CHAPTER-6
SUMMARY OF FINDINGS
AND SUGGESTIONS
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As this is the concluding chapter, an attempt has been made to present the theme of discussions made in different chapters of the study in a condensed form. The chapter is broadly divided into two parts. The first part covers summary of findings while the second part covers some useful suggestions based upon the observations drawn from the study. The present study – A Study on Quality of Work life and Employee Commitment in SCCL (with reference to Kothagudem mines) is comprehensive as it deals with different aspects of quality of work life and employee commitment with special emphasis on job security, wages and salaries, health & safety, promotions, constitutionalism, grievance procedure, absenteeism, turnover etc. The analysis and discussions made are based on both primary data and secondary data. The secondary data are collected from the publications of SCCL and various other institutions, books, magazines, journals and newspapers. Primary data are collected by administering questionnaires to each of the 380 sample employees who include executives (88 persons) and non executives (292 persons). In short, all the 380 sample employees account for 5% of the total manpower at Kothagudem mines, Khammam.
PROFILE OF SCCL

• Singareni collieries company Limited is one of the largest public sector undertakings in India. It has been jointly owned by the Government of Andhra Pradesh (51% share capital) and Government of India (49% share capital). The company's accredited function is to explore and exploit coal deposits in the Godavari Coal field area in Andhra Pradesh. The mining activities of the company spread over to four districts of Andhra Pradesh namely, Adilabad, Karimnagar, Khammam and Warangal. The company extracted coal to the extent of 721 million tones only up to 2004-05. The reports of the Geographical survey of India indicate that the coal reserves in Godavari Valley area are a Whopping 16,997 million tones and the inventory covers up to a depth of 1200 meters.

• The mission of the company is to retain its strategic role as a premier coal producing company in the country and also to excel in a competitive business environment. Further, its mission is to supply reliable and qualitative coal in adequate quantities and strive to satisfy customers needs by constantly sharing their experiences.

• SCCL is known for its outstanding performance due to which, it has won many awards. In fact, winning awards at national level has been a routine for the organization. The company received meritorious awards from various national and international organizations of repute. For instance, during 2005-06, it won Environmental Excellence Award. All the same, it won the prestigious Indira Gandhi Vriksha Mitra Award for the outstanding
contribution made in the field of afforestation and waste land development in 2007.

- SCCL incorporates and absorbs latest technology from time to time so as to have effective and efficient mining. For instance, the company pioneered mechanization of coal mines by adopting coal drilling machines way back in 1937. In 1950, it introduced shuttle cars, gathering arm loaders, conveyors and coal ploughing equipment. Subsequently, it introduced road headers, road haul dumpers and side dump loaders so as to avoid arduous manual labor. In 1975, it introduced modern machines like walking draglines, shovels, and high capacity dumpers. Further, it introduced “Surface Miner Technology” in 2002, which helps in controlling costs considerably. It is to be noted that the technology is eco-friendly.

- The company uses information technology to lower operating costs and also to render better customer service. In this regard, the company developed Internet system, through which it makes the files available to staff. Further, with the help of IT, it computerized all the mine activities such as attendance, stores and shift wise productivity. Even pay rolls are computerized. Due to the use of information technology, the company could bring down not only the transaction costs to customers but also provided the much needed transparency in coal sales.

- Chairman & Managing Director heads the organization. He is assisted by six functional directors, two directors nominated by the Government of Andhra Pradesh and three more directors nominated by Government of
India. The functional directors such as Director (operations); Director (Personnel Administration and Welfare); Director (finance); Executive Director (Marketing & Movement); Director (Electrical & Mechanical) Director (Planning & Projects) discharge their respective functions. Even the directors nominated by Government of Andhra Pradesh and Government of India carry out their duties effectively and efficiently for the successful functioning of the organization.

- The company for administrative convenience adopted three-tier structure such as organization structure at Corporate Level, organization structure at Area level and organization structure at Mine Level. Chairman & Managing Director who is the administrative head of the company at the corporate level is responsible for the overall performance of the organization. The C&MD as mentioned earlier discharges his duties and responsibilities with the assistance of six functional directors and also the directors nominated by the Government of Andhra Pradesh and Government of India.

- SCCL for production as well as administrative convenience divided itself into eleven Areas such as Yellandu, Kothagudem, Manuguru, Ramagundam-I, Ramagundam-II, Ramagundam-III, Ramagundam-IV, Mandamarri, Bellampalli, Sri Rampur and Bhoopalapalli. Each Area is under the administrative control of General Manager or Chief General Manager. These managers are responsible for the achievement of production targets, maintenance of industrial relations, provision of welfare facilities and also safety in mines.
• Colliery manager heads the Mines, who reports to the General Manager of the Area through Additional General Manager or Deputy General Manager. The colliery manager discharges various functions in accordance with the Mines Act. He is assisted by various officers like safety officer, Survey officer, Deputy Superintendent, Engineers etc.

• The Coal exploration department has highly qualified and competent staff. The department comprises 39 geologists, 15 drilling engineers, 6 geophysicists, and 4 hydro-geologists. The exploration department renders different functions such as drilling, preparation of geological reports, testing of core samples of rocks and geo-technical mapping.

• The company has an ISO-9001:2001 accredited project planning department, which is capable of coal mine planning. It has 50 professionals employed in opencast mining, underground mining, mine environmental engineering, industrial engineering etc. The coal mine planning department formulates 15 project reports every year besides offering consultancy services such as techno-economic evaluation of mining projects, project management & implementation, and strategic planning and implementation.

• The coal mine survey department is known for its skills and cutting edge technologies such as auto set levels, precise levels etc. The department has an army of 195 experienced surveyors. It takes up works related to mines survey both for private and government companies.
• The company established Industrial Engineering Department way back in 1950 so as to improve the productivity, quality and also to reduce cost. The IED of SCCL is a pioneer in establishing job standards, crew sizes and job evaluation, which helped the company to improve productivity over years. The department also introduced productivity linked wage incentive plans. Further, it played a vital role in the computerization of pay rolls and materials management system besides providing consultancy services to Coal India limited, APMDC, and power plants.

• The Executive Director (Marketing) is responsible for marketing the coal of the company. Besides this, he liaisons with the Railways for the movement of coal to core sector or linked customers such as power plants, cement plants defense etc. He also liaisons with the Industries Department for the supply of coal to non-core sector or unlinked customers such as paper & textile companies, chemical companies, pharmaceutical companies etc. Further, he makes deliberations with customers for finalizing fuel supply agreements besides attending to the complaints of the latter. Above all, he furnishes all the information pertaining to the marketing of coal to all the Government agencies concerned.

• Chief General Manager heads the Civil engineering department. The department is concerned with civil works right from the opening of mine to the dispatch of coal. The department undertakes mine development works related to both opencast and underground mining. It also provides infrastructure facilities for excavating coal. Besides this, the department
also takes up activities such as construction of quarters, schools, colleges, hospitals and community halls. Further, the department ensures perennial supply of water to all the mines and colonies. In addition to the above, it monitors the railway sidings continuously for the smooth dispatch of coal.

- The Corporate personnel Department is under the control of Director (Personnel Administration and Welfare). The department consists of different wings such as Recruitment cell, Industrial relations wing, personnel management wing, welfare wing. For instance, the recruitment cell fills up regular and backlog vacancies both in the executive and non-executive cadres. The recruitment and selection process is being carried on transparently and the procedures followed are fool-proof. The department also undertakes special drives for the recruitment of SC and ST candidates.

- The industrial relations wing formulates various strategies to meet the situations arising out of industrial unrest in mines and departments. The wing performs various functions such as handling strike notices, industrial disputes, court cases, age disputes and disciplinary actions. It also conducts elections to the trade unions through secret ballot method. Further, it also implements the voluntary retirement scheme from time to time complying with the provisions of labor legislations.

- The personnel management wing deals with the service matters of all NCWA employees. The major function of the wing is re-deployment of workmen from surplus mining areas to deficit mining areas. The wing also
looks into matters related to placements, promotions, in respect of NCWA employees. It also undertakes various activities such as processing of resignations, settlement of pay anomalies, granting of leaves etc.

- The welfare wing implements all the provisions relating to employee welfare. For instance, it carries out various functions such as processing the cases of dependants for employment. It also undertakes welfare related programs such as “Special Welfare Amenities Programs” in workmen colonies. Further, it follows up with insurance companies for the speedy settlement of claims under Janata Personal Accident Insurance Scheme, (JPAIS) and Family Benefit cum Insurance Scheme (FBIS). The wing also processes the applications of employee children for sanction of merit scholarships to the extent of Rs 6000/- per annum per student.

- SCCL operates both underground and open cast mines. However, the underground mines operated by the company are far more than that of the opencast mines. The company with its expertise in mining can provide all its operational and technical know how to plan, execute, and operate any mine in the country.

- The customers of SCCL can be broadly classified into two types such as core sector customers (Linked customers) and non-core sector customers (Unlinked customers). The core sector customers include power plants, major and mini cement plants, defense, Railways, while the non-core sector customers include companies like paper, textiles, ceramics, refractories, chemicals, bricks, tobacco redrying, drugs and
pharmaceuticals etc. The company has around 3,150 non core sector (Unlinked) customers and it charges 5% extra to these customers over and above the charges of core sector industries.

- SCCL in order to cut down costs and also to improve productivity has resorted to manpower rationalization, outsourcing and energy conservation measures. The company introduced voluntary retirement scheme known as Golden Hand Shake to its employees in 1999-2000. Further, new appointments have not been made unless and until there is a clear vacancy. As a result, the manpower of the company has declined continuously from 109,419 in 1998-99 to 82,224 in 2006-07.

- The company resorts to outsourcing to reduce cost and achieve better performance in its various activities. Initially, the company resorted to outsourcing for surface coal transport. Subsequently, it resorted to outsourcing for over burden removal. Even ancillary activities such as catering & maintenance of guest houses, sanitation in workmen colonies, loading and unloading of materials have been outsourced. As a result, the company made substantial savings in its operations.

- The company as a part of energy conservation measures has taken up several measures such as conversion of LT lines into HT system and also the installation of pole mounted transformers to eliminate illegal power tapings. Further, it installed Automatic control switches for street lights and Yard lights due to which these lights are automatically switched on and off leading to the avoidance of wastage of power. The company also
introduced metering system to know the actual consumption of power. All these measures yielded rich dividends to the company in terms of reduced power consumption and the resultant benefits.

- SCCL as mentioned earlier is one of the largest public sector undertakings in Andhra Pradesh employing as many as 82,224 people in different capacities such as engineers, managers, miners, training, medical and canteen staff. These people can be broadly classified into types such as executives and non-executives. Among the total manpower, executives account for 4009 while non-executives account for 78,215.

- The company runs three shifts in a day besides the general shift. The first shift operates from 6 AM to 2 PM while the second shift operates from 2 PM to 10 PM. The third shift on the other hand operates from 10Pm to 6 AM. Besides the above, there is a general shift which runs from 10AM to 4PM. It is to be noted that shift rotation takes place once in a week.

- The company applies corporate rules and procedures in the recruitment and selection process and the recruitment process for executives and non-executives is transparent and fair. It conducts a written examination, which carries 85 marks. Candidates who are qualified in the written test are called for an interview, which carries 15 marks. Potential candidates who are qualified in the interview are placed in appropriate departments and sections.
• SCCL gives utmost importance to training and development. As such, it has designed and developed various training and development programs to keep its human resources in a store of development. In fact, it has made training and development a continuous process. The company has Corporate Training Centre at Kothagudem, 8 Mines Vocational Training Centers and also a Training Institute by name Nargundkar Institute of Management at Godavarikhani. All these training are well equipped with infrastructural facilities like overhead projectors, duplicating and reprographic equipment, computers and relevant stationery. Even course material and relevant software are also available in these training institutes.

• The company conducts various training programs such as statutory training for employees, induction training programs for executive trainees, and industrial training programs for technical and non-technical staff. The company is highly employee development oriented as evident from the huge HRD budget of Rs.16.13 crores in 2007-08.

• SCCL provides various leaves such as casual leaves, sick leaves, half-pay leaves, study leaves, earned leaves, privilege leaves and maternity leaves. Employees can avail these leaves as per their requirements.

• The company in order to inculcate a culture of Singarenism designed a new communication policy. In this regard, the company constituted teams, one in each mining area. These teams visit their respective colonies on 1st every month with banners and placards to inculcate a culture of singarenism. It also conducts mine sadassus at regular intervals. As a part
of communication policy, it publishes monthly news letters and also a magazine. Besides this, through the local Siti Cable network, it communicates its policies and programs to employees.

- Good interpersonal relations exist in the company. For instance, for the last two years, no conflicts are reported among different cadres of executives and also among different cadres of non-executives. Further, no conflicts are reported between executives and non-executives. On the whole, the interpersonal relations are good in the company.

- The company contributes huge amount of money to the central government and also to the state government in the form of taxes and dividends. During 2006-07, it contributed as high as Rs 585 crores to the state government and Rs 205 crore to the central government. In fact, the company plays a pivotal role in the growth and development of the nation.

- SCCL provides various welfare facilities to its employees. In this regard, it provides 54 canteens in all the mining areas. The canteens serve snacks, tea and other eatables at subsidized prices. It also provided 7 Area hospitals, one main hospital at Kothagudem, and also 40 dispensaries with a bed capacity of 1008. In case of critical diseases, employees are referred to super specialty hospitals, where the entire expenditure is borne by the company. It shows that the company is highly employee welfare oriented.

- The company is truly eco-friendly as it has taken up number of eco-friendly practices to mitigate the damage to environment and also to improve the
quality of work life. The company developed extensive green belts in all the mining areas. All the same, to encourage plantation and social forestry, it used to supply free saplings to employees before the onset of monsoon. In this way, the company has taken several measures to protect the environment.

QUALITY OF WORK LIFE AND EMPLOYEE COMMITMENT

- The company in order to enhance the quality of work life of employees and also to extract more commitment from employees has undertaken several measures such as provision of job security, adequate and fair compensation, health and safety measures, employee welfare etc. All these factors which contribute to quality of work life and employee commitment have been explained and elaborated hereunder.

- The company provides job security to all its employees. All the employees of the company will be in service until the completion of 58 years. The working conditions in mines are poor due to the nature work. As a matter of fact, miners have to work 200 meters below the surface, where air and water are not available to the desired level. In view of this, the company has taken several measures such as the provision of booster fans, auxiliary fans to provide air. It also provided lighting and various other facilities in accordance with the Mines Act.

- SCCL pays good wages and salaries to all its employees. The company revises the pay scales of executives for every 10 years while for non-
executives, the pay scales are revised for every 5 years. It also pays increments on due date. Since it is a public sector undertaking, the pay scales are naturally good.

- Promotional policies in SCCL are transparent and fair. The criteria for promotion are merit-cum-seniority basis. In this regard, the company considers the total marks obtained in the annual reports for the latest five years and then the marks are divided by five to obtain the average marks. After that on the seniority of employees, one mark is added for the completed service of every five years. Then, basing on the marks obtained, employees are promoted to the next higher cadre. In this way, the promotional policy is transparent and fair.

- SCCL having recognized the importance of health provided 7 Area hospitals, one main hospital at Kothagudem and also 40 dispensaries with a total bed capacity of 1,008. Further, it has also provided 35 ambulances. It is to be noted that all the hospitals treat employees with utmost care and attention. Whenever specialized treatment is required, either for employees or for their children, they are referred to super specialty hospitals in Hyderabad and the entire expenditure is borne by the company.

- The company takes all the measures to ensure safety to employees. In this regard, it created “Safety Audit Cells” at Area level, Regional level, and Corporate level. It also provided all the safety equipment such as shoes, helmets etc. to employees. Besides this, it provided escape routes
other than the normal mining routes so that employees can save their valuable lives during mishaps.

- The company makes it a practice to inform employees about their contribution to the growth and development of the nation. As such, employee's esteem needs are fulfilled leading to enhanced job satisfaction of employees and the resultant quality of work life.

- In SCCL, employees are prone to stress due to the nature of the job. In view of this, it undertakes counseling to employees so that the latter can quit their bad habits such as smoking, alcoholism, gambling, gutka chewing etc. It also undertakes training on Yoga and meditation so as to control the stress levels of employees.

- Alternative work schedules are absent due to the nature of work in the company. It also appears that participative decision making is also absent in the company. However, during wage agreements only, employees are invited for participation in decision making. Further, it is also noted that executives have autonomy while non-executives do not have autonomy.

- The company constituted multi-departmental teams. These teams meet executives and non-executives at colonies and mines and educate them about the need for proper utilization of equipment and machinery. Consequently, all the employees are working with cooperation and coordination.

- The company rewards its employees on the basis of their performance. For instance, employees who attend to their duties continuously for 21
days are given rewards between Rs.500/- and Rs.1000/-. It also issues certificates of appreciation to outstanding performers. Further, it honors the employees for their innovations and inventions.

- The company treats all its employees with equity. Since SCCL is a Government organization, the Principle of equity in strictly followed in all the areas like work assignments, promotions transfers, and grievances. Further, no differentiation is shown among employees on the basis of caste, creed, gender and religion.

- The company follows a three level grievance procedure for prompt action. In the first stage, employees may represent their grievances to the welfare officer or any other officer in the mines or departments. The manager concerned has to solve the problem with in ten days. In case, if employees are not satisfied, they may approach the grievance redressal committee. The committee has to solve the grievances of employees within 10 days. Employees who are not satisfied with the grievance redressal in the second stage may represent the matter to Director (PA & W) who has to dispose off the problem with in 15 days. In this way, the company follows step-ladder approach to solve the grievances of employees.

- The company provides 54 canteens in all the mining areas such as Kothagudem, Yellandu & Manuguru etc. In all the canteens, it provided basic amenities such as water coolers, wash basins, plates and glasses. It also provides free power, cooking gas, kitchen equipment, and other facilities. The food items in the canteen are prepared under hygienic
conditions. The canteen provides a number of eatables such as Idli, Upma, Vada, Puri, Laddu (Sweet), Mysore Pack (Sweet), Boondi and tea at highly subsidized prices. The canteen operates from 7 AM to 9 PM in the morning and from 1 PM to 2 PM in the afternoon. In the evening, it operates from 4 PM to 5 PM and in the night it operates from 8 PM to 10 PM in the night.

- SCCL provides housing facility to more than half of its employees. In this regard, it provided as many as 49,442 quarters in all the mining areas. Further, 1,762 quarters are under construction. It is to be noted that all the quarters are well furnished. The company provides free power and LPG at free of cost to all the quarters.

- The company established SC Cooperative Central Stores Limited, which is popularly known as Singareni Super Bazaar. All the workmen of SCCL are the members in it. The company operates a total of 43 sales depots or Super Bazaars including gas godowns. These societies or super bazaars market its products at less than market prices. SCCL made it mandatory that all the employees should possess LPG connection for domestic use. In this regard, it reimburses the cost of 12 LPG gas cylinders in a year. It also arranged 19 LPG distribution points in all the colliery areas for the benefit of employees through Singareni Super Bazaars.

- The company operates 49 cooperative credit societies at different mines and departments. These cooperative credit societies grant loans to member employees to the extent of Rs. 1 lakh for the purchase of two
wheelers or for meeting the educational needs of the children of employees. It is to be noted that the maximum amount of loan to be granted may vary from one cooperative society to other cooperative society.

- SCCL provided recreational facilities to its employees. In this regard, it formed Work People Sports & Games Association in all the mining areas. It also encourages all its employees to participate in the inter district and state level tournaments conducted by Sports Authority of Andhra Pradesh (SAAP). It is to be noted that the sportsmen of the company participated in many national and international sports meets and won many awards. The company in order to promote sports and games had provided 9 play grounds, 8 stadiums and 17 swimming pools. It is to be noted that during 2006-07, it conducted various traditional games such as Kabbadi, Tug-of-war, Volley ball etc. Due to the provision of various facilities, the sportsmen brought laurels to the company. For instance in the Coal India Inter company tournaments held at Ranchi, the cricket team of SCCL emerged victories with 14 gold medals. Further, the company provided 10 community halls and 33 recreational clubs in order to provide recreational facilities.

- The company provides various benefits such as Coal Mines Provident Fund and Gratuity. Regarding P.F, the company deducts 12% wages from the wages and salaries of employees. The management also makes a matching contribution. The accumulation of P.F. amount carries 10% interest rate. The provision of provident fund is highly beneficial to
employees. With regard to Gratuity payment, the company reached an agreement with the LIC so that the latter pays gratuity to employees to the extent of Rs.3.5 lakhs.

- The company also provides the benefits of family insurance and accidental insurance. In case of family benefit insurance scheme, employees have to contribute Rs.10/- per month to the company and the latter takes a group insurance policy on behalf of employees. In case of unfortunate death, the LIC pays Rs.10,000/- to the nominees. Similarly, under Janata Personal accident insurance scheme, the LIC pays Rs.1 lakh at a one time premium payment of Rs.278/- per employee.

- The company also pays various benefits such as scholarships to the children of employees. It also provides vocational training to the children of employees in areas such as photo lamination, screen printing, dress making, electrical courses so that they will be self employed.

- SCCL is highly women welfare oriented. In this regard, it provides all the benefit of Maternity Act. It also constituted “Women Cells” so as to redress the grievances of women employees relating to their employment. Further, it encourages thrift among women employees. Above all, it educates and enlightens the women employees about the need for health, hygiene, literacy and post retirement plans.

- The company spends lot of money on the welfare of employees. During 2006-07, the company spent as much as Rs.40,964 lakhs on employee welfare and the per capita employee welfare expenditure stood at
Rs.49,820/-. However, the amount spent on employee welfare during 2006-07 is relatively low as compared to 2005-06.

- It is understood from the study that there is difference of opinions between executives and non-executives with regard to their opinions about two statements only. They are "Employees are allowed to participate in decision making" and Employees refrain from all actions that could cause damage to the image of the SCCL. This is because, the calculated values are more than the table values of "F" test. For the remaining 33 statements the calculated values are less than table values. Hence, it is quite clear that there is no difference of opinions between executives and non-executives. In other words, employees enjoy good quality of work in SCCL. Further, they work with involvement and commitment. In view of this, it is suggested to the company to ensure good quality of work life to employees thereby they work with commitment.

- The performance of SCCL has been measured in terms of coal production, coal productivity (output for man shift) and also the profits made by the organization. The coal production has increased continuously from 289.40 lakhs tones in 1997-98 to 377.09 lakhs tones in 2006-07 with the exception of the year 1998-99 during which period the coal production has declined considerably. The annual growth rate of coal production is negative in 1998-99 at (-) 5.58% and in remaining years of the study period it is positive. Though the annual growth rate is positive, the growth rate has been very low at 2.37% in 2005-06 and 4.34% in 2006-07.
• The productivity or output per man shift in mines fluctuated between a low of 1.31 tones in 1998-99 and a high of 2.39 tones in 2006-07 while the productivity or output per man shift in overall mines and departments varied between a low of 1.07 tones in 1998-99 and a high of 1.91 tones in 2006-07.

• The profits made by SCCL fluctuated throughout the study period and varied between a low of 63.80 crores in 2006-07 and a high of 417.64 crores in 2002-03. The annual growth rate of profits has been highly erratic as the annual growth rate is highly negative at (-) 77.31% in 2000-01 and a highly positive at 276.66% in 2001-02.

• The industrial relations scenario in SCCL is quite poor for quite a long time. To overcome this problem, the company conducted elections in 1998 for the first time under secret ballot system. The management also initiated several steps such as good communication strategies, transparent management systems, innovative and effective welfare measures. All these measures yielded rich dividends to the company in terms of reduced number of strikes. Surprisingly, no strike was reported during 2007-08, which shows that the industrial relations in SCCL are quite good.

• In mining organizations, employees are prone to accidents. In SCCL, accidents take place due to the fall of roofs and sides, leakage of gas inundation etc. However, the number of accidents is low in SCCL due to the precautionary measures taken by the management such as the provision of escape routes other than the normal traveling routes where
there is a likely possibility of danger. Further, the company undertakes intensive training programs for all its employees. As such, the accident rate is very low in SCCL.

- Accidents can be classified into two types such as fatal accidents and non-fatal accidents. It is to be noted in the study that non-fatal accidents are more than that of fatal accidents. The fatal accidents fluctuated between a low of 0.15% in 2005-06 and a high of 0.46% in 2003-04 while the nonfatal accidents varied between a low of 0.77% in 2003-04 and a high of 10.07% in 2005-06. The company also pays good compensation to employees who meet with accidents. For instance, it provides dependant employment to the eligible dependents of employees who died in fatal mine accidents. In case, if employees meet with non-fatal accidents, they are reimbursed the entire medical expenditure coupled with full pay for the days not worked.

- Absenteeism in SCCL is very high and it fluctuated between a low of 19.1% in 2004-05 and a high of 24% in 1997. The reason for high absenteeism of employees can be attributed to the nature of work, indebtedness, alcoholism, illegal or wild cat strikes etc.

AN INSIGHT INTO THE DATA

- Singareni Collieries Company Limited (SCCL) provides job security to its employees as evident from the overall weighted average mean score of 4.17. As mentioned earlier, the weighted average mean score that falls
between 3.5 and 4.5 indicates good and desirable quality of work life in terms of job security. It shows that SCCL ensures job security to all its employees.

- The working conditions in SCCL are poor as evident from the overall weighted average mean score of 2.08. As mentioned earlier, the weighted average mean score that falls between 1.5 and 2.5 indicates poor quality of work life. In other words, the quality of work life of employees in terms of working conditions is poor in the company.

- SCCL pays good wages and salaries as agreed and strongly agreed by majority of the sample employees. The overall weighted average mean score of 4.12 and the individual weighted average scores of more than 4.00 support the views of employees. It indicates that SCCL pays good wages and salaries. In other words, the quality of work life of employees in terms of good wages and salaries is good or at desirable level in the company.

- SCCL does not provide flexible working system to its employees as evident from the overall weighted average mean score of 1.85. As mentioned earlier, the weighted average mean score that falls between 1.5 and 2.5 indicates poor quality of work life. It reveals that the working system in SCCL is rigid rather than flexible.

- SCCL is employee safety oriented as evident from the overall weighted average mean score of 4.21. Even the individual weighted average mean
scores of more than 4.00 reinforce the same. It shows that the quality of work life of employees in terms of safety is good or at desirable level in the organization.

- SCCL is highly concerned with the health of employees as evident from the overall weighted average mean score of 4.18. Even the individual weighted average mean score of more than 4.00 reinforces the same. It reveals that SCCL undertakes a number of health programs for the benefits of its employees.

- SCCL pays adequate compensation to its employees who meet with accidents. It is reinforced by the overall weighted average mean score of 4.22 and also the weighted average mean scores of more than 4 as assigned by individual occupational groups such as executives and non-executives. It shows that the company pays adequate compensation to those employees who meet with accidents. In short, the quality of work life of employees is good or at desirable level as the company pays adequate compensation.

- Promotional policies in SCCL are moderately transparent and fair as evident from the overall weighted average mean score of 3.40. Even majority of the non-executives affirmed the same. However, executives stated that promotional policies are transparent and fair. It shows that promotional policies are highly transparent and fair from executives point of view, while from non-executives point of view promotional policies are moderately transparent and fair.
• Good interpersonal relations exist in SCCL as evident from the overall weighted mean score of 4.19. Even the opinions of individual occupational groups such as executives and non-executives reinforce the same. It shows that good interpersonal relations exist in the company leading to good quality of work life.

• Superiors are considerate and helpful in SCCL as evident from the overall weighted average mean score of 4.20 and also the individual weighted average mean scores of 4.37 and 4.14 as assigned by executives and non-executives. It reveals that superiors are considerate and helpful towards their subordinates in SCCL. In other words, employees enjoy good quality of work life in the company.

• In SCCL, superiors follow the principle of equity as evident from the overall weighted mean score of 4.00. It indicates that the quality of work life of employees in terms of equity or constitutionalism is good or at desirable level in the company.

• Superiors in SCCL treat their subordinates with respect and dignity as evident from the overall weighted average mean score of 3.83. It is further reinforced by the individual weighted average mean scores of 4.33 and 3.68 as assigned by executives and non-executives. From the finding, it can be concluded that the treatment of subordinates by superiors is good or at desirable level in the company.
• In SCCL, employees do not have autonomy as evident from the overall weighted average mean score of 2.33. However, executives enjoy relatively more autonomy as compared to non-executives. It is reinforced by the individual weighted average mean scores of 2.85 and 2.17 as assigned by executives and non-executives.

• Employees are not allowed to participate in decision making as evident from the overall weighted average mean score of 2.50. Even the individual weighted average mean score of 2.77 and 2.42 supports the views of executives and non-executives. It clearly indicates that the quality of work life of employees in terms of participative decision making in poor in the company.

• Occupational stress is prevalent in SCCL as evident from the overall weighted average mean score of 1.99. As mentioned earlier, the weighted average mean score that falls between 1.5 and 2.5 indicates poor quality of work life. In short, the quality of work life of employees in terms of occupational stress is poor in SCCL.

• SCCL is highly employee development oriented as evident from the overall weighted mean score of 4.28 and also the individual weighted average mean scores of 4.40 and 4.25 as assigned by executives and non-executives. It shows that the quality of work life of employees in terms of employee development is good or at desirable level in the company.
• SCCL rewards the talented and hardworking as evident from the overall weighted average mean score of 3.90. It shows that the quality of work life of employees in terms of reward orientation is good or at desirable level in the organization.

• Grievance procedure is quite transparent and fair in SCCL as evident from the overall weighted average mean score of 4.03 and also the individual weighted average mean scores of 4.31 and 3.95 as assigned by executives and non-executives. It indicates that employees enjoy good or desirable quality of work life in the company as the grievance procedure is transparent and fair.

• It is understood from the study that newly recruited employees easily adjust themselves in SCCL. It is reinforced by the overall weighted average mean score of 4.01. The observation clearly reveals that newly recruited employees can easily adjust themselves in SCCL. It shows that employees enjoy good or desirable quality of work life in SCCL.

• SCCL is highly employee welfare oriented as evident from the overall weighted average mean score of 4.41 and also the individual weighted average mean scores of 4.61 and 4.34 as assigned by executives and non-executives. It indicates that the quality of work life of employees in terms of welfare is good or at desirable level.

• The impact of job on the personal life of employees is positive as evident from the overall weighted average mean score of 4.29 and also the
individual weighted average mean scores of 4.38 and 4.27 as assigned by executives and non-executives. It indicates that the quality of work life of employees is good or desirable level as the impact of job on the personal life of employees is positive.

- In SCCL, employees attend to work and return to work after established breaks promptly as evident from the overall weighted average mean score of 4.28. Even the weighted average mean score more than 4.00 as assigned by executives and non-executives reinforce the same. It indicates that employees attend to their duties promptly.

- In SCCL, employees show good performance and highly involved in their work as evident from the overall weighted average mean score of 4.29. Even the individual weighted average mean scores of more than 4.00 as assigned by executives and non-executives reinforce the same. It indicates that the commitment level of employees is high in SCCL as employees are highly involved in their work.

- It is understood from the study that employees bring all the malpractices made in the company to the notice of management. It is reinforced by the overall weighted average mean score of 4.14. It shows that employees are loyal to the organization.

- Employees in SCCL avoid careless actions that could cause loss to the property of the organization as evident from the overall weighted average mean score of 4.26. Even the individual weighted average mean scores of
4.23 and 4.26 as assigned by executives and non-executives support the views of the employees. The finding shows that employees are loyal to the company.

- Employees in SCCL refrain from all actions that could cause damage to the image of the organization. It is reinforced by the overall weighted average mean score of 3.79. From the finding it can be concluded that employees have high levels of commitment to the company as they refrain from all actions that could cause damage to the image of the organization.

- In SCCL, employees hold organizational goals above personal goals as evident from the overall weighted average mean score of 4.33. It is further reinforced the individual weighted average mean scores of 4.36 and 4.32 as assigned by executives and non-executives. It indicates the high commitment level of employees in SCCL.

- In SCCL, employees are willing to accept any type of job assignment as evident from the overall weighted average mean score of 4.02. Even the individual weighted average mean scores of 3.93 and 4.04 as assigned by executives and non-executives reinforce the same. It shows that employees work with commitment as they are ready to take up any type of job assignment.

- The management of SCCL inspires the best in employees in the way of their job performance as evident from the overall weighted average mean score of 4.19. It indicates that the management of SCCL creates
conditions in such a way that it helps employees to improve their job performance.

- SCCL is moderately a better organization to work for as evident from the overall weighted average mean score of 2.71. It is further reinforced by the individual weighted average mean score of 3.00 and 2.62 as assigned by executives and non-executives. The finding clearly indicates that SCCL is not so the best of all possible organization to work.

- Employees in SCCL find it easy to agree with the policies on important matters relating to employees as evident from the overall weighted average mean score of 4.15. Even the individual weighted average mean score of 4.22 and 4.13 reinforce the same. From the observation, it can be concluded that SCCL follows employee oriented policies.

- In SCCL, employees absenteeism is high as evident from the overall weighted average mean score of 3.74. Even the individual weighted average mean scores of 4.00 and 3.66 as assigned by executives and non-executives reinforce the same. It clearly indicates that absenteeism is high in SCCL.

- Employee turnover is high in SCCL as evident from the overall weighted average mean score of 4.00. The individual weighted average mean scores of 4.03 and 3.99 support the views of employees. The finding points out the fact that employee turnover is high in SCCL.
• It is understood from the study that employees do not suggest new ideas and techniques to the extent desired. It is reinforced by the overall weighted average mean score of 2.46 and also the individual weighted average mean scores of 2.45 and 2.46 as assigned by executives and non-executives. The finding reveals that employees are not innovative.

• Employees and their family members view SCCL positively as evident from the overall weighted average mean score of 4.44. It is further reinforced by the individual weighted average mean scores of 4.32 and 4.48 as assigned by executives and non-executives. From the finding, it can be concluded that employees are loyal to the organization as employees and their family members view SCCL favorably.

SUGGESTIONS BASED ON SUMMARISATION OF THE RESEARCH FINDINGS

Singareni Collieries Company Limited (SCCL) provides job security to all its employees. Since SCCL is a public sector undertaking, all the employees have job security. Further, it is to be noted that all the employees of SCCL will be in service until the completion of 58 years. Employees who have job security naturally enjoy good quality of work life. Besides this, they work with involvement and commitment. In view of this, it is suggested to the management of SCCL to continue to ensure job security to all its employees.

It is understood from the study that the working conditions in SCCL are poor. This is because, miners have to work 200 meters below the surface
where the working conditions are artificial. All the same, miners and other employees are always prone to dangers due to dust, roof falls, inundation of water, fire, leakage of poisonous gases etc. To overcome all these problems and also to improve the working conditions, the company has taken several measures such as provision of booster fans and auxiliary fans so as to provide air to employees. It also provided adequate lighting and water in mines. However, employees are not happy with the working conditions. In view of this, it is suggested to SCCL to provide working conditions on par with global standards. It is also suggested to the company to implement all the provisions of Mines Act so as to provide good working conditions to its employees.

The company pays good wages and salaries. Since, it is a government organization, the pay is naturally good and the pay scales are revised for every ten years for executives and for every five years for non-executives. Besides this, increments are given every year on due date. In short, employees enjoy good quality of work life as their work provides them good pay. In this regard, it is suggested to the management of SCCL to continue to pay good wages and salaries as it enhances the quality of work life of employees. It is also suggested to the company to revise the wages of executives for every six years and not for every ten years.

The working system in SCCL is not flexible due to the nature of work. This is because, employees have to go to mines and offices to work and the work cannot be taken to home. Further, as mining is a continuous process, alternative work schedules like compressed work week and flexi time are not
possible. However, one thing can be done for the benefit of employees. As mentioned earlier, shift rotation takes place once in a week. In this regard, it is suggested to the company to undertake shift rotation for every two days instead of a week. The measure helps the employees to have considerable freedom in work leading to improved quality of work life.

SCCL gives utmost importance to the health of employees. The company in order to ensure good health to employees has provided 7 Area hospitals, one main hospital at Kothagudem and 40 dispensaries in all the mining areas with a bed capacity of 1,008. These hospitals treat the patients with utmost care and attention. Wherever specialized treatment is necessary either for employees or their dependents, they are referred to super specialty hospitals in Hyderabad. In this way, SCCL is highly employee health oriented. In this regard, it is suggested to the company to continue to provide qualitative medical facilities so as to improve the quality of work life of employees further.

SCCL is highly employee safety oriented. As such, it undertakes training and retraining programs for executives and non-executives on a continuous basis. It also stages playlets like Burrakathas and Voggukathas in mines and employee colonies to improve safety awareness. Besides this, it provides escape routes other than normal mining routes, where there is a likely possibility of danger due to fire, leakage of gas, inundation of water etc. In this way the company has done a lot to ensure the safety of employees. However, the company has to monitor the safety practices of other coal mining organizations and accordingly it should improve safety measures.
The company pays adequate compensation to its employees who meet with accidents. In case, if employees die in fatal accident cases, it gives three options to employees. The first option is provision of dependant employment while the second option is payment of monthly monetary compensation to the extent of Rs 4,000 per month. In the third option, the company pays a lump sum amount of Rs 3 lakhs. The dependants of employees can choose any of the three options. In this regard, it is suggested to the company to enhance the monthly monetary compensation from the present level of Rs 4000 per month to Rs 8,000 per month. It is also suggested to the company to increase the quantum of lump sum amount payable to employees from Rs 3 lakh to Rs at least 5 lakhs.

The promotional policies are transparent and fair in SCCL. The company follows merit cum seniority method while promoting its employees. For instance, the total marks obtained in the annual appraisal reports for the last five years are added and then divided by five to obtain average marks. After that the company adds one mark for every five years of completed service. Employees who score more marks are promoted to the next higher cadre. It shows that SCCL is transparent and fair in its promotional policies. However, the company should monitor the opinions of employees about promotions and accordingly, it should make changes in the promotional system.

Good interpersonal relations exist in SCCL. It is to be noted that since 2005, no conflicts are reported among employees. The good interpersonal relations among different cadres of employees can be attributed to the
communication policy of the company and also the interaction of employees
during work. All the same, majority of the employees used to meet frequently
as they live in the company quarters. Further, interaction among employees is
common at canteen super bazaars and other places. In short, due to the
frequent interaction of different cadres of employees, naturally good relations
will develop among them. Hence, interpersonal relations are good. However,
the management of SCCL has to conduct get together among employees
more frequently so as to ensure good interpersonal relations among
employees.

In SCCL, superiors are considerate and helpful towards subordinates.
This is because, superiors can get the things done through subordinates only.
All the same, in SCCL, production targets are to be achieved within a time
frame and these targets can be achieved with the involvement and
commitment of subordinates only. Hence, superiors help their subordinates to
get the things done. In view of this, it is suggested to the management of
SCCL to direct its superiors to continue to maintain harmonious relations with
their subordinates.

The management of SCCL follows the principle of equity. Since SCCL
is a government organization, the principle of equity is strictly followed in
various areas such as work assignments, promotions, transfers and
grievances. All the same, no differentiation is shown among employees on the
basis of caste, creed, gender and religion. Further, as all the executives are
highly qualified, the act rationally without giving scope for prejudice or bias.
Besides this, during the training programs, the need for equity is emphasized.
In this regard, it is suggested to the company to continue the practice of equity as it prevents many problems, which may arise in the company.

In SCCL, superiors treat their subordinates with respect and dignity leading to improved quality of work life of the latter. All the same, the ego or esteem needs of subordinates will be fulfilled. It is to be noted that when employees ego or esteem needs are fulfilled they put their heart and soul in work leading to improved productivity or performance of the organization. In view of this, it is suggested to the management of SCCL to continue the practice of treating subordinates employees with respect and dignity.

In SCCL, employees do not enjoy autonomy. It is further noticed that executives relatively enjoy more autonomy as compared to non-executives. As a matter of fact, in SCCL non-executives do not enjoy autonomy as the work is standardized and in a standardized work, employees do not have discretion to change the methods of work and hence, employees do not have autonomy to act independently. However, executives enjoy autonomy as they can fix production targets. All the same, they can decide the rewards to be given to employees for their outstanding performance. In this regard, it is suggested to the management of SCCL to give more autonomy to its executives and non-executives as it enhances the quality of work life of employees.

In SCCL participative decision making is absent. It is to be stated here that the management of SCCL shares important information with employees. But it does not allow its employees to participate in decision making. During
wage agreements only, employees are invited for decision making. As participative decision making is absent, employees may gradually alienate from the company. Consequently, employees may feel that their quality of work is poor. In view of this, the management of SCCL should practice participative decision making.

Occupational stress is prevalent in SCCL due to the nature of work. This is because, miners and managers have to work 200 meters below the surface. All the same, employees are prone to dangers due to roof falls, fire, inundation of water and leakage of poisonous gases. In view of this, the company started yoga and meditation centers in all the Mines Vocational Training Centers. These training centers used to conduct training on Yoga and meditation. Further, the company used to undertake counseling to employees at regular intervals so that the latter can quit their bad habits such as smoking, alcoholism, gambling and gutka chewing. In this regard, it is suggested to the company to educate and enlighten employees about the need for controlling stress.

SCCL is highly employee development oriented. This is because, the company gives lot of importance to training and development. It is to be noted that all the executives and non-executives of the company are trained in the in-house training institutions. Further, employees are also deputed to various external training programs. Besides this, the company spends lot of money on training and development. For instance, the HRD budget, which is stood at Rs 3.62 crore in 1999-2000 rose to a high of Rs 16.13 crore in 2007-08. It indicates that the company is highly employee development oriented. As
such, qualitative manpower is found in SCCL. In this regard, it is suggested to the company to lay further emphasis on training and development as trained employees can discharge their duties efficiently leading to improved performance of the organization.

SCCL rewards the talented and hard working employees. The company honors the employees for their innovative works on Republic Day (26th January) of every year. Similarly, if production targets are achieved, it rewards the employees in terms of gold coins and cycles. Further, if employees attend to their duties continuously for 21 days, they are given cash rewards between Rs 500 and 1000. In short, SCCL rewards the talented and hardworking employees. In view of this, it is suggested to the company to continue the practice of rewarding employees. It is also suggested to the company to enhance the quantum of rewards so as to enhance the quality of work life of employees further.

Grievance redressal procedure is transparent and fair in SCCL. The company as mentioned earlier, follows a three-level procedure for redressing the grievances of employees. In the first stage, the aggrieved employee may represent his/her grievances to the welfare officer or any other officer in the mines or departments. The officer concerned should settle the grievance within ten days. In case, if the employee is not satisfied with the settlement of grievance in the first stage he/she may approach the grievance redressal committee and the committee should solve the problem within ten days. Employees who are not satisfied with the grievance settlement in the second stage may approach the Director (personnel Administration & welfare) who
will dispose off the grievance within 15 days. It appears that the company takes quite a long time to settle the grievances of employees. In view of this, it is suggested to the company to redress the grievances of employees within 14 days instead of the present total 35 days.

In SCCL, newly recruited employees easily adjust themselves. It is to be stated here that SCCL is a government organization. As such, newly recruited employees would like to join and continue in the organization. Hence, they accept the basic values, norms and customs for becoming accepted members of organization. All the same, the organizational culture and climate is good in the company. In this regard, it is suggested to the company to design and develop an organization culture due to which employees can easily adjust themselves in the company.

SCCL is highly employee welfare oriented. For instance, it provides 54 canteens in all the mining areas where eatables are served at highly subsidized prices. However, meals is not served in the company. The company provides housing facility to most of its employees but not to all the employees. It also provided consumer cooperative stores where essential goods of good quality are made available at reasonable prices. In addition to the above, it provided 49 cooperative credit societies in all the mining areas. These societies grant personal loans to the maximum extent of Rs one lakh to member employees depending upon their financial status. The company also pays provident fund benefit to its employees. It also pays gratuity benefit to employees subject to a ceiling of Rs 3.5 lakh. Further, it covered all the employees under Janata Personal Accident Insurance Scheme. Under this
scheme, employees get a benefit of Rs one lakh at a one time premium payment of Rs 278 per employee. The company also provides various other welfare facilities like scholarships to the children of employees to the extent of Rs 6,000 per annum. It also provides vocational training to the children of employees in areas like photo lamination, screen printing, dress making and electrical courses. It also organizes coaching camps so as to help the unemployed children of employees to participate in army and police recruitment. In this way SCCL is highly employee welfare oriented. However, it is noticed in the study that there is some lacuna in the provision of welfare facilities. In this regard, it is suggested to the company to provide meals facilities in all the canteens. It also suggested to the company to provide housing facility to all the employees as the existing quarters are not enough to meet the housing requirements of all the employees. Further, the quantum of personal loans to be lent should be enhanced from the present level of Rs one lakh to Rs 2 lakhs. All the same, the amount payable under janata personal accident insurance scheme should also be enhanced from Rs one lakh to 2 lakhs. The provision of these measures certainly enhances the quality of work life of employees.

The company as a part of employee welfare provides various amenities such as provision of drainage facilities, sanitary lines, removal of garbage, replacement of doors and windows, laying of roads etc. Further, as a part of women welfare, it constituted “Women Cells” so as to redress their grievances. It also formed “Singareni Employees Wives Association” through which it inculcates the habit of thrift among women employees. In this regard, it is suggested to the company to continue the current practices for the benefit
of the organization and also for the benefit of employees and in particular women employees.

The company spends huge amount of money on employee welfare. The total employee welfare expenditure, which stood at Rs 25,251 lakhs in 1999-2000 increased to a high of Rs 46,800 lakhs in 2005-06. But in 2006-07, the employee welfare expenditure declined to Rs 40,964 lakhs. Similarly the per capita employee welfare expenditure, which stood at Rs 23,420 in 1999-2000 increased to a high of Rs 54,403 in 2005-06. But in 2006-07 the per capita employee welfare expenditure declined to Rs 49,820. It is alarming as the welfare expenditure per employee declined in 2006-07. In view of this, it is suggested to the company to enhance the welfare budget so as to enhance the quality of work life of employees.

The impact of job on the personal life of employees is positive. It means, employees are enjoying good quality of work life in the company due to the provision of job security, good working conditions, health and safety facilities and employee welfare. In view of this, the company may continue to provide all the above stated facilities and improve same from time to time so as to ensure good quality of work life to employees.

In SCCL, employees attend to their duties promptly, which shows that employees are self motivated. It is a fact that employees who are self motivated work with commitment. In view of this, it is suggested to the management of the company to highlight the need for promptness and
punctuality in attending to duties so that workers make it a point to attend to duties promptly.

Employees show good performance and are highly involved in their work. It is true as the coal production has increased continuously from 273.261 lakh tones in 1998-99 to 377.07 lakh tones in 2006-07. The continuous increase in coal production would not have been made possible without the involvement and commitment of employees in work. In this regard, it is suggested to the company to continuously motivate its employees so as to improve the coal production.

Employees bring all the malpractices made in the company to the notice of management. It is a known fact that thefts are common in the company. For instance, pilferage of oil, unused equipment, costly equipment in the stores and unauthorized sale of coal usually take place. When employees notice such thefts immediately they bring the matter to the notice of management and the latter act appropriately. In this regard, it is suggested to the company to make the "Vigilance Cell" more active to prevent thefts. It is also suggested to the company to reward those employees who bring the malpractices to the notice of management.

Employees in SCCL avoid careless actions that could cause loss to the property of the organization. It is to be noted that employees of the company exhibit righteous behavior rather than riotous behavior. In addition to this, during training sessions, the trainers emphasize the need for disciplined behavior. In this regard, it is suggested to the company to educate its
employees further about the need for protecting the property of the organization.

It is understood from the study that employees of SCCL refrain from all actions that could cause damage to the image of the organization. It is to be noted that SCCL is the second largest coal mining organization in India after coal India Limited. Due to its huge size and also its contribution to economic development, it enjoys excellent corporate image. All the same, due to the awards, it won from government and non-government agencies. Its image has enhanced further. Further, employees talk positively about SCCL due to the employee orientation of the latter. In this regard, it is suggested to the company to undertake image building measures intensively. It is also suggested to the company to educate and enlighten its employees about the need for developing positive corporate image for the organization.

It is understood from the study that employees in SCCL hold organizational goals above personal goals. This is true to a large extent as the productivity of the company or output per man shift of the company in mines has increased from 1.81 tones in 2003-04 to 2.39 tones in 2006-07. All the same, the coal productivity of the company in overall mines and departments has increased from 1.47 tones in 2003-04 to 1.91 tones in 2006-07. It is to be noted that the increased coal productivity would not have been made possible without the involvement of commitment of employees. However, the coal productivity can be increased further by enhancing the commitment level of employees. The commitment level of employees can be enhanced further by developing positive attitudes among employees.
Employees in SCCL are ready to take up any type of job assignment. It is a fact that the company is staffed by qualitative and experienced employees. It is also noticed in the study that employees are transferred from surplus Mining Areas to deficit Mining Area more frequently. Despite the frequent transfers, employees have not exhibited any resistance. It shows the commitment and high loyalty levels of employees towards the organization. In this regard, it is suggested to the company to consider this factor and also to give weightage to this factor while promoting its employees.

SCCL inspires its employees to improve their job performance. In this regard, it introduced reward mechanisms so as to motivate and inspire the employees. For instance, the company encourages its executives and non-executives to make inventions and innovations. It honors the employees for their innovations on the Republic Day (26\textsuperscript{th} January of every year. It also gives cash rewards to employees who work continuously for 21 days in a month. Further, it rewards those employees who contribute their best in the achievement of production targets. In this way, the company inspires its employees to exhibit good performance. In this regard, it is suggested to the company to increase the quantum of rewards to inspire the employees further.

SCCL is moderately a better organization but not the best of all possible organizations. This kind of perception among employees can be attributed to the risky nature of job and the same is absent in many other industries. Further, the pay is high in the coal industry but not high as compared to many other industries such as petroleum industry, software
industry etc. in this regard, it is suggested to the company to educate and enlighten its employees about the importance of their jobs. It is also suggested to the company to highlight the importance of SCCL and its contribution to various sectors of the economy so that employees will develop positive attitude towards the company.

It is understood from the study that employees in SCCL find it easy to agree with the policies on important matters relating to employees. It is a fact that in SCCL most of the policies are employee oriented. For instance, the recruitment and selection policy, training and development policies, wages and salaries administration, promotional policies are all transparent and fair. Even the trade unions of the company educate their members about the impact of the company policies on employees. Above all, the policies of the company are broadcast through the local Siti cable. Hence, employees can interpret the repercussions of the policies and they can easily come to a conclusion about the acceptability or non-acceptability of the policies. In this regard, it is suggested to the company to make the employees to accept its policies by being more transparent and fair.

Absenteeism is very high in SCCL and it varied between a low of 19.1% in 2004-05 and a high of 24% in 1997-98. As a matter of fact, absenteeism rate is very high due to various factors such as the nature of work, participation of employees in various local rites and rituals, severe heat conditions during summer etc. It is to be noted that absenteeism is a great loss to the company in terms of reduced production. It is also a loss to employees in terms of reduced income. In this regard, it is suggested to the
company to control the absenteeism by educating its employees about the negative repercussions of absenteeism.

Employee turnover is high in SCCL. It is due to the manpower rationalization measures undertaken by the company. It is to be noted that the company introduced "Voluntary Retirement Scheme" known as "Golden Handshake" in 1999-2000. Further, new opportunities have not been made unless and until there is a clear vacancy. As a result, the manpower of the company which stood at 109,419 in 1998-99 declined to 82,224 in 2006-07. However, there are very few instances of employees leaving on their own. In this regard, it is suggested to the company to generate employment rather than downsizing manpower so as to reduce costs. In short, SCCL, the public sector coal company should not forget the obligation of social responsibility in terms of employment generation.

In SCCL, employees do not suggest new ideas and techniques to the extent desired. As mentioned earlier, the company encourages its employees to make innovations and inventions. It also rewards the employees for their innovations. Despite the encouragement and rewards given by the management, employees do not suggest new ideas and techniques. In view of this, it is suggested to the company to increase the quantum of rewards for innovations significantly so that employees may suggest new ideas and techniques, which will be highly beneficial to the company.

Employees and their family members view the company positively. This is because, the company's slogan – "One Family, One Vision and One
Mission's penetrated into the minds of people. All the same the management shows a paternalistic attitude towards all the employees due to which employees are loyal to the company. In this regard, it is suggested to the company to continue to inculcate a culture of Singarenism among employees.