

Impact of Welfare Measures on Human Resource Quality in SCCL – With Special Reference to Kothagudem Mines

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Abstract: Organizations and companies succeed, or fail, based on the human resource quality and effectiveness of their employees. Today's successful firms recognize that to compete in global markets, they must have world class Human Resource managers, who are active in participate in strategic and operational decision-making. It is crucial to secure the cooperation of labour or employee force in order to increase the production and to earn higher profits. The mutual aid of employee force is possible only when they are fully happy with their employer and the working conditions of the job. Given that importance of human resource quality in organizational performance the present research has been undertaken

Key Words:- Welfare Measures, Human Resource Quality, Productivity, Motivation.

Introduction:

Human resource managers realised that the provision of welfare facilities contribute a lot towards the quality and efficiency of the workers. All the same, organisations need to provide various social security benefits such as medical care, mortality benefits, pension etc., as specified by law. It is a fact that the provision of welfare measures benefits is a kind of wise investment that offers good social dividends in the long run. Singareni Collieries Company Limited (SCCL) where the present study is undertaken is one of the largest public sector undertakings in India. The Government of Telangana and the Government of India with equity participation in the ratio of 51:49 jointly own it. The company's accredited function is to explore and exploit coal deposits in the Godavari Valley Coal Field Area, which includes the four districts of Telangana Region namely, Adilabad, Karimnagar, Khammam and Warangal.

Need For the Study

The company having realised the importance of welfare measures introduced several welfare schemes for its workers and the families. For instance, the company provides statutory welfare facilities like drinking water, conservancy, medical appliances, canteen, rest shelters, crèches etc. It also provides various non-statutory welfare facilities such as medical, education, recreation, housing/quarters, consumer co-operative stores, consumer co-operative credit society etc. Further, it provides social security measures like provident fund, gratuity, pension, dependent

employment etc. It is to be noted that the company spent a huge amount of Rs.32,090 lakhs on total employees welfare and the average welfare expenditure per employee stood as high as Rs.82,054 in 2012-13. It shows that the SCCL is highly employee welfare oriented. In short, due to the welfare measures provided by the company, its employees have been working with involvement and commitment. Consequently, the performance of the company is quite commendable. Against this background, a study has been undertaken on the research topic- A Study on Impact of Welfare measures on Human Resource Quality in Singareni Collieries Company Limited, Kothagudem, and Khammam District.

Review of Literature

According to Padhi, (2013) The term human resource quality suggests the state of well being and implies wholesomeness of the human being. It is a desirable state of existence involving the mental, physical, moral and emotional factor of a person. Adequate levels of earnings, safe and humane conditions of work and Access to some minimum social security benefits are the major qualitative dimensions of employment which enhance quality of life of workers and their productivity. Eaton, Marx, and Bowie (2013) studied on various employee wellness programs in United States institutions and its impacts on health behavior and performance of faculty and staff. The data is collected through the application of computer-assisted telephone interviews, self administered mail questionnaires and computer-assisted personal interviews. 67.2% of the result reflected health promotions can attract and retain skilled faculty and staff. The study concluded that employee wellness programs have positively impacted on the health and well being of employees. Grawitch et al. (2012) examined the affiliation between diverse workplace practices which comprised of safety and health practices and quality level in terms of commitment and turnover intention in universities. A web-based survey had been conducted on 152 university faculties and staff through a college distribution list. The results mentioned that the health and safety practices are positively related to satisfaction in term of turnover intentions. As a result, it is significant to identify and understand the needs of human capital in order to enhance performances in the form of individual basis and organization as a whole. Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2010) aimed to study on the effectiveness of the 12-weeks walking program in improving the health of employees. After attending a study orientation, 125 college faculties and staff are requested to complete Godin Leisure Time Exercise questionnaires in order to seek their current physical activity status. The results emphasized that the health promotion programs have positively impacted on the physical health of human capital, work productivity, job absenteeism and eventually improve the organizational effectiveness. Durairaj & Kareem (2013) examined the satisfaction level of the employees towards welfare measures provided in ABC Limited, Vellore that is prevalent in the organization where the study was conducted. This study aims at knowing 'Welfare System'. In this project the work atmosphere and the welfare measures provided by the organization had been studied. It also aims at finding out the relationship between demographic factors with the satisfaction level of the welfare measures provided using survey within the organization. The conclusion and suggestions are also given in this report for the improvement of this system in the organization. Balaji (2013) attempted to find out the major factors that motivate employees considering Employee welfare, rewards and incentives as motivating factors within an organization that influence Job Satisfaction and Quality of the organization. The statistical analysis showed that different dimensions of Satisfaction and Human Resource Quality are significantly correlated

and welfare, reward and recognition have great impact on motivation of the employees.

Research Gap

In view of above literature reveals that there is no comprehensive study has been undertaken to discuss relationship of human resource quality and welfare measures in public sector organizations and in particular coal mining organizations.

Research Problem

To find what is the impact of welfare measures and their adequacy to help in improving the human resource quality of the company

Research Model

The research design employed in this study is sequential exploratory model design for theory development and theory testing.

Objective

1. To measure Human Resource Quality among employees of SCCL

Hypotheses

H1: There is no significant impact of welfare measures on Human Resource Quality among employees

Methodology of the study

Application of appropriate methods and adoption of scientific techniques is a sine-qua-non 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, case study and survey methods. The historical method is used in tracing the genesis, policies and practices relating to the management of SCCL. The case study method is adopted in order to explore and analyze the various welfare measures provided by the company to its employees. In the present study, SCCL, Kothagudem Mines is taken as the unit of study and almost all the facets of welfare measures have been studied in depth. The collection of opinions of employees constituted the survey method in the study.

Research Design

- The research purpose adopted for the study is explanatory and exploratory. Following are the reasons: New knowledge, which is relevant to research objective, is determined by the research method and theories and previous empirical studies are utilized as a base to test the framework.

Sources of Data Collection

Data were collected both from primary and secondary sources.

Population

For the present research the Singareni Collieries Company Limited, Kothagudem, Khammam District has been taken as population.

Selection of sample

For the study to ensure fairly an adequate representation of all categories a sample of 427 respondents, who include 130 executives and 297 non-executives have been chosen.

Respondents of the study

Dependent Variable:-Welfare Measures includes Grievance Rate, Health Rate, Accident Rate, Defect Rate, Housing, Transportation, Recreation, Facilities for women, Central and State Provisions.

Independent Variable: - Human Resource Quality includes Workmanship Value, Ability Skill Attainment, Orientation and Training, Cohesive Work Force, Motivational

Programme, Employee Responsibility, Employee Involvement, Attitude towards Change.

Research instrument

The research instrument is well structured questionnaire. Researcher collected the primary data through a survey using a well-structured questionnaire. The questionnaire is constructed based on the selected dimensions of Human Resource Quality and Welfare Measures. The responses of items in the questionnaire are collected using by 7 point Likert scale ranging from Completely Satisfied to Completely Dissatisfied

Data analysis

Table 1. Descriptive Statistics for Welfare Measures (N=324)

Factor	Mean	Std. Deviation
Human Resource Quality	245.82	29.965
Grievance Rate	25.56	5.385
Accident Rate	32.47	6.007
Defect Rate	20.89	3.973
Health Rate	23.27	5.709
Facilities for Women	1.2	0.399
Housing	6.77	0.874
Transportation	5.59	1.485
Education	5.31	1.224
Recreation	2.8	1.37
Central & State Provision	1.58	0.793

Table 1 Represents Descriptive statistics of Welfare Measures Housing ,Facilities for women , Recreation, Education are rated as Completely Satisfied, Defect Rate , Health Rate, Transportation and Grievance Rate and Accident Rate are rated as Some What Satisfied

Table 1. Summated Descriptive Statistics for Human Resource quality

Factor	Mean	Standard Deviation	Scale Range	Rating
Workmanship value	21.38	3.78	9 - 63	Some What Satisfied
Management Attitude	21.24	5.065	9 - 63	Some What Satisfied
Employee Motivation	27.62	5.263	10 - 70	Neither Satisfied nor Dissatisfied
Ability Skill Attainment	19.08	5.017	9 - 63	mostly satisfied
Cohesive Work Force	19.05	3.947	8 - 56	mostly satisfied
Motivational Programme	17.85	3.817	8 - 56	mostly satisfied
Orientation and Training	21.72	5.36	9 - 63	Some What Satisfied
Communication Effectiveness	27.57	5.807	11 - 77	Some What Satisfied
Employee Responsibility	20.06	5.376	8 - 56	mostly satisfied
Employee Involvement	28.58	5.055	10 - 70	Some What Satisfied
Attitude Towards Change	21.67	5.828	10 - 70	mostly satisfied

Table 1 Explains Summated Descriptive Statistics for Human Resource Quality factors Workmanship Value (Mean = 21.38), Management Attitude (Mean = 21.24), Orientation and Training (Mean =21.72) ,Communication Effectiveness(Mean = 27.57), Employee Involvement(Mean =28.58) are rated as Some What Satisfied and Ability Skill Attainment(Mean =19.08) , Cohesive Work Force(Mean

=19.05), Motivational Programme (Mean =17.85), Employee Responsibility (Mean = 20.06), Attitude Towards Change (Mean = 21.67) are rated as Mostly Satisfied and Employee Motivation (Mean = 27.62) are rated as Neither Satisfied nor Dissatisfied

Table 2. Summated Descriptive Statistics for Welfare Measures

Factor	Mean	SD	Scale Range	Rating
Grievance Rate	25.56	5.385	9 - 63	Some What Satisfied
Accident Rate	32.47	6.007	10 - 70	Some What Satisfied
Defect Rate	20.89	3.973	8 - 56	Mostly Satisfied
Health Rate	23.27	5.709	10 - 70	Mostly Satisfied
Facilities For Women & Housing	6.77	0.874	5 - 35	Completely Satisfied
Transport Facilities	5.59	1.485	3 - 21	Mostly Satisfied
Education Facilities	5.31	1.224	4 - 28	Completely Satisfied
Recreation Facilities	2.8	1.37	2 - 14	Completely Satisfied
Central and State Provisions	1.58	0.793	1 - 7	Mostly Satisfied

From Table 2 Represents Summated Descriptive Statistics for Welfare Measures factors Grievance Rate (Mean = 25.56), Accident Rate (Mean = 32.47) are rated as Some What Satisfied and Defect Rate (Mean = 20.89), Health Rate (Mean = 23.27), Transport Facilities (Mean = 5.59), Central and State Provisions (Mean = 1.58) are rated as Mostly Satisfied and Facilities for Women & Housing (Mean = 6.77), Education Facilities, (Mean = 5.31) Recreation Facilities (Mean = 2.8) are rated as Completely Satisfied

Table 3. Correlation between Welfare Measures and Human Resource Quality

Factor	Pearson correlation	sig
Grievance Rate	0.42	0
Accident Rate	0.293	0
Defect Rate	0.365	0
Health Rate	0.78	0
Facilities for Women	-0.056	0.159
Housing	-0.109	0.025
Transportation	0.18	0.001
Education	0.052	0.173
Recreation	0.001	0.492
Central & State Provision	0.089	0.056

***Significant at 0.05 level (95% Confidence level)**

Table 3 Spells that the Welfare Measures and Human Resource Quality are co related with the respect to factors of Health Rate (0.780), Grievance Rate (0.420), Defect Rate (0.365), Accident Rate (0.293)

Table 4. Regression between Welfare Measures and Human Resource Quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.699	.689	16.713

From the table 4 it is clear that 68% of Human Resource Quality is explained by the Welfare Measures as adjusted R² value is 0.689

Table 5. ANOVA of Human Resource Quality

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	202602.539	10	20260.254	72.537	.000 ^b
Residual	87423.717	313	279.309		
Total	290026.256	323			

a. Dependent Variable: Human Resource Quality

b. Predictors: (Constant), GR, AR, DR, HR, FW, HO, TRA, EDU, R, P

Table 4 Explain the Relationship between Human Resource Quality and Welfare Measures. It is significant with F value 72.537 and the significance value is 0.000

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	55.422	13.502		5.031	.000
Grievance Rate(GR)	.827	.265	.121	3.120	.002
Accident Rate(AR)	1.339	.164	.269	8.186	.000
Defect Rate (DR)	1.412	.260	.187	5.437	.000
Health Rate (HR)	5.002	.257	.629	15.565	.000
Facilities for Women(FW)	-.245	2.628	-.003	-.093	.926
Housing (HO)	.083	1.185	.002	.070	.944
Transportation(T)	.589	.654	.029	.901	.368
Education(E)	-.490	.784	-.020	-.625	.533
Recreation(R)	-.294	.702	-.013	-.419	.676
Provisions(P)	2.547	1.223	.067	2.083	.038

a. Dependent Variable: Human Resource Quality

b. Predictors: (Constant), GR, AR, DR, HR, FW, HO, TRA, EDU, R, P

Table 5 Gives the Regression Equation as

$$HRQ = 55.422 + 0.827 * GR + 1.339 * AR + 1.412 * DR + 4.002 * HR - 0.245 * FW + 2.54 * P$$

Suggestions – Welfare

- As miners are exposed to various hazards, the company needs to take corrective measures such as roof bolting and provision of escape routes in case of accidents. It is also suggested to the company to take preventive action to control the diseases like pneumoconiosis, mining nystagmus, and dermatitis, hook worms etc. that arises during the mining process. Further, the working environment has to be improved to the extent possible so as to make the mining attractive.
- It appears in the study that the company takes quite a long time to redress the
- Grievances of employees. For instance, the time taken to redress the grievances of employees is very long it is likely to demotivate employees. Hence, it is suggested to the management to redress the grievances of employees within 20 days instead of 35 days.
- The company provides medical facilities to all its employees. But the provision of medical facilities in terms of hospitals, dispensaries and beds has declined considerably between 2007-08 and 2012-13. In this regard, it is suggested to the management of the company to provide adequate number of hospitals, dispensaries and beds as it is related to the health of employees. It is a fact that good health of employees enhances their efficiency.

Conclusion

To sum up employee welfare play a vital role in any industrial society. Provision of welfare measures to the workers and other employees has received much importance to maintain good industrial relations. Welfare facilities influence the motivation of employees whereby they feel that the employer and the government are interested in their welfare and happiness and their tendency to grouse and grumble steadily disappears. From this, the industrial peace will emerge and ultimately higher quality will be achieved. . There is a lot of scope for further research in the company and also in the area of welfare. For instance, similar type of work can be done in other coal

mining companies and in other large non-coal mining companies. Further, a number of HR topics such as HRD, Employee Retention, Total Quality Management Quality of Work Life, Work Life Balance, Job Satisfaction

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