

“Perception of Employees on Organizational Culture of Singareni Collieries Company Limited (With Special Reference to Kothagudem Mines, Khammam District, Telangana State)”



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ABSTRACT: Singareni Collieries Company Limited (SCCL) is the second largest coal mining company in India after Coal India Limited (CIL) with a total man power of 56,282 during 2016-17. It is a public sector coal mining company jointly owned by Telangana State Government (51 Percent share capital) and the Government of India (49 percent share capital). The company's accredited function is to explore and exploit coal deposits in the Godavari Valley coal field area covering the four districts of Telangana State namely Adilabad, Karimnagar, Khammam and Warangal. The company markets its coal to diverse industries such as thermal power plants, cement, steel, paper, textiles, tobacco, ceramics, pharmaceuticals, distilleries etc. With spurt in industrial growth and the resultant increase in demand for electricity, the company has been playing a key role in the growth and development of the nation. Further, the new Electricity Act providing opportunities for independent power production and distribution, the demand for coal has increased phenomenally. In short, the demand for its coal is more than what it can supply to the market. Hence the company has to take measures to increase its coal production and productivity, which in turn to a large extent depends upon positive organizational culture. In a dynamic and changing environment, culture's flexibility, adaptiveness and responsiveness create organizational capabilities. Organizational culture plays a vital role in the survival and success of organizations. Hence, the present article focuses on the perception of employees of SCCL on the Organizational Culture that is prevailing and whether the present Organizational culture is conducive to the productive performance or not. Certain Statistical tools like Chi-Square test, ANOVA and T-test have been applied to validate the perception of employees.

I. INTRODUCTION

1. NEED AND SIGNIFICANCE OF THE STUDY

Public sector undertakings play a significant role in the all-round development of the country. They need to operate at the maximum level of efficiency to improve their performance. Performance improvement in their working gives a fillip to national economy and prosperity for the entire nation. Hence, public sector undertakings and in particular Singareni Collieries Company Limited has to improve its performance.

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But, the company has been facing various challenges such as slow growth of production and productivity, increased wage burden due to the implementation of pay commission recommendations, increased cost of production in underground mines, non-availability of land for open cast mines, and high absenteeism.

To overcome these challenges, SCCL has to make changes not only in the contextual factors such as structure, processes, strategies or technologies but also in the job, environmental, behavioral and in particular cultural factors such as values, beliefs, practices etc. This is because, culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs. Further, when values and beliefs become embodied in work, they can intensify employee's commitment, enthusiasm and drive making the organization a much stronger one. It is a fact that shared values can give employees an incentive to work longer hours and do harder, more careful work, leading to increased production and productivity. Thus, it is rational and logical to conclude that culture with its different dimensions has a significant influence on organizational performance. Further, the assessment of culture helps the management to know the type of culture (Strong culture or weak culture) that prevails in the company. It is a fact that companies with strong cultures have competitive advantage over their rivals and vice-versa. Further, strong culture is associated with organizational effectiveness. In view of this, a study has been undertaken on the topic- "Perception Of Employees On Organizational Culture Of Singareni Collieries company limited (with special reference to Kothagudem Mines, Khammam District, Telangana state)"

II. OBJECTIVES OF THE STUDY:

The present study is conducted primarily to understand the culture that exists in Singareni Collieries Company Limited, Kothagudem Mines. The specific objectives of the study are stated as under:

- To study the organizational framework and operational policies of SCCL, Kothagudem Mines, Khammam District, Telangana State.
- To assess the organizational culture in terms of values, beliefs and practices that exists in the selected company.
- To ascertain the dimensions of organizational culture and leadership that prevail in the company in terms of autonomy, position structure, reward orientation, career growth etc.

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- To find out the various measures undertaken by the company to create a good organizational culture, and also to know how far these measures are successful.
- To know the effectiveness of culture on the performance of the company and also to make appropriate suggestions to the authorities of the company under study.

III. METHODOLOGY OF THE STUDY

Application of appropriate methods and adoption of scientific techniques is a sine-qua-none of systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study is a combination of historical and survey methods. The historical method is used in tracing the genesis of the policies and practices relating to management of SCCL. Opinion survey of the employees constituted the survey method in the study. In the present enquiry, SCCL, a public sector coal mining company is taken up for study and almost all the facets of organizational culture have been studied in depth.

A) SELECTION OF SAMPLE ORGANIZATION AND RESPONDENTS

As it was felt to take up a study on Organizational Culture in SCCL, the investigator wrote to the Chief G.M (HRD) of Singareni Collieries Company Limited, Kothagudem, Khammam District. With lot of efforts, the researcher could get permission from the Chief GM (HRD) of Singareni Collieries Company Limited, Kothagudem to collect the necessary data. The management also permitted the researcher to elicit the views of employees on organizational culture in the company. Hence, the study is confined finally to SCCL, Kothagudem Mines, Khammam District, Telangana state. The sample size for the present study is 10 percent of the total manpower in Kothagudem Mines. The details of the sample size have been presented in table-1.1. It is to be noted that stratified random sampling technique has been employed in the present study.

Table-1 Total manpower particulars of Kothagudem Mines and Sample size

S.No.	Manpower-Cadre wise	Total manpower	Sample size
1	Executives	622	62
2	Non-executives	5,819	582
Total		6,441	644

B) SOURCES OF DATA COLLECTION

Data were collected both from primary and secondary sources. The researcher personally visited the Kothagudem Mines between July and December 2017 and collected the first hand information through personal contacts, and extensive interviews. Data collection is a pains-taking effort and hence all endeavors were made to collect the relevant information with missionary zeal. Secondary sources of data were also collected, which include annual reports & accounts, and un-published material of the organization as well as books, and relevant Government publications. Data were collected through the principal tools of questionnaires, interviews and observation. It is to be noted that a questionnaire has been designed and developed after referring various standard text books and referred magazines, and journals. The sample is

found suitable to serve the purpose of the present enquiry. The questionnaire was administered to all the sample respondents. Interview technique too was used to supplement the data obtained through questionnaires. An interview is sure to be qualitatively better than any other tool. Convenient timing for the interviews has been fixed in advance mostly during the early office hours or during the lunch breaks and at times in the houses / quarters of respondents. Extensive personnel interviews were conducted with all the respondents. The interviews were often prolonged and spread-over multiple sessions. Since the interviewer personally visited the company, the technique of non-participant observation was also used, which enabled the researcher to get better perception and more insight into the phenomena.

C) STATISTICAL TOOLS USED

The data are analyzed with the help of statistical tools and techniques like percentages, weighted averages. Further, Chi-square test, ANOVA test and T-test have been conducted to interpret the data.

IV. SCOPE OF THE STUDY

The present study is an attempt to make an enquiry into the various facets of organizational culture that prevails in SCCL, Kothagudem Mines, Khammam district, Telangana state. The scope of the present study is both wide and narrow. It is wide because it covers the history, growth and development of SCCL over a long period of time. The scope of the study could also be viewed as narrow for it covers only one mining area of the total 11 mining areas. This need not be a limitation of the study as an in-depth enquiry lends itself to incisive analysis and comprehensive coverage to get better insight into the issues relating culture. Thus the scope of the present study is confined to studying the various organizational cultural related factors, like vision and mission related values, style related values, beliefs and organizational practices and several other dimensions emanating the organizational culture of SCCL.

V. LIMITATIONS OF THE STUDY

The study has the following limitations. The researcher has to make indefatigable efforts to collect relevant information by running from “pillar to post”. Employees were hard pressed for time in view of the job demands, and rigorous work schedules. The researcher has to persuade them for sparing time for responding to the questionnaires and interviews. When he found that the respondents were not in a position to spend adequate time for the purpose, he had to request them to allot time at a later date. Establishing rapport with the respondents posed a problem initially. To overcome the suspicion of the sample respondents, the researcher took the help of few senior employees’ in the company in establishing identity, and explaining the nature and purpose of study. The generalizations of the study cannot be expected to have universal application. Even when one tries to apply to the organizations of similar nature, these must be applied with caution and care. Further the study is confined to only SCCL, Kothagudem. All the same, the opinions of sample respondents may change over a period of time.

In addition to the above, the sample respondents are selected only from among employees working at Kothagudem mines. Hence, their opinions may not fully represent the opinions of other employees working in the company. Above all, the primary data are based on the opinions of the employees. Any deficiency in their opinions may partially affect the results of analysis and interpretation.

FINDINGS:

- The organizational culture and in particular the mission and goal related values of SCCL is characterized by honesty and fairness, growth and profit orientation, employee welfare, payment of bonus and community welfare.
- The work related values of SCCL are characterized by promptitude, work orientation, safety and adherence to rules and regulations but not creativity and innovation.
- The style related values are characterized by job security and long term service of employees. Surprisingly, initiation and participative decision making is absent.
- Regarding employees beliefs about the company, it is noticed that the company contributes in a fruitful way to society. All the same, its employees are efficient and work with cooperation and coordination. The negative beliefs of employees about the company reveal that it is not a good place to work. All the same, the atmosphere in the company is not warm, friendly and relaxed. In addition, employees are not ready to take risks.
- The company follows good business practices as evident from the fact that its strategies are supportive to the organizational purpose. All the same, it exploits opportunities. In addition, its practices are result oriented.
- The organizational dimensions such as positive structure, reward orientation, expression of opinions freely and frankly, promotional opportunities, control of employee behavior reveal that good culture exists in the company. Since autonomy is absent, it acts as a barrier to good organizational culture.
- The company has taken several measures such as celebration of special occasions, implementation of dress code and counseling employees. Those measures helped in creating good culture in the company. But the company does not consider whether the new incumbents fit into the existing culture or not during the interview process, all the same, jargon or special code language did not develop among employees and hence these two factors act as barriers to good organizational culture.
- The existing culture helped in improving the performance of the company on all major parameters such as production, productivity, sales, profits, net worth and earning per share with the exception of the year 2013-14. But the cost of sales to sales is alarming at 94.66% in 2016-17. Further, the culture helped in achieving industrial peace but failed to control absenteeism. To sum up, the culture of the company is good and hence the performance improved.

SUGGESTIONS:

- The financial benefits given to the dependents of ex-employees are very low. Hence, it is suggested to the management to double the quantum of lump sum payment from Rs. 5 lakhs to Rs. 10 lakhs or monthly monetary compensation from Rs. 6000 to Rs. 12,000 since these

measures will be a great financial relief to those who do not opt for dependent employment.

- The company has grown on all major parameters like production, productivity, sales, net worth and earning per share. But the annual growth rate of these parameters neither increased steadily nor declined steadily. In view of this, the management has to ensure steady growth with the help of strategic management measures.
- Among the statutory welfare facilities, conservancy and rest shelter facilities are absent in underground mines and the same are inadequate in opencast mines. Hence, the management has to address these two problems at the earliest possible time
- Among the non-statutory welfare facilities, the company did not provide either a Degree college or a junior college for the male children of employees. While the consumer cooperative stores do not grant loans to executives. Hence, the management has to address these problems by providing adequate conservancy and rest shelter facilities at least by providing adequate conservancy and rest shelter facilities at least in open cast mines besides establishing one degree college and one junior college exclusively for the male children of employees.
- The company recovers performance linked bonus from executives when their pay is revised. In this regard, it is suggested to the management to withdraw the practice of recovering performance linked bonus from executives.
- The community welfare orientation of the company helped in providing employment to the unemployed youth. All the same, some young people become entrepreneurs. In addition to the above, the company needs to adopt a few backward villages which help in improving the quality of life of people of these villages.
- The data about accidents reveal that fatal accidents are more than doubled. Though serious accidents declined considerably, still these accidents are high. In view of this, it is suggested to the management to bring all these accidents to zero level by improving the existing safety practices.
- Earlier, the company is known for its creativity and innovation. Of late, creativity and innovation is absent in the company. In this regard, it is suggested to the management to create R & D department. It is also suggested to the management to allocate more funds to the R & D department so as to develop inventions and innovations.
- The two important style related values employee initiative and participative decision making are absent in the company. In this regard, it is suggested to the management to encourage initiative and participative decision making for those two factors create a good organizational culture.
- The company is not a good place to work. All the same, the atmosphere in the company is not warm, friendly and relaxed. These beliefs among employees can be attributed to the nature of work and act as barriers to good organizational culture. Hence the company needs to change the negative beliefs of employees by stating how it is committed to the safety and welfare of employees.

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- Autonomy is absent in the company due to which employees do not have the discretion to change the methods of work. All the same, they cannot take decisions on their own. In view of this, it is suggested to the management to entrust the required autonomy to employees.
- In SCCL, promotions are not timely as employees have to wait until vacancies arise in higher position leading to employee dissatisfaction. In view of this, it is suggested to the management to promote employees by designation to a higher grade subject to the condition that they do the same work as in the current designation.
- Employees perceive that task oriented leadership exists in the company. This is because, the employee welfare orientation is offset by the task oriented leadership. In view of this, the management needs to change the perceptions of employees gradually. The perceptions of employees can be changed by educating employees about the welfare measures undertaken by it.
- In SCCL, employees who work in corporate office do not have dress code. All the same, jargon or special code language is absent in the company. Further, the company does not consider the cultural fitment of employees into the existing organizational culture during the interview process. In view of this, the management needs to address these problems at the earliest possible time. For instance, the company may introduce dress code to employees who work in the corporate office. All the same, the management may direct the Interview Board members to select those candidates who can fit into the existing organizational culture.
- The organizational culture has a positive impact upon the performance of the company in terms of increased production, productivity, sales, profits, net worth, earning per share etc, barring few exceptions. But the coal production and productivity neither increased steadily not declined steadily. In fact, the annual growth rate is erratic. Similarly, the annual growth rates of sales and profit are erratic. Though the net worth increased steadily, its annual growth rate is uneven. But the cost of sales to sales is alarming. Though the company achieved industrial peace, it failed to control absenteeism. In this regard, it is suggested to the management to see that all parameters of production and finance increase steadily.

VI. CONCLUSION:

In conclusion, it can be stated that the perception of employees on Organizational culture of SCCL is conducive to the productive performance of the company and majority of the employees hold a favorable opinion on the positive climate that is present in their company. However, only on a few aspects, employees found to possess a not so favorable opinion. Hence, it is suggested to the management of SCCL to continue and uphold the same Organizational Culture at all its mining areas.

VII. SCOPE FOR FURTHER RESEARCH:

There is a lot of scope for further research in the company. For instance, similar types of research studies can be taken up in other coal mining companies and also in other large non-coal mining companies. Further, a number of organizational behavior related topics such as job contentment, employee

motivation, employee commitment, Quality of work life etc. can be undertaken by potential researchers.

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