

# AN IN-DEPTH STUDY ON PERCEPTION OF EMPLOYEES ON VALUE SYSTEMS OF SINGARENI COLLIERIES COMPANY PVT LTD

(With special reference to Kottagudem Mines, Kottagudem, Telagana State)

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**ABSTRACT:** *Values guide not only individuals but organizations as well. It is so especially when organizations are running their operations in highly risky environment. Mining is one such industry where work is carried on in utmost unsafe conditions. Workers are not only exposed to hazardous mining processes but also susceptible to various occupational diseases. Hence, a good corporate culture is not only desirable but even inevitable for the smooth functioning of the organizations. The present article is a lucid attempt to understand and analyze the perception of employees on the value system adopted by a Giant in mining industry called Singareni Collieries company Pvt Ltd. This article throws light on the perception of employees of SCCL on various aspects of value systems followed by the company. It also studies and analyzes the differences between the opinions of executives and non-executives on the value systems.*

**Keywords:** Organizational Values, Culture, Coal Mining, welfare, Promptitude, welfare facilities, retirement benefits, executives, non-executives.

## INTRODUCTION:

Values represent basic convictions that “a specific mode of conduct or end state of existence is personally or socially preferable to an opposite or converse mode of conduct or end state of existence”. They contain a judgmental element therein they carry an individual's ideas on what's right, good, or desirable. Consistent with Rokeach<sup>1</sup>, values are “abstract ideas, positive or negative, not tied to any specific object or situation, and represent a person's beliefs about modes of conduct and ideal terminal modes”. Organizational values are defined as deep rooted, enduring, fundamental beliefs among organizational members about different aspects of organizational life. Values play a central role within the lives of citizenry. Much of human behavior is predicated on the values they hold both individually and collectively. They supply a typical or act as a benchmark for fundamental norms of human process against which behavior is guided and evaluated. Research has emphasized the importance of values and beliefs which are at the core of an organization's social organization. Consistent with Denison<sup>2</sup>, the values and beliefs of a corporation produce to a group of management practices – Concrete activities are usually rooted within the values of the organization. These activities stem from and reinforce the dominant values and beliefs of the organization. Concrete policies and practices are often difficult to break away the core values and beliefs and therefore the system of shared meaning that support them. Values are often classified into three types like mission and goals related values, organizational work-related values and organizational style related values.

## **REVIEW OF LITERATURE:**

Srivastava (2009)<sup>3</sup> in his article, “Organizational Structure, Communication, Task and Organizational Effectiveness” made an attempt to investigate the relationship between organizational structure, communication, nature of task and organizational effectiveness. The findings indicated that openness in communication was positively related to effectiveness. Two dimensions of structure such as formalization and participation were positively related while centralization was negatively related to organizational effectiveness. Soumendu Biswas (2009)<sup>4</sup> in his article, “Organizational Culture & Transformational Leadership as Predictors of Employee Performance” felt that organizational culture and transformational leadership were found to have important bearing on human resource development and the performance of individual employees. Prabhjot Kaur Mahal (2009)<sup>5</sup> in the article, “Organizational Culture and Organizational Climate as determinants of Motivation” examined the influence of organizational culture and climate on the motivation level of 100 adult employees in Ranbaxy. The study found that the factors of organizational culture and climate have a positive fall-out on the motivation level of employees. Elangovan and Jayashree (2013)<sup>6</sup> made an attempt to investigate the organizational culture that exist in Salem steel plant. The investigation revealed that factors such as knowledge about the organizational policy, work environment, values and beliefs, attitude towards work, work involvement and inter personal relationships have the capacity in building organizational culture. Owino O. Joseph & Kieran Francis (2015)<sup>7</sup> in their article-“The Influence of Organizational Culture and Market Orientation on the Performance of Microfinance Institutions in Kenya “ assessed the influence of organizational culture and market orientation on the performance microfinance institutions. They concluded that the influence of organizational culture and market orientation on the performance is more plausible for mature industries regarded as diverse in terms of customer needs. Nidhin S and Komal Chopra (2015)<sup>8</sup> in their article entitled, ”A study on Organizational Culture and its Impact on Business Operations and Quality in ITES Industry in Chennai”, observed that productivity is largely dependent on employee’s involvement, teamwork, peer communication, role clarity, physical work conditions, infrastructure, resources and compensation. Petia Zenkova and Anna Gajda (2017)<sup>9</sup> in their article, “Culture or Culture of Participation: A Success factor by International Mergers & Acquisitions “throw light on the mergers & acquisitions process initiated by a German based multinational company. The study results show that there is a great need to develop new culture after the M& A process is completed. Aparna Vajpayee (2017)<sup>10</sup> in her article entitled, “A Comparative study of Organizational Culture in Indian Multinationals and Foreign Multinationals of India” observed that foreign MNCs have rich organizational culture than Indian MNCs and this is evident from their approach towards employees. The author felt that Foreign MNCs have more trust on their employees and hence they give more individual freedom to employees by which they can exercise their creative and innovative abilities.

**OBJECTIVES OF THE STUDY:** The present study aims at identifying and analyzing the performance of employees of Singareni Collieries Company Pvt Ltd on various aspects of value systems adopted by the management of SCCL. It also aims at understanding whether there exists any difference between the perception of executives and non-executives with respect to the value systems followed by the management of SCCL.

## **HYPOTHESIS OF THE STUDY:**

H0: There is no significant difference between the opinions of executives and non-

executives about the organizational culture that prevails in SCCL.

H1: There is significant difference between the opinions of executives and non- executives about the organizational culture that prevails in SCCL

### **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.

### **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 It is to be noted that stratified random sampling technique has been employed in the present study. For the purpose of understanding the opinion of respondents, 62 executives and 582 non-executives were chosen as sample respondents who are 10% of the total employees of SCCL.

**RESEARCH INSTRUMENT:** for the purpose of present study a questionnaire with 20 statements pertaining to different aspects of value systems adopted by SCCL is prepared and administered.

**STATISTICAL TOOLS USED:** To test the hypothesis, Chi-square test is used. Apart from that ANOVA and t-test have also been used to analyze the data.

### **MAJOR FINDINGS OF THE STUDY:**

Table -1

**SCCL is honest and fair in its dealings with stakeholders**

Sl. No.	Choice of response	Executives	Non- executives	Total
1	V Strongly agree	(29.03%) 18	(35.91%) 209	(35.25%) 227
2	V Agree	(61.29%) 38	(49.31%) 287	(50.47%) 325
3	V Undecided	(9.68%) 6	(8.25%) 48	(8.38%) 54
4	V Disagree	-	(6.53%) 38	(5.90%) 38
5	V Strongly disagree	-	-	-

Total	(100%) 62	(100%) 582	(100%) 644
<b>Weighted average mean score</b>	4.19	4.15	4.15
<b>Chi square test Values</b>	Calculated value: 6.53	Table value: 7.815	
<b>Anova test values</b>	C value: 4.412	T value: 5.987	
<b>T test values</b>	C value: (- 2.1)	T value: 2.446	

**Source: Compiled from primary data**

**Note:** V indicates vertical percentage to the total

An analysis of the opinions of executives and non- executives reveals the following. Among the executives, majority of them who account for 61.29 percent agreed to the statement. Those who follow it and who account for 29.03 percent strongly agreed to the statement. The results of the Chi Square test show that the calculated value is at 6.53 while the table value at 5% level of significance stands at 7.815. Since the calculated value is less than that of the table value, the null hypothesis is accepted. Even the ANOVA Test and T test results substantiate the above observation. It shows that SCCL is honest and fair in its dealings with stakeholders.

**Table-2**

**The company provides welfare facilities to the satisfaction of employees**

Sl. No.	Choice of response	Executives	Non-executives	Total
1	Strongly agree	(56.45%) 35	(43.13%) 251	(44.41%) 286
2	Agree	(32.26%) 20	(39.86%) 232	(39.13%) 252
3	Undecided	(8.06%) 5	(9.62%) 56	(9.47%) 61
4	Disagree	(3.22%) 2	(7.39%) 43	(6.98%) 45
5	Strongly disagree	-	-	-
Total		(100%) 62	(100%) 582	(100%) 644
<b>Weighted average mean score</b>		4.42	4.19	4.21
<b>Chi square values</b>		Calculated value: 4.601	Table value: 7.815	
<b>Anova test values</b>		C value: 5.3619	T value: 5.987	
<b>T test values</b>		C value: (- 2.3155)	T value: 2.446	

**Source: Compiled from primary data**

**Note:** V indicates vertical percentage to the total

The above table indicates the opinions of sample respondents on the statement- “The Company provides welfare facilities to the satisfaction of employees”. Among the total sample respondents, majority of them who accounts for 44.41 percent strongly agreed to the statement. Those who follow it and who account for 39.13 percent agreed to the statement.

**Table-3**

**The company pays bonus to all the employees irrespective of position**

Sl. No.	Choice of response	Executives	Non-executives	Total
1	Strongly agree	(43.55%) 27	(45.02%) 262	(44.88%) 289
2	Agree	(56.45%) 35	(47.25%) 275	(48.14%) 310
3	Undecided	-	(7.73%) 45	(6.98%) 45
4	Disagree	-	-	-
5	Strongly disagree	-	-	-
Total		(100%) 62	(100%) 582	(100%) 644
<b>Weighted average mean score</b>		4.44	4.37	4.38
<b>Chi square test values</b>		Calculated value: 5.806	Table value: 5.991	
<b>Anova test values</b>		C value: 5.2928	T value: 7.7086	
<b>T test values</b>		C value: (- 2.3)	T value: 2.776	

**Source: Compiled from primary data**

**Note:** V indicates vertical percentage to the total

Table-3 reveals the opinions of sample respondents on the statement-“The company pays bonus to all the employees irrespective of their position”. Among the total sample respondents, majority of them who accounts for 48.14 percent agreed to the statement. Those who follow it and who account for 44.88 percent strongly agreed to the statement. The remaining sample respondents who constitute 6.98 percent are undecided. The overall weighted average mean score stands at 4.38.

**Table-4**

**The company is community welfare oriented**

Sl. No.	Choice of response	Executives	Non-executives	Total
1	Strongly agree	(54.84%) 34	(41.92%) 244	(43.17%) 278
2	Agree	(45.16%) 28	(50.86%) 296	(50.31%) 324
3	Undecided	-	(5.67%) 33	(5.12%) 33
4	Disagree	-	(1.55%) 9	(1.40%) 9
5	Strongly disagree	-	-	-
Total		(100%) 62	(100%) 582	(100%) 644
Weighted average mean score		4.55	4.33	4.35
Chi square test values		Calculated value: 7.001	Table value: 7.815	
Anova test values		C value: 3.1383	T value: 5.987	
T test values		C value: (-) 1.7715	T value: 2.446	

**Source: Compiled from primary data**

**Note:** V indicates vertical percentage to the total

Table-4 shows the opinions of sample respondents on the statement-“The Company is community welfare oriented”. Among the total sample respondents, majority of them who accounts for 50.31 percent agreed to the statement. Those who follow it and who account for 43.17 percent strongly agreed to the statement.

**Table-5**

**The company is employee safety oriented**

Sl. No.	Choice of response	Executives	Non-executives	Total
1	Strongly agree	(41.94%) 26	(44.16%) 257	(43.94%) 283
2	Agree	(58.06%) 36	(51.72%) 301	(52.33%) 337

3	Undecided	-	(4.12%) 24	(3.73%) 24
4	Disagree	-	-	-
5	Strongly disagree	-	-	-
Total		(100%) 62	(100%) 582	(100%) 644
<b>Weighted average mean score</b>		4.42	4.40	4.40
<b>Chi square test values</b>		Calculated value: 3.051	Table value: 5.991	
<b>Anova test values</b>		C value: 4.0051	T value: 7.7086	
<b>T test values</b>		C value: (-) 2.001	T value: 2.776	

#### Source: primary data

When asked about the safety orientation of the employees, most of the respondents felt that SCCL gives utmost preference employees safety. The following chart depicts the opinion of respondents on the same. The results of the Chi Square test show that the calculated value is at 3.051 while the table value at 5% level of significance stands at 5.991. Since the calculated value is less than that of the table value, the null hypothesis is accepted. Even the ANOVA Test and T test results substantiate the above observation. It shows that the company is employee safety oriented.

#### CONCLUSION:

This study is mainly carried out to know the value systems followed by the management of SCCL and also to identify whether there is a difference in the perception of executives and non-executives about the value systems present in SCCL and it is found that there is no difference between the perception of executives and non –executives is the same. The welfare wing implements all the provisions relating to employee welfare such as processing the cases of dependents for employment besides undertaking welfare related programs such as “Special Welfare Amenities Programs” in workmen colonies. The company pays three types of bonus to employees such as attendance bonus, performance linked bonus and profit bonus.

#### SCOPE FOR FURTHER RESEARCH

There is a lot of scope for further research. For instance, similar types of research studies can be undertaken in other coal mining companies and also non-coal mining companies. Further, a number of organizational behavior related topics such as job satisfaction, employee motivation, employee commitment, Quality of work life etc. can be undertaken by potential researchers.

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