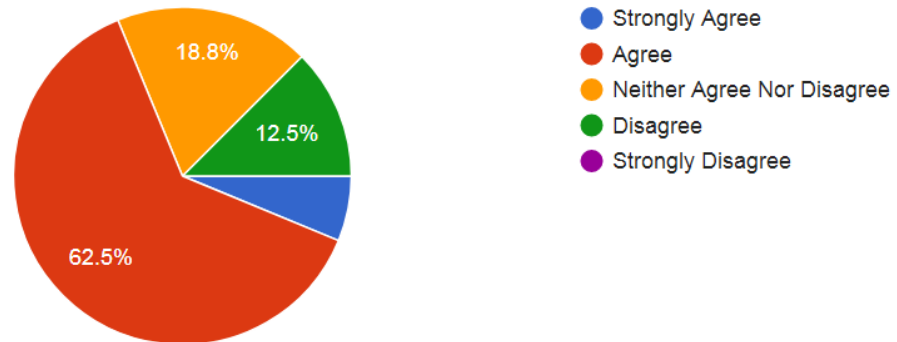
Associates in this job have the opportunity to earn group bonuses for productivity, performance, or other group performance outcomes.

16 responses



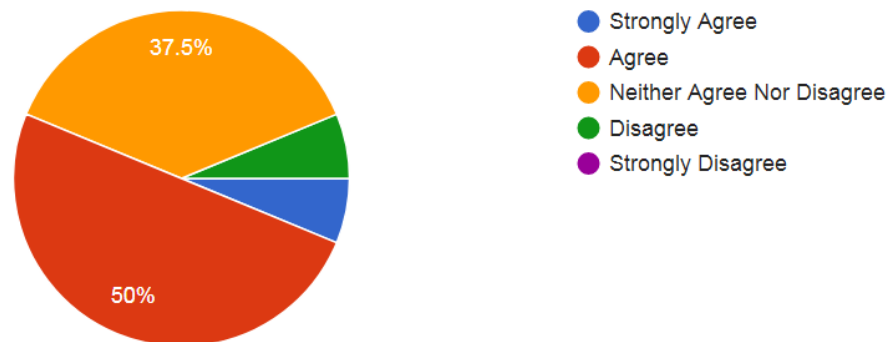
Associates in this job have the opportunity to earn individual bonuses (or commissions) for productivity, performance, or other individual performance outcomes.

16 responses



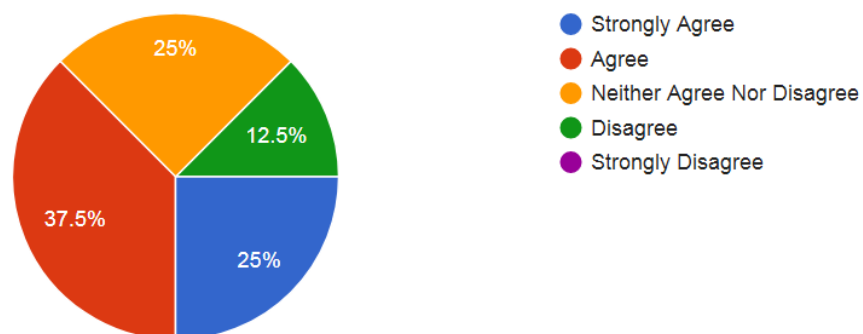
At least once a year associates in this job receive a formal evaluation of their performance.

16 responses



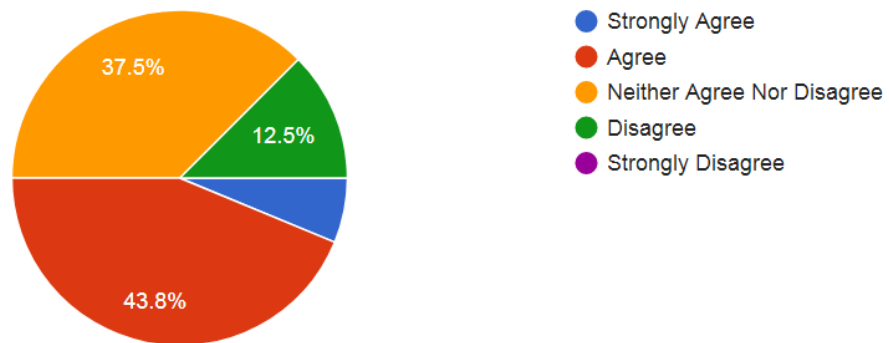
Associates in this job regularly receive formal communication regarding company goals and objectives.

16 responses



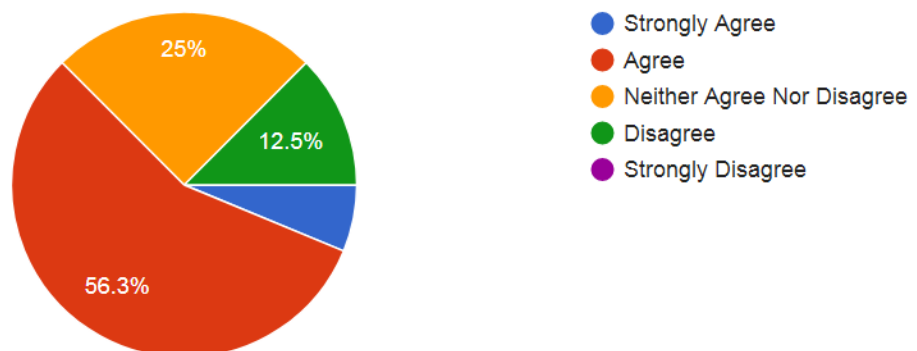
In the last 4 months, the company has made a change in how work is completed in my department based on the suggestion(s) of an associate or group of associates.

16 responses



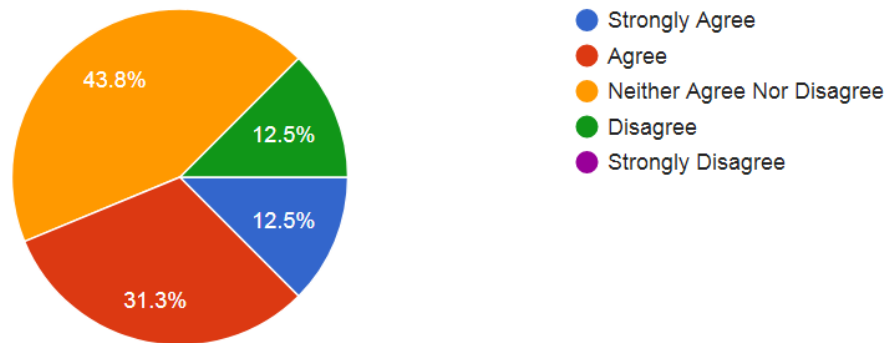
Pay raises for associates in this job are based on job performance.

16 responses



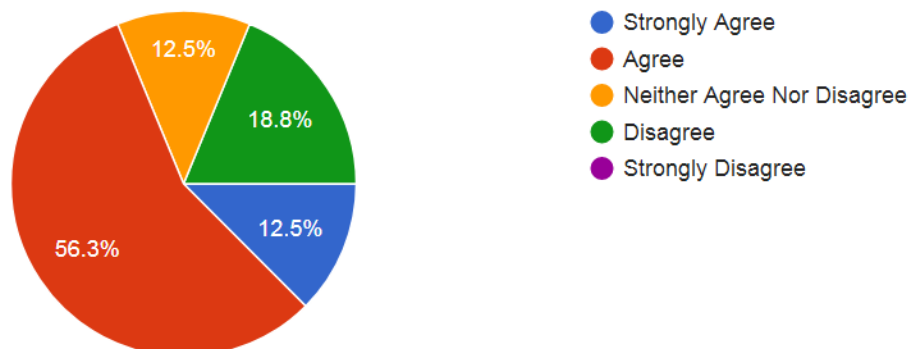
Qualified associates in this job have the opportunity to be promoted to positions of greater pay and/or responsibility within the company.

16 responses



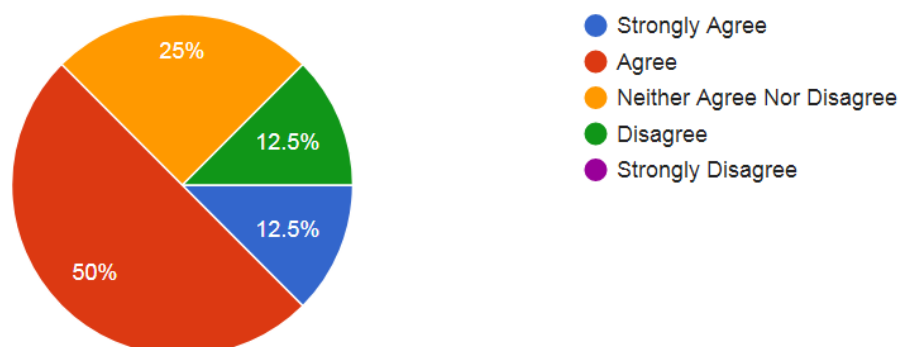
Associates in this job are allowed to make important work related decisions such as how the work is done or implement new ideas.

16 responses



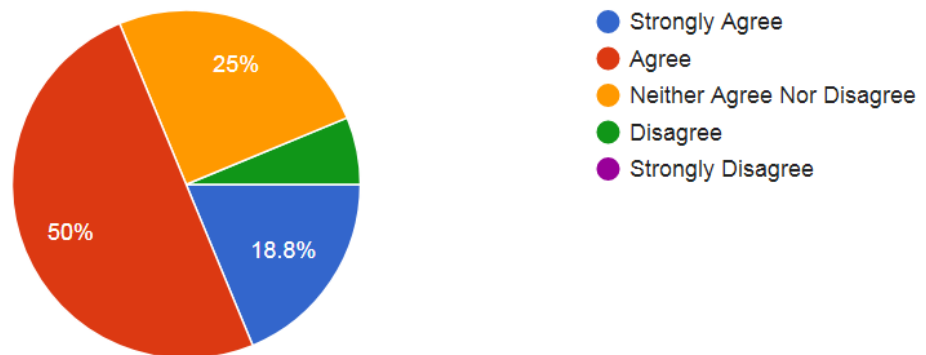
The company hires only the very best people for this job.

16 responses



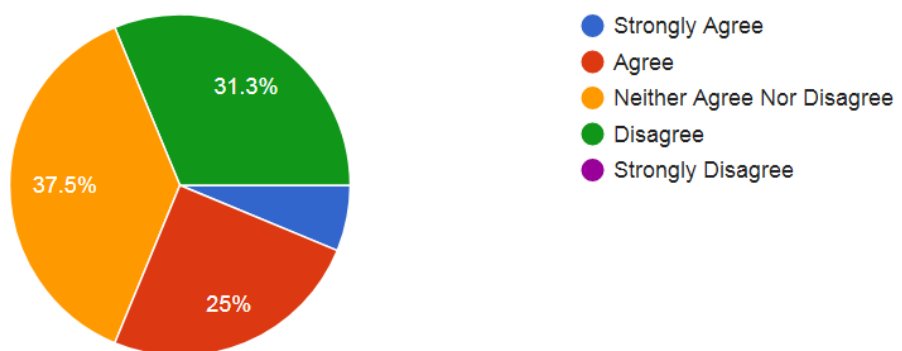
Total pay for this job is the highest for the type of work in the area.

16 responses



The training given to associates in this job each year is after need and Knowledge,skill,attitude analysis.

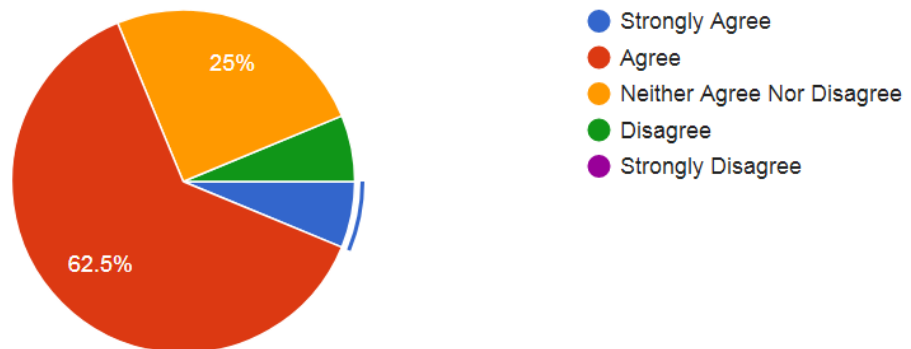
16 responses



To access organizational citizenship behavior

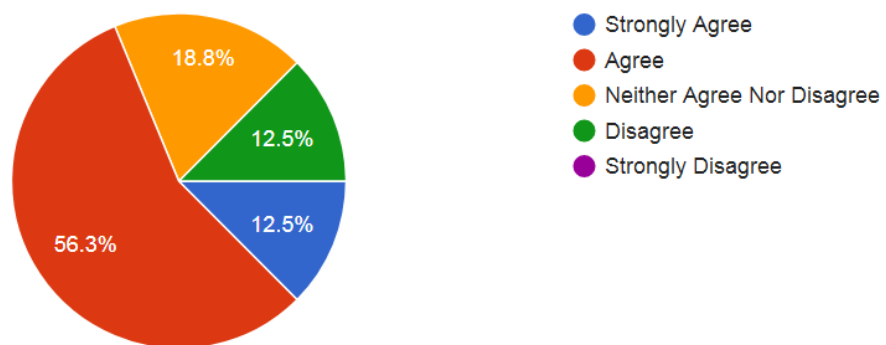
I provide constructive suggestions about how my department can improve its effectiveness.

16 responses



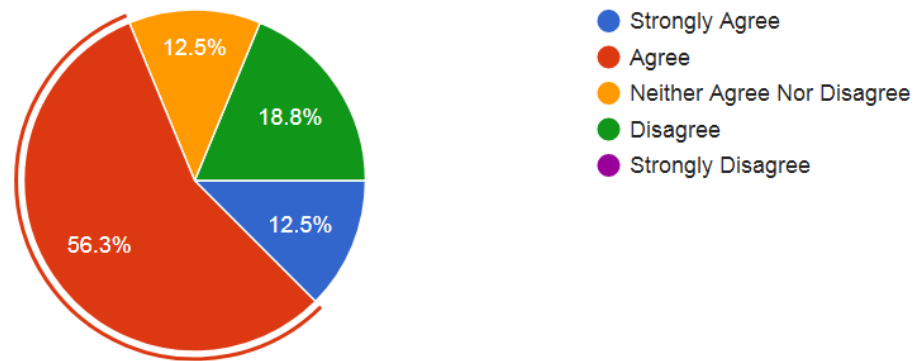
For issues that may have serious consequences, I express my opinions honestly even when others may disagree.

16 responses



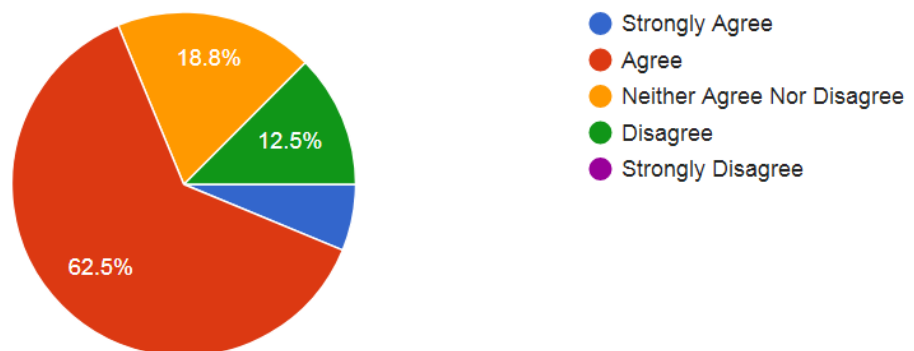
I “touch-base” with my coworkers before initiating actions that might affect them.

16 responses



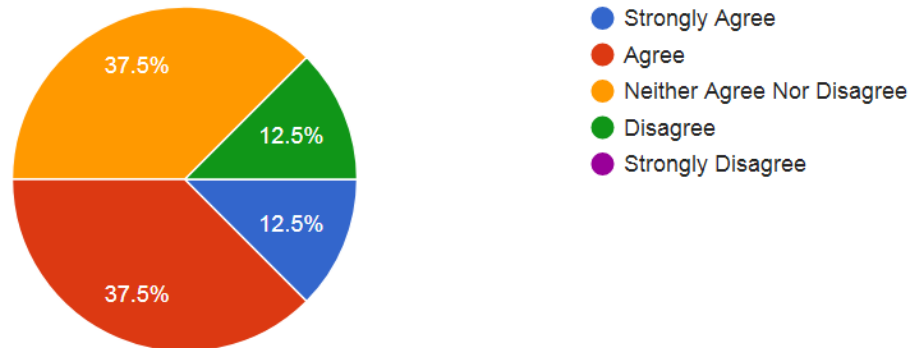
I encourage others to try new and effective ways of doing their job.

16 responses



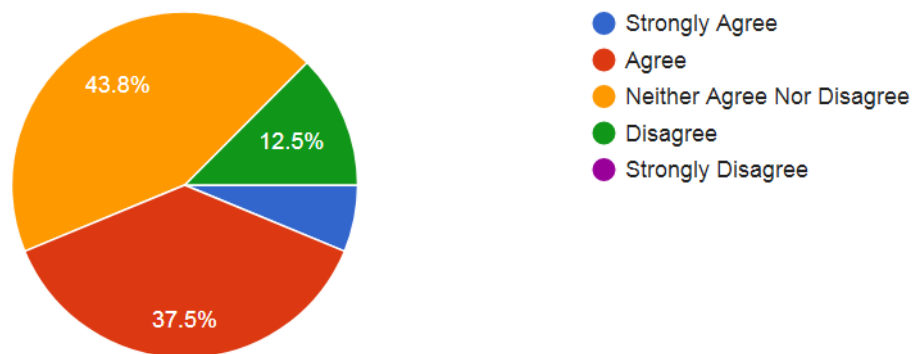
I help others who have large amounts of work.

16 responses



I willingly share my expertise with my coworkers.

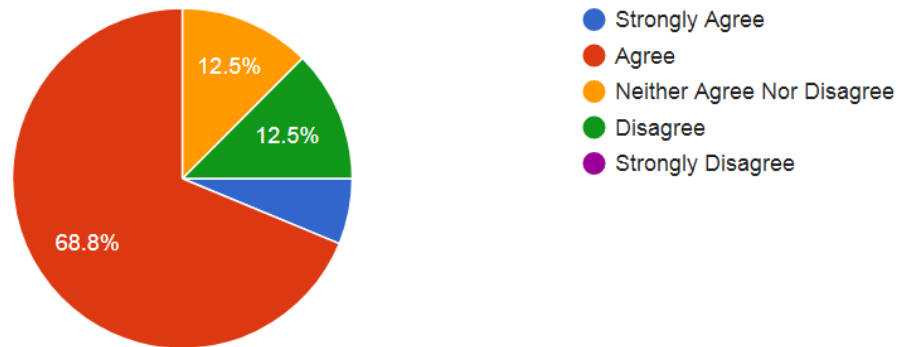
16 responses



To find out the intent to remain in the organisation

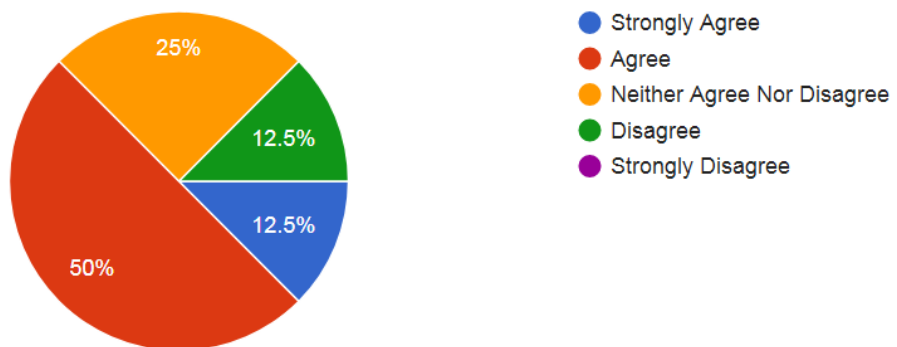
I would turn down a job with more pay in order to stay with CCL.

16 responses



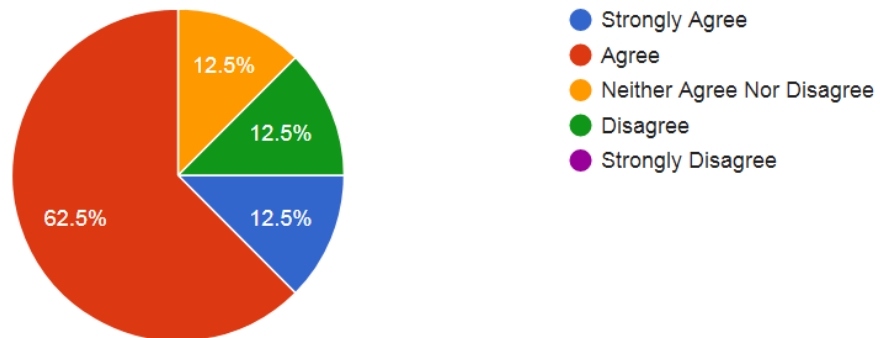
I plan to spend my career at CCL.

16 responses



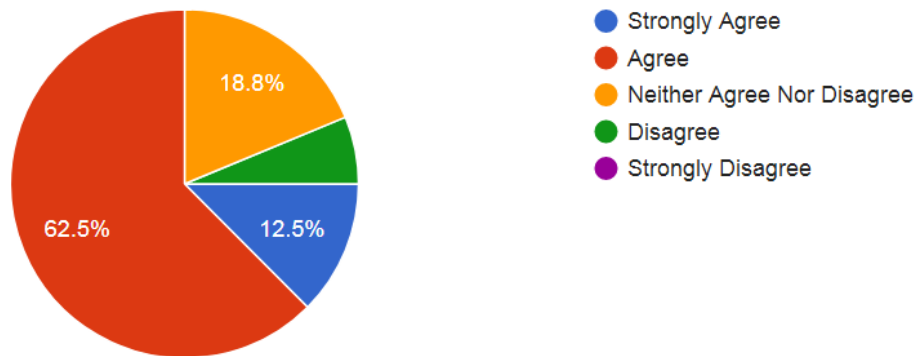
I intend to stay at CCL for at least the next 12 months.

16 responses



I do not plan to look for a job outside of this company in the next 6 months.

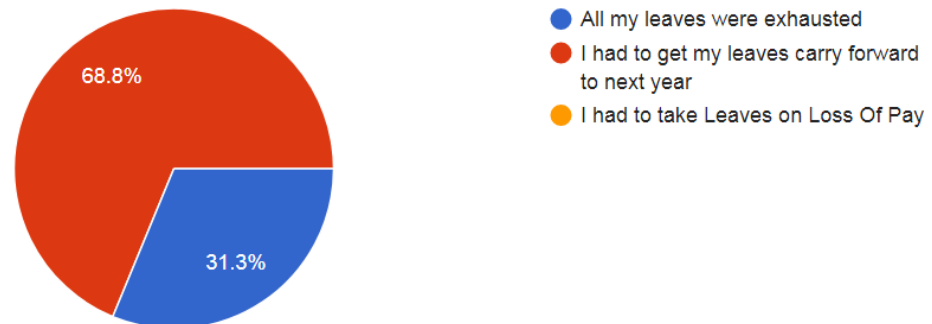
16 responses



To find out Employee's Absenteeism

How many days did you miss from work in the last 12 months ?

16 responses



4.2 Calculation of mean of various sets of data collected.

For calculation of mean weights are assigned to the option sets given as, Strongly Agree=5, Agree = 4, Neither agree nor disagree = 3, Disagree = 2, Strongly Disagree = 1.

To Find out the employees' perception of high performance HR Practices

For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (15 in this case).

The mean value is 3.587.

To access organizational citizenship behavior

For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (6 in this case).

The mean value is 3.583.

To find out the intent to remain in the organisation

For each of the questions mean score was calculated by adding the weights assigned by each of the 16 people and the dividing it with the number of respondents. The mean value obtained for each question is then added together and divided by number of questions (4 in this case).

The mean value is 3.71875 .

5. CONCLUSION

In general, our findings support our predictions: Employees' collective perceptions of high-performance HR practice use are positively related to affective commitment, organizational citizenship behavior, and intent to remain with the organization and negatively related to absenteeism.

6. REFERENCES

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8. Dyer, L., & Reeves, T. 1995. Human resource strategies and firm performance: What do we know and where do we need to go? *International Journal of Human Resource Management*, 6: 656-670.

7.APPENDICES

Questionnaire for Employees to Find out High-Performance Human Resource Practice Perceptions

Applicants for this job take formal tests (paper and pencil or work sample) before being hired.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Applicants for this job undergo structured interviews (job related questions, same questions asked for all applicants) before being hired.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job are involved in formal participation processes such as quality improvement groups, problem solving groups, or roundtable discussions

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job have a reasonable and fair complaint process.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job have the opportunity to earn group bonuses for productivity, performance, or other group performance outcomes.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job have the opportunity to earn individual bonuses (or commissions) for productivity, performance, or other individual performance outcomes

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

At least once a year associates in this job receive a formal evaluation of their performance.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job regularly receive formal communication regarding company goals and Objectives.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

In the last 4 months, the company has made a change in how work is completed in my department based on the suggestion(s) of an associate or group of associates.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Pay raises for associates in this job are based on job performance.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Qualified associates in this job have the opportunity to be promoted to positions of greater pay and/or responsibility within the company.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Associates in this job are allowed to make important work related decisions such as how the work is done or implement new ideas.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Total pay for this job is the highest for the type of work in the area.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

The company hires only the very best people for this job.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Formal training that the associates in this job receive each year are very good.

- ☐ Strongly Agree
- ☒ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Questionnaire for Employees to Find out Organizational Citizenship Behavior

I provide constructive suggestions about how my department can improve its effectiveness.

- ☐ Strongly Agree

- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

For issues that may have serious consequences, I express my opinions honestly even when others may disagree.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

I “touch-base” with my coworkers before initiating actions that might affect them.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

I encourage others to try new and effective ways of doing their job.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

I help others who have large amounts of work.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

I willingly share my expertise with my coworkers.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Questionnaire for Employees to Find out Intention to Remain With the Organization

1. I would turn down a job with more pay in order to stay with CCL.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

2. I plan to spend my career at CCI.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

2. I intend to stay at CCL for at least the next 12 months.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

4. I do not plan to look for a job outside of this company in the next 6 months.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree

- ☐ Strongly Disagree
- ☐ Neither Agree nor Disagree

Questionnaire for Employees to Find out *Absenteeism*

1. How many days did you miss from work in the last 12 months ?

- ☐ All my leaves were exhausted
- ☐ I had to get my leaves carry forward to next year
- ☐ I had to take Leaves on Loss Of Pay