
The Impact of Organisational Climate in Singareni Collieries Company Limited : An Emperical Study

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Introduction

The success and survival of any organization will invariably be determined by the quality and competence of its human resources. The human factor is considered for determining the efficiency and effectiveness of any organization. Hence, people are the modern weapon of competitive advantage in the global market today. It is pertinent to mention that human resource are primarily responsible for making use of physical and natural resources and for the transformation of traditional economies into modern and industrial economies. In fact, the differences are largely a reflection of the differences in the quality of their human resources and their involvement in national building. HR function has been evolved over the years and it has increased the value that is being generated at different stages towards the organizational excellence.

Organisational Climate (OC) has a profound influence on the outlook, well-being and attitudes of organizational members and ultimately on their total performance affecting their behavior that confronts the individual's freedom of choice and providing source of reward and punishment. Every organization is influenced by certain stimuli that exert profound influence on the existing climate. Lawrence James and Allan identify the influencing factors under five heads viz., a) organizational context b) organizational structure c) process d) psychical environment and e) system values and norms.

Objectives of the Study

1. To study the status of organizational climate in Coal Industry
2. To find out the influencing factors of organizational Climate in SCCL
3. To examine and assess the role and implications on motivational factors, job and organizational commitment in its organizational climate

Methodology and Sampling

Towards the accomplishment of said objectives information would obtained both primary and secondary data sources. The primary date is collected through interviewing the employees and taking their responses through a structured questionnaire, while the secondary data is collected from the documents such as annual reports, manuals, books and bulletins of SCCL. As SCCL has ten manpower zones at different places with a total of more than one lakh employees, only one zone is selected (Yellandu of Kothagudem). For selecting the employees stratified sample consisting of managerial, clerical and supervisors, workers based upon their designation, and from each stratum two percent of the employees are selected at random with a total

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of 140 employees.

Brief Profile of Singareni Collieries Ltd

Singareni Collieries Company Limited (SCCL) is one of the oldest public sector companies in India jointly owned by Govt. of AP with 51% share and Govt. of India with 49%. Initially a mining company started (i.e. Hyderabad Deccan Company Private Ltd) in the year 1886; later it was converted into a public limited company and was renamed as Singareni Collieries Co. Ltd after the name of a village Singareni in Yellandu. The first commercial operation was commenced in 1889 at Yellandu. The SCCL is engaged in coal mining in four districts of AP. Viz., Khammam, Karimnagar, Adilabad and Warrangal. In India, it spreads to 6% geographical area producing 10% of total cost. The Coal reserves stretch over 350 square kms of Pranahita Godavari Valley of the said districts of AP with proven deposits of 8,575 million tones of coal.

SCCL now operates 47 under ground mines and 11 open cast mines in these four districts. For administrative convenience SCCL is operating in three regions viz., Kothagudem, Ramagundam and Bellampalli regions, about 4800 major, medium and small scale industries form its customer list, which includes diverse industries such as Thermal power Plants, Cement, Fertilizers, Steel, Paper, Textile, Tobacco, Ceramic, Pharmaceuticals, Distilleries etc. 80% of coal produced goes to power houses across the state of AP, Karnataka, TN, Kerala, Maharashtra and Gujarat. About 85% of coal supply to consumers is made by Fuel Supply Agreement (FSAs) where SCCL is committed to supply the right quantity and right quality of coal in right time with right price with clause for penalties, bonuses, commitment to remove quality and quantitative disputes.

SCCL has recorded more than 8% annual growth rate since it was nationalized as against the industry average of 5.90 percent with a total investment of Rs2,206 crores and with a total manpower of 82,096 (2005-06). However the production has crossed its targets and it increased from 295.60 lakh tones in 1999-2000 to 361.30 lakh tones in 2005-06.

Organizational Climate in Singareni Collieries Ltd

To obtain their cooperation in achieving organizational objectives, the management of an organization must satisfy various needs of the employees' through actions such as allocation of resources, reward and punishment, pattern of communication, mode of decision making, style of leadership and so on. An organization influences the feelings, attitude and behavior of its members. In the course of time, such actions of the management acquire an enduring quality and result in creating a unique organizational climate.

Grievance handling, monetary benefits, Participative management, Objectivity and rationality and welfare facilities are some of the important areas/factors considered to evaluate the organizational climate at SCCL. Each of these factors has to be assessed on a five point scale and multiplied by the specified weightage from each other factor. The opinions are ranked as *Strongly agree, Agree, Undecided, Disagree and Strongly disagree*.

Influence of Organizational Climate in SCCL

The respondent's opinions on Grievance handling mechanisms are exhibited in Table 1. It is observed from the table that the Grievance handling mechanism in SCCL is very positive because 65 percent of the sample respondents viewed strongly agree and agree with a weighted average of 3.42. Out of the total sample respondents 44 percent agreed that SCCL paid adequate monetary benefits of SCCL (Table-2) while 57 percent agreed if finance permits there is possibility in SCCL to pay more benefits. Around 55 percent of the respondents agree and strongly agree that the prompt and fair incentives are offered by the company.

As the management of SCCL showing interest in framing and practicing participative management systems and involving their employees it is considered to assess the employee's perception on this aspect and it is elicited in Table 3. It is clear from the table that the employees of SCCL are well informed about the organization (64%) their participation in regular meetings/forums are solving their day to day problems (54%). Nearly 63 % of sample respondents strongly disagree towards employee consultation by the management for final decision-making.

It is inferred that the employees strongly feel that the joint committees do not work effectively on regular basis (58%)

The employee perception towards the management's objectivity and rationality reveals in assessing SCCL employee performance and practicing their policies. (Table- 4) It is observed from the table that the employees of SCCL have a positive perception in the overall objectivity and rationality. It is also clearly noticed employees strongly agree that SCCL is following specific norms/policies in recruitment/promotion (84%) impartial treatment in their treatment irrespective of the section/department or cadre (63%) and well maintained discipline procedure to all of them.(60%)

Implications of Organizational Climate in SCCL

The perceptions/opinions on welfare facilities provided by SCCL are given in Table 5. It is interesting to note that about two thirds of the sample respondents strongly agree that SCCL is providing adequate welfare facilities to its employees in and outside the work spot, as well as providing safety and healthy working conditions and providing attractive benefits even after retirement from service when compared to the other companies.

Job relations especially relation with superiors, peers and subordinates are quite related with organizational culture. It is assumed that the job relations and organizational culture interact proportionally with each other. Even though it is intrinsic factor it is governed not only by the personal factors but also by the organizational factors.

The perceptions of different factors on job relations in SCCL are exhibited in Table 6. It is observed from the table that the majority of the respondents (57%) opined that the overall job relations in SCCL is highly positive, while about 34% respondents disagree or strongly disagree with the present conditions of job relations and rest of the 9% are undecided. Adjustability to learn work with minimum instruction, under the concerned supervisor, ability to pick-up new jobs as per the changing conditions with little efforts, confident and bold enough to carryout the assigned job with ease, are ranked high (93-96%) among all

the respondents. While changing the present job because of relations with peer group, with subordinates and because of unfriendly nature is not at all agreed by them. Hence, it is concluded that the existing job relations in SCCL are very good and most appreciable.

The relations among employees between the unions and the unions' role in the organizational culture are also considered imperative to understand better. The opinions of the sample respondents are enquired in that line and elicited in Table 7. It is bewildering to note that more than 94% of the respondents strongly agree that the union relations in SCCL are very cordial and favorable. Almost all respondents expressed that their association with unions are very useful and to get things done by any of the dispute solving procedures. Hence, by the union relations in SCCL create an atmosphere where employees can take active participation and their management is also very considerate to discuss their union/association issues.

Any organizational climate is identified with a definite level of motivation. Maslow has arranged the needs in a hierarchy, which are initially with psychological needs, social needs then security and belonging needs, finally self actualization needs. An attempt is made to analyze the motivation level of the employees in SCCL with reference to the psychological and social needs (Table 8) . it is clear from the table that 55% of them viewed they are getting good incentives/monetary benefits, while 72% of the respondents expressed SCCL provides job security to all levels of employees. Therefore it is concluded that the motivation level of the employees is higher than the level of the organizational climate.

Employee's opinion on the Job and organization Commitment are given in Table-9. It is indicated that the weighted average of the coal miners' job and organizational commitment levels are at 3.59 and 3.67 respectively. On the other hand majority of them not interested to leave the present job (59%) want to continue if some job conditions are improved (69%). Hence, it is concluded that the present condition are sufficient (76%) to get along with the company for improving the job and organizational commitment of SCCL.

Conclusion

Every organization is influenced by certain stimuli that exert profound influence on the existing climate. Dynamic people can build dynamic organizations; effective people can contribute to the effectiveness of their organization while competent and motivated people can make things happen and enable an organization or institution to achieve its goals. SCCL has recorded more than 8% annual growth rate since it was nationalized as against the industry average of 5.90 percent with a total investment of Rs 2,206 crores and with a total manpower of 82,096. As piled up grievances decrease the morale of the workers, affect the cooperative spirit, efficiency and may lead to alienation, the management of SCCL is also taking measures for further increase in production in all areas by appointing quality observation committees for maintaining sound organizational culture and introducing computerization in underground and open cast mines.

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Table –1 : Opinions on Grievance Handling Mechanism in SCCL

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Mgt. is sympathetic in dealing employee problems	23 (16.4)	68 (48.6)	3 (2.1)	38 (27.1)	8 (5.8)
Following systematic and sound GH mechanism	18 (12.9)	75 (53.6)	1 {0.6}	38 (27.1)	8 (5.8)
Following rules and policies to deal personnel matters	25 (17.8)	67 (47.9)	4 (2.9)	38 (27.1)	6 (4.3)
Present mechanism is quite suitable to solve problems	23 (16.4)	64 (45.7)	2 (1.4)	43 (30.7)	8 (5.8)
Total	89 (15.9)	274 (48.9)	19 (1.8)	157 (28.0)	30 (5.4)

* Figures in parenthesis are percentages to total

Table –2 : Opinions on Monetary Benefits in SCCL

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Paid adequate monetary benefits	30 (21.4)	62 (44.3)	1 (0.6)	39 (27.9)	8 (5.8)
Possibility to pay more benefits if finance permits	16 (11.4)	18 (57.1)	28 (20.0)	13 (9.4)	3 (4.1)
Prompt and fair incentives offered by the company	18 (12.9)	59 (42.1)	1 (0.6)	46 (32.9)	16 (11.4)
Total	64 (15.2)	201 (47.9)	30 (7.1)	98 (23.3)	27 (6.4)

* Figures in parenthesis are percentages to total

Table –3 : Opinions on Participative Management in SCCL

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Good communication system & well informed about the organization	17 (12.1)	73 (52.1)	0 (0.0)	38 (27.1)	12 (8.6)
Employees' participation in regular meetings/forums to solve day-to-day problems	16 (11.4)	60 (42.9)	0 (0.0)	55 (39.3)	9 (6.4)
Employee representation in various committees for joint decision-making	20 (14.3)	54 (38.6)	0 (0.0)	53 (37.8)	13 (9.3)
Joint committees work performance is effective and regular basis	11 (7.8)	47 (33.6)	0 (0.0)	48 (34.3)	34 (24.3)
Employee's Consultation by the management prior to important decision making	20 (14.3)	59 (42.1)	1 (0.7)	51 (36.4)	9 (6.4)
Selective employee consultation by the Mgmt. for final decision making	6 (4.3)	46 (32.8)	0 (0.0)	69 (49.3)	19 (13.6)
Total	90 (10.7)	339 (40.4)	1 (0.1)	314 (37.4)	96 (11.4)

Table –4 : Opinions on Objectivity and Rationality

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Employees are recruited and promoted as per the specific norms / policies	7 (5.0)	111 (79.3)	3 (2.1)	17 (12.1)	2 (1.4)
Impartial treatment of all employees irrespective of Section/dept. and category	29 (20.7)	60 (42.9)	1 (0.7)	37 (26.4)	13 (9.2)
Well maintained discipline procedure to all employees	18 (12.9)	66 (47.1)	1 (0.7)	45 (32.1)	10 (7.1)
Total	54 (12.9)	237 (56.4)	5 (1.2)	99 (23.6)	25 (5.9)

* Figures in parenthesis are percentages to total

Table –4 : Opinions on Objectivity and Rationality

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Providing safety and healthy working conditions	31 (22.1)	66 (47.1)	0 (0.0)	33 (23.6)	10 (7.1)
Providing adequate welfare facilities to employees in and out side the work spot	29 (20.7)	62 (44.3)	0 (0.0)	39 (27.9)	10 (7.1)
Providing attractive benefits to employees after the retirement from service	20 (14.3)	64 (45.7)	3 (2.1)	48 (34.3)	5 (3.6)
Providing all facilities favorably when compare to the other companies	25 (17.9)	66 (47.1)	2 (1.4)	44 (31.4)	3 (2.1)
Total	105 (18.7)	250 (46.0)	5 (0.8)	164 (29.3)	28 (5.0)

Table –6 : Opinions on Participative Management in SCCL

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Adjustability to learn work with min. instructions under the concerned supervision	26 (18.6)	108 (77.1)	0 (0.0)	4 (2.9)	2 (1.4)
Ability to pickup new jobs as per the changing conditions with little efforts	26 (18.6)	105 (75.0)	3 (2.1)	6 (4.3)	0 (0.0)
All the supervisors are ready to extend their help & appreciate the actual work	49 (35.0)	73 (52.1)	0 (0.0)	17 (12.1)	1 (0.7)
Most of the supervisors not happy with the present skill, ability and work completed	1 (0.7)	19 (13.6)	2 (1.4)	90 (64.3)	28 (20.0)
Confident and hold enough to carryout the assigned job with ease and individually	40 (28.6)	92 (65.7)	0 (0.0)	8. (5.7)	0 (0.0)
Do you feel that your peer group extend their full cooperation in confidence	33 (23.6)	92 (65.7)	1 (0.7)	14 (10.7)	0 (0.0)
Do you feel that your job duties/roles are very clear	40 (28.6)	90 (64.3)	0 (0.0)	10 (7.1)	0 (0.0)
Is your sub-ordinates willing to work with cooperation & confidence	33 (23.6)	93 (66.4)	3 (2.0)	11 (7.9)	0 (0.0)
Do you feel that changing the present job bcz of your relations with superiors	4 (2.9)	10 (7.1)	37 (26.4)	57 (40.7)	32 (22.9)
Do you feel that changing the present job bcz of your relations with peer groups	1 (0.7)	5 (3.6)	37 (26.4)	69 (49.3)	28 (20.0)
Do you feel that changing the present job bcz of your relations with subordinates	40 (28.6)	90 (64.3)	0 (0.0)	10 (7.1)	0 (0.0)
How do you feel that when sometimes absenting your self bcz of unfriendly nature					
Total	255 (15.2)	700 (41.6)	153 (9.1)	425 (25.2)	147 (8.9)

Table –7 : Opinions on Union Relations in SCCL

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Do you feel that your union / association takes care of your issues with care / interest	51 (36.4)	76 (54.3)	0 (0.0)	10 (7.1)	3 (2.1)
Is your management is very considerate to discuss your union/association issues	74 (52.9)	54 (38.6)	1 (0.7)	10 (7.1)	1 (0.7)
Is your union/association can get things done by any of the dispute solving procedures	70 (50.0)	63 (45.0)	2 (1.4)	4 (2.9)	1 (0.7)
Do you feel that even without the unions indulgence you get along well in your Co.	66 (47.1)	66 (47.1)	1 (0.7)	7 (5.0)	0 (0.0)
Is your union/associations creates an atmosphere where employees can take active participation	50 (35.7)	84 (60.0)	1 (0.7)	4 (2.9)	1 (0.7)
Total	311 (44.4)	343 (49.1)	5 (0.7)	35 (5.0)	6 (0.8)

Table–8 : Opinions on Psychological & Social Needs

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Adequate monetary payment to all employees	30 (21.4)	62 (44.3)	1 (0.7)	39 (27.9)	8 (5.7)
Employees are getting good incentives/monetary benefits	18 (12.9)	59 (42.1)	1 (0.7)	46 (32.9)	16 (11.4)
Management provides adequate welfare facilities	29 (20.7)	62 (44.2)	0 (0.0)	39 (27.9)	10 (7.1)
Provides job security to all levels of employees	32 (22.9)	69 (49.3)	2 (1.4)	34 (24.3)	3 (2.1)
Following specific service rules and policies for dealing individual / personnel matters	25 (17.8)	67 (47.9)	4 (2.9)	38 (27.1)	6 (4.3)
Total	134 (19.2)	319 (45.5)	8 (1.1)	196 (28.0)	43 (6.2)

Table—9 : Opinions on Job and Organizational Commitment

Factors	Strongly Agree	Agree	Undecided	Disagree	Strongly disagree
Do you feel to leave the present job, if another opportunity is given to you	1 (0.7)	46 (32.9)	10 (7.1)	63 (45.0)	20 (14.3)
Do you feel that some job conditions to be improved	3 (2.1)	44 (31.4)	12 (8.6)	62 (44.3)	19 (13.6)
Would you like to stay continue, if such conditions are improved	27 (19.3)	70 (50.0)	34 (24.3)	8 (5.7)	1 (0.7)
Do you feel that the present conditions are sufficient to get along with the company	21 (15.0)	86 (61.4)	3 (2.1)	26 (18.6)	4 (2.9)
Total	52 (9.3)	246 (43.9)	59 (10.6)	159 (28.3)	44 (7.9)