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# SALEM STEEL PLANT'S WORK ENVIRONMENT AND STAFF DEDICATION AS AN ORGANIZATION

**Dr. M .Girivardhan**

**Asst. Professor , Xavier School of Management , Guntur.**

## ABSTRACT

The government of India has wanted to build an integrated special steel facility in Salem, Tamil Nadu, for making electronic steel sheets and strips for a very long time. Employees that are enthusiastic, committed, and invested in their job are essential to the success of any modern business. Employees at these companies are expected to take the initiative to further their careers and to be accountable for their own professional growth. How invested and passionate a person is in their work is a measure of their level of dedication to their job. Workers' devotion to the company is strongly correlated with aspects of the workplace atmosphere. The purpose of this research was to learn how dedicated Salem Steel Plant workers are to their company.

**Key Words: Steel, Climate, Commitment, Initiative, Dimension.**

## INTRODUCTION

When it comes to workplaces, nothing beats a positive organizational atmosphere. When workers feel appreciated and respected at work, they are more likely to make selfless contributions that benefit the company. The quality of decision-making, the caliber of leadership, and the level of employee recognition are all variables that contribute to a thriving work environment. Each company in the steel sector has its own unique set of features that set it apart from the others. As a result, every organization has its own way of dealing with its members, affected by its rules on things like resource allocation, reward and punishment, communication style, leadership, and decision making.

The attitudes, feelings and behaviour of its members as influenced by the approved organisational policy, results in the formation of an exclusive organizational climate.Organizational climate includes of mixture of values, expectations, norms, policies and procedures that influence commitment, work motivation and eventually, individual and workunit performance. Positive climate supports, while negative climates inhibits discretionary effort.Any organization objective is to attain the maximum performance in order to accomplish the expectation of the stakeholders. Apart from enhancing the market share there is another significant task to be fulfilled is to maintain

the business. These tasks cannot be accomplished bychanting mantras. The actual mantra for accomplishing the above said objectives is through organizational climate. In other terms, achieving organizational effectiveness like, commitment, interpersonal relationship, social relationship, flexibility, involvement, interactions, organizational learning, novelty and modernism etc all depends on the organizational climate. The present study aimed to know the organizational commitment of employees in Salem Steel Plant. A strong organizational climate is eminent for increasing the work commitment and loyalty towards the organization. When there is a work commitment and loyalty the employee will show a high degree of personal involvement in developing quality and quantity of work. This is said to be a powerful organizational climate. Strong organizational climate paves way for the development and wealth of the organization. Organizational climate improves social stability where in it guides and forms appropriate behaviours of organizational employees.

## MATERIALS AND METHODS

Holloway (2012) examined the relationship between task oriented leadership behaviors and the organizational climate dimensions structure, responsibility, and identity, and the relationship between relations oriented leadership behaviors and the organizational climate dimensions reward, warmth, and conflict. The study found that relations oriented leadership behaviors have a positive and important relationship with the organizational climate dimensions reward and warmth. The research also exposed that task oriented leadership behaviors have a positive and major relationship with the warmth organizational climate dimension. Rota et al (2012) considered factors influencing relationships on an employee and employer level (micro- level) as well as the effectiveness and performance of the organization as a whole (macro-level). The organizational climate acts hereby a central role as a determinant of the organizationalbehavior and success. The study offered managers with a useful tool for assessing the climate of the organization and the quality of relations with its members. Though some organizations recognized the importance of organizational climate, they often do not know exactly what constitutes this theoretical construct and how to apply related policies. By understanding the role of climate and its dimensions within organizations, managers could get better organizational life creating trust, stimulating commitment and generating satisfaction to overcome conflicts among members.

Methodology is a mode to systematically solve the research problems. It explains the various steps that are generally adopted by the researcher in studying the research problems along

with the logic behind it. This study used both primary data and secondary data. For collecting primary data field survey technique was undertaken in the study. The researcher has collected 410 samples in Salem Steel Plant by means of using questionnaires from employees. The respondents were selected on the basis of simple random sampling technique. Clusteranalysis was used for further analysis.

### TABLE 1

### Agglomeration Schedule

| Stage | Cluster Combined | | Coefficients | Stage Cluster First Appears | | Next Stage |
|-------|-----------|-----------|--------------|-----------|-----------|------------|
| | Cluster 1 | Cluster 2 | | Cluster 1 | Cluster 2 | |
| 391 | 1 | 298 | 79.058 | 387 | 388 | 392 |
| 392 | 1 | 29 | 83.367 | 391 | 346 | 393 |
| 393 | 1 | 194 | 83.546 | 392 | 376 | 395 |
| 394 | 25 | 244 | 84.000 | 374 | 0 | 401 |
| 395 | 1 | 97 | 84.813 | 393 | 0 | 397 |
| 396 | 95 | 241 | 85.000 | 389 | 0 | 400 |
| 397 | 1 | 52 | 87.128 | 395 | 0 | 399 |
| 398 | 3 | 289 | 87.140 | 390 | 0 | 402 |
| 399 | 1 | 7 | 87.290 | 397 | 382 | 400 |
| 400 | 1 | 95 | 88.830 | 399 | 396 | 401 |
| 401 | 1 | 25 | 91.387 | 400 | 394 | 404 |
| 402 | 3 | 6 | 92.048 | 398 | 322 | 403 |
| 403 | 3 | 9 | 94.246 | 402 | 386 | 405 |
| 404 | 1 | 70 | 96.127 | 401 | 366 | 406 |
| 405 | 3 | 138 | 97.741 | 403 | 385 | 407 |
| 406 | 1 | 14 | 98.521 | 404 | 0 | 408 |

| Stage | Cluster Combined | | Coefficients | Stage Cluster First Appears | | Next Stage |
|---|---|---|---|---|---|---|
| | Cluster 1 | Cluster 2 | | Cluster 1 | Cluster 2 | |
| 407 | 3 | 225 | 119.508 | 405 | 0 | 409 |
| 408 | 1 | 26 | 120.732 | 406 | 0 | 409 |
| 409 | 1 | 3 | 129.621 | 408 | 407 | 0 |

It is divulged from the agglomeration Table No. 1 that shows the agglomeration schedule of the cluster wise analysis. In the agglomeration schedule, the figures from top to base (stage 1 to 410) indicates the sequence in which the cases get combined with other until all 410 cases are combined together in one cluster at the last stage (stage 410). To identify the quantity of clusters, the co-efficient values (i.e difference between rows) in column four is measured by the researcher. The figures of co-efficient standards were seen from the last row upwards to have the lowly possible number of clusters for analysis. The difference in the value of co-efficients from stage 19 and 18 is 8.89 (129.621 – 120.732) indicating the single cluster. The procedure is continued till the variations between the two stages acquire reduced in order to make out the number of clusters. In the next stage, the difference between stage 18 and 17 is 1.224 (120.732 – 119.508) which is low, again the difference between 17 and 16 is 20.987 (119.508 – 98.521) indicating an increasing trend and the difference between 16 and 15 is 0.78 (98.521 – 97.741) indicating a decreasing trend. But the difference between 15 and 14 is 1.614 (97.741 – 96.127) indicating an increasing trend. Again there is an increasing trend in the difference between 14 and 13 is 1.881 (96.127 – 94.246). The difference between stages 13 and 12 is 2.198 (94.246 – 92.048) indicating an increasing trend and in stages 12 and 11 the difference is 0.661 (92.048 – 91.387) showing again a decreasing trend. The first difference of 8.89 is ignored because it would indicate only one cluster in the data, the next largest difference 20.987 indicating a three cluster solution. It was determined consequently to have three clusters from the agglomeration program.

**TABLE 2**

**Initial Cluster Centers**

| Va. No. | Statements | Cluster | | |
|---|---|---|---|---|
| | | **1** | **2** | **3** |
| 1 | I have a strong sense of belonging for SSP | 2 | 2 | 5 |
| 2 | I enjoy working at SSP | 3 | 3 | 3 |
| 3 | I am emotionally attached to SSP | 1 | 1 | 4 |
| 4 | I am very much inspired with the value of SSP | 1 | 3 | 4 |
| 5 | I have a great level of job satisfaction while working here | 5 | 1 | 5 |
| 6 | I want to have my remaining career in SSP only | 1 | 1 | 5 |
| 7 | I treat SSP's goals as my own and work on it | 1 | 1 | 4 |
| 8 | I treat SSP's problem as mines and work on it | 1 | 5 | 5 |
| 9 | I can't get more salary anywhere than what I am drawing now | 1 | 1 | 5 |
| 10 | The monetary benefits available for me at present might not be available elsewhere | 5 | 2 | 5 |
| 11 | I would lose seniority if I join elsewhere | 5 | 1 | 5 |
| 12 | My skills can't be honed elsewhere as it is happening right now here | 5 | 1 | 5 |
| 13 | The kind of colleagues whom I am having right now can't match me in other places | 1 | 5 | 5 |
| 14 | The level of motivation which I receive at present can't be there in other places | 1 | 5 | 5 |
| 15 | I don't have any good option right now | 1 | 5 | 5 |
| 16 | The level of job security which I enjoy may not be available in other organisations | 1 | 1 | 5 |
| 17 | I feel obliged to remain here | 1 | 5 | 5 |
| 18 | SSP has spent lots of money in order to train me | 5 | 2 | 5 |
| 19 | My superiors have spent lot of their time in moulding me | 1 | 1 | 5 |
| 20 | I have got good promotions than what I have anticipated | 5 | 1 | 5 |
| 21 | I have been offered good increments than my anticipation | 2 | 3 | 5 |
| 22 | My higher education and/ or my family members education has been taken care by SSP | 1 | 2 | 5 |
| 23 | Our health/ hospital issues were taken care by SSP | 1 | 1 | 5 |
| 24 | My family members insist me to be loyal with SSP | 3 | 1 | 4 |
| 25 | I feel guilty in leaving SSP | 2 | 3 | 2 |

Table No. 3 shows the initial cluster formation for 25 variables selected with their mean scores.

## TABLE 3

### Final Cluster Centers

| Va. No. | Statements | Cluster | | |
|---|---|---|---|---|
| | | 1 | 2 | 3 |
| 1 | I have a strong sense of belonging for SSP | 3 | 2 | 3 |
| 2 | I enjoy working at SSP | 3 | 2 | 3 |
| 3 | I am emotionally attached to SSP | 3 | 2 | 3 |
| 4 | I am very much inspired with the value of SSP | 3 | 2 | 3 |
| 5 | I have a great level of job satisfaction while working here | 4 | 3 | 5 |
| 6 | I want to have my remaining career in SSP only | 4 | 2 | 4 |
| 7 | I treat SSP's goals as my own and work on it | 4 | 2 | 4 |
| 8 | I treat SSP's problem as mines and work on it | 4 | 2 | 5 |
| 9 | I can't get more salary anywhere than what I am drawing now | 4 | 2 | 4 |
| 10 | The monetary benefits available for me at present might not be available elsewhere | 4 | 2 | 4 |
| 11 | I would lose seniority if I join elsewhere | 4 | 2 | 5 |
| 12 | My skills can't be honed elsewhere as it is happening right now here | 4 | 2 | 4 |
| 13 | The kind of colleagues whom I am having right now can't match me in other places | 4 | 2 | 4 |
| 14 | The level of motivation which I receive at present can't be there in other places | 3 | 2 | 4 |
| 15 | I don't have any good option right now | 3 | 2 | 4 |
| 16 | The level of job security which I enjoy may not be available in other organisations | 3 | 2 | 4 |
| 17 | I feel obliged to remain here | 3 | 2 | 5 |
| 18 | SSP has spent lots of money in order to train me | 4 | 2 | 5 |
| 19 | My superiors have spent lot of their time in moulding me | 3 | 2 | 4 |
| 20 | I have got good promotions than what I have anticipated | 3 | 2 | 5 |
| 21 | I have been offered good increments than my anticipation | 2 | 2 | 4 |
| 22 | My higher education and/ or my family members education has been taken care by SSP | 3 | 2 | 4 |
| 23 | Our health/ hospital issues were taken care by SSP | 3 | 2 | 5 |
| 24 | My family members insist me to be loyal with SSP | 3 | 2 | 3 |
| 25 | I feel guilty in leaving SSP | 3 | 3 | 3 |

It is divulged from the above final cluster centers which contain the mean values for every variable in every cluster. As the data is scaled scoring with the scores between 5 and 1, (i.e., 5 indicate Strongly Agree, 4 indicate Agree, 3 indicate Neutral, 2 indicate Disagree, and 1 indicate Strongly Disagree), the variables for which the mean values with scores more than 3 were being

chosen in every cluster that was equivalent to the neutral opinion on organizational commitment in Salem steel plant.

The number of sample employees in each cluster segment is shown in Table No. 4.

### TABLE 4

### Number of cases in each cluster

| | |
|---|---|
| Cluster 1 (enormous committers) | 121.000 |
| Cluster 2 (pedestrian committers) | 163.000 |
| Cluster 3 (appalled committers) | 126.000 |
| Valid | 410.000 |
| Missing | 0 |

Table No. 4 shows the number of employees in each cluster out of the 410 employees. The first cluster was grouped by 121 employees (29.51%), second cluster by 163 employees (39.75%) and third cluster was grouped by 126 employees (30.74%). The variables in every cluster segment was found based on the mean values in the table of final cluster center. The number of employees in each cluster was also found as given in Table No. 5.

### TABLE 5

### Cluster structure with variables and mean values

| Cluster | Va. No. | Statements | Mean Value |
|---|---|---|---|
| I | 1 | I have a strong sense of belonging for SSP | 3 |
| | 2 | I enjoy working at SSP | 3 |
| | 3 | I am emotionally attached to SSP | 3 |
| | 4 | I am very much inspired with the value of SSP | 3 |
| | 5 | I have a great level of job satisfaction while working here | 4 |
| | 6 | I want to have my remaining career in SSP only | 4 |
| | 7 | I treat SSP's goals as my own and work on it | 4 |
| | 8 | I treat SSP's problem as mines and work on it | 4 |
| | 9 | I can't get more salary anywhere than what I am drawing now | 4 |

| Cluster | Va. No. | Statements | Mean Value |
|---|---|---|---|
| | 10 | The monetary benefits available for me at present might not be available elsewhere | 4 |
| | 11 | I would lose seniority if I join elsewhere | 4 |
| | 12 | My skills can't be honed elsewhere as it is happening right now here | 4 |
| | 13 | The kind of colleagues whom I am having right now can't match me in other places | 4 |
| | 14 | The level of motivation which I receive at present can't be there in other places | 3 |
| | 15 | I don't have any good option right now | 3 |
| | 16 | The level of job security which I enjoy may not be available in other organisations | 3 |
| | 17 | I feel obliged to remain here | 3 |
| | 18 | SSP has spent lots of money in order to train me | 4 |
| | 19 | My superiors have spent lot of their time in moulding me | 3 |
| | 20 | I have got good promotions than what I have anticipated | 3 |
| | 22 | My higher education and/ or my family members education has been taken care by SSP | 3 |
| | 23 | Our health/ hospital issues were taken care by SSP | 3 |
| | 24 | My family members insist me to be loyal with SSP | 3 |
| | 25 | I feel guilty in leaving SSP | 3 |
| **Cluster** | **Va. No.** | **Statements** | **Mean Value** |
| **II** | 5 | I have a great level of job satisfaction while working here | 3 |
| | 25 | I feel guilty in leaving SSP | 3 |
| **Cluster** | **Va. No.** | **Statements** | **Mean Value** |
| **III** | 1 | I have a strong sense of belonging for SSP | 3 |
| | 2 | I enjoy working at SSP | 3 |
| | 3 | I am emotionally attached to SSP | 3 |
| | 4 | I am very much inspired with the value of SSP | 3 |
| | 5 | I have a great level of job satisfaction while working here | 5 |
| | 6 | I want to have my remaining career in SSP only | 4 |
| | 7 | I treat SSP's goals as my own and work on it | 4 |
| | 8 | I treat SSP's problem as mines and work on it | 5 |
| | 9 | I can't get more salary anywhere than what I am drawing now | 4 |

| Cluster | Va. No. | Statements | Mean Value |
|---|---|---|---|
| | 10 | The monetary benefits available for me at present might not be available elsewhere | 4 |
| | 11 | I would lose seniority if I join elsewhere | 5 |
| | 12 | My skills can't be honed elsewhere as it is happening right now here | 4 |
| | 13 | The kind of colleagues whom I am having right now can't match me in other places | 4 |
| | 14 | The level of motivation which I receive at present can't be there in other places | 4 |
| | 15 | I don't have any good option right now | 4 |
| | 16 | The level of job security which I enjoy may not be available in other organisations | 4 |
| | 17 | I feel obliged to remain here | 5 |
| | 18 | SSP has spent lots of money in order to train me | 5 |
| | 19 | My superiors have spent lot of their time in moulding me | 4 |
| | 20 | I have got good promotions than what I have anticipated | 5 |
| | 21 | I have been offered good increments than my anticipation | 4 |
| | 22 | My higher education and/ or my family members education has been taken care by SSP | 4 |
| | 23 | Our health/ hospital issues were taken care by SSP | 5 |
| | 24 | My family members insist me to be loyal with SSP | 3 |
| | 25 | I feel guilty in leaving SSP | 3 |

To study which of the variables is statistically significant across the 3 clusters, ANOVA was engaged and the result obtained is given in the table no. 6.

## TABLE 6

### ANOVA

| Variable | Cluster | | Error | | F | Sig. |
|---|---|---|---|---|---|---|
| | Mean Square | df | Mean Square | df | | |
| I have a strong sense of belonging for SSP | 55.506 | 2 | .871 | 407 | 63.711 | .000 |
| I enjoy working at SSP | 17.141 | 2 | .967 | 407 | 17.717 | .000 |

| Variable | Cluster | | Error | | F | Sig. |
|---|---|---|---|---|---|---|
| | Mean Square | df | Mean Square | df | | |
| I am emotionally attached to SSP | 44.544 | 2 | 1.034 | 407 | 43.061 | .000 |
| I am very much inspired with the value of SSP | 30.399 | 2 | .849 | 407 | 35.821 | .000 |
| I have a great level of job satisfaction while working here | 132.336 | 2 | 1.344 | 407 | 98.467 | .000 |
| I want to have my remaining career in SSP only | 171.829 | 2 | 1.010 | 407 | 170.060 | .000 |
| I treat SSP's goals as my own and work on it | 200.028 | 2 | .912 | 407 | 219.387 | .000 |
| I treat SSP's problem as mines and work on it | 205.898 | 2 | 1.006 | 407 | 204.684 | .000 |
| I can't get more salary anywhere than what I am drawing now | 194.715 | 2 | .905 | 407 | 215.216 | .000 |
| The monetary benefits available for me at present might not be available elsewhere | 249.190 | 2 | .927 | 407 | 268.778 | .000 |
| I would lose seniority if I join elsewhere | 204.149 | 2 | 1.062 | 407 | 192.202 | .000 |
| My skills can't be honed elsewhere as it is happening right now here | 203.864 | 2 | 1.001 | 407 | 203.740 | .000 |
| The kind of colleagues whom I am having right now can't match me in other places | 192.755 | 2 | 1.135 | 407 | 169.811 | .000 |
| The level of motivation which I receive at present can't be there in other places | 193.738 | 2 | 1.228 | 407 | 157.813 | .000 |
| I don't have any good option right now | 212.086 | 2 | .980 | 407 | 216.438 | .000 |

| Variable | Cluster | | Error | | F | Sig. |
|---|---|---|---|---|---|---|
| | Mean Square | df | Mean Square | df | | |
| The level of job security which I enjoy may not be available in other organisations | 226.856 | 2 | 1.009 | 407 | 224.759 | .000 |
| I feel obliged to remain here | 263.343 | 2 | .978 | 407 | 269.319 | .000 |
| SSP has spent lots of money in order to train me | 250.024 | 2 | 1.212 | 407 | 206.280 | .000 |
| My superiors have spent lot of their time in moulding me | 174.718 | 2 | 1.158 | 407 | 150.910 | .000 |
| I have got good promotions than what I have anticipated | 240.841 | 2 | 1.079 | 407 | 223.174 | .000 |
| I have been offered good increments than my anticipation | 144.636 | 2 | 1.198 | 407 | 120.740 | .000 |
| My higher education and/ or my family members education has been taken care by SSP | 252.420 | 2 | 1.078 | 407 | 234.190 | .000 |
| Our health/ hospital issues were taken care by SSP | 307.246 | 2 | 1.208 | 407 | 254.417 | .000 |
| My family members insist me to be loyal with SSP | 12.629 | 2 | 1.080 | 407 | 11.694 | .000 |
| I feel guilty in leaving SSP | 2.291 | 2 | 1.048 | 407 | 2.186 | .114 |

The Anova table helped to identify, which of the 25 statements were significant across the 3 clusters. The last column in the table presents that all the statements are positivelyassociated at 0.01 levels (equivalent to 99% confidence level) as they have probability values less than 0.01.

The validity and constancy of the clusters were measured by splitting the sample into two strata of 205 each and repeating the same process of cluster analysis in 2 stages (hierarchical and non-hierarchical cluster). The results indicated 3 cluster solutions on both the samples. From the investigation, it is inferred that three categories of the employees in Salem steel plant derived from the cluster analysis based on their organizational commitment. The first cluster was grouped by 121 employees (29.51%) and named as enormous committers, second cluster by 163 employees (39.75%) and named as pedestrian committers and third cluster was grouped by 126 employees (30.74%) and named as appalled committers. On the other hand, Anova table also proved that there is a positive association between organizational commitment and selected variables except the variable "I feel guilty in leaving SSP". Finally, it is concluded that most of the employees' commitment was neutral at work in Salem steel plant.

**RECOMMENDATIONS AND CONCLUSION**

Climate is precious for the organization because it enhances organizational commitment. It guides employees towards right direction. Climate is also marked by dysfunctional aspect as well when shared values conflict with the aspects of organizational effectiveness. The ideology and customs are bedrock of any organizational climate. A strong organizational climate iseminent for improving the work commitment and loyalty towards the organization. When thereis a work commitment and loyalty the workers will exhibit a high degree of personal involvement in improving quality and quantity of work. This is said to be a strong organizationalclimate. Strong organizational climate paves way for the growth and prosperity of the organization. Climate enhances social stability where in it guides and shapes behaviours of organizational managers.

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