

OPEN ACCESS

Manuscript ID:
MGT-2023-11026674

Volume: 11

Issue: 2

Month: October

Year: 2023

P-ISSN: 2321-4643

E-ISSN: 2581-9402

Received: 18.07.2023

Accepted: 20.09.2023

Published: 01.10.2023

Citation:

Gobalakrishnan, C., and D. Deepika. "Perception of Rational Goals among Non-Executives in Salem Steel Plant: A Sociological Analysis." *Shanlax International Journal of Management*, vol. 11, no. 2, 2023, pp. 46–52.

DOI:

<https://doi.org/10.34293/management.v11i2.6603>




This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Perception of Rational Goals among Non-Executives in Salem Steel Plant: A Sociological Analysis

C. Gobalakrishnan

Associate Professor and Head (i/c), Department of Sociology
Periyar University, Salem, Tamil Nadu, India

 <https://orcid.org/0000-0002-7653-598X>

D. Deepika

Guest Lecturer, Department of Social Work
Government Arts College, Dharmapuri, Tamil Nadu, India

Abstract

Human resource management includes human resource development, which focuses on the education and training of the organization's employees. The distribution of resources that are useful for an employee's tasks, the training that takes place after a person is hired, the opportunities for learning new skills, and any other developmental activities are all regarded as being a part of human resource development. Any organization that wants to be active and growth-oriented must invest in developing its human resources. Human resources, in contrast to other resources, have essentially limitless potential and capabilities. Only by cultivating an environment that can consistently recognize, bring to light, nurture, and use people's abilities can the potential be utilized. Every organization has established to achieve the goal(s) and achieving that the management, supervisor and employees must work together. The present study is an attempt to understand the perception of the employees in Salem Steel Plant about the prevalence of the environment to achieve the organizational rational goals. For this purpose 353 employees selected with the help of proportionate stratified random sampling and their responses were recorded with the help of structure interview schedule. The interview schedule consists of personal profile of the respondents and their perception about rational goals. The result shows that nearly 25 to 30 per cent of the respondents have either neutral stand or negative perception over the prevalence of the rational goals in the given organization.

Keywords: Perception, Rational Goals, Non-Executive

Introduction

An organization is a group of people who work together to carry out a particular mission or goal. Six resources make up an organization: people, things, cash, marketing, management, and equipment. The first resource is a living one a human being and the others are non-living, or not human. The use of non-human resources is carried out by human beings. Human beings are not considered as simply wage earning labor but an asset, a purposeful resource of the organization. All the organizations whether they are governmental or non-governmental, industrial or business organization depend on people, i.e. human resources for their operations. Human are one of the vital elements in any organizations. Strength, ability, competence, skill, creativity, knowledge, aptitude, values, beliefs, talent, efficiency, decision-making ability, enthusiasm, etc. are all derived from human resources. These human resource qualities can be effectively used to achieve organizational, personal, societal, and national goals if they are recognized and developed. Human capital is the most important asset for any company. Their power lies within them. The most important resources in an organization are people.

In the 21st century, organizations are facing more challenges than ever before like Globalization, Technological Advances, Workforce Diversity, Political and Legal Environment, Economic Environment and so on. These difficulties affect all organisations, regardless of their size and organisational structure, and are not specific to any one organisation or industry. In order to meet these challenges, any organisation must be dynamic and growth-oriented, which requires the development of its human resources. Contrary to other resources, human resources essentially have unbounded potential. Only by creating an environment that can be very favourable in nature can the potential be utilised. Therefore every organization should pay more attention for the development of its human resources.

The success of any organisation depends upon the conducive atmosphere within the organisation. The atmosphere which prevails within the organisation is called as organisational climate. This organisational climate will in turn influence the level of job satisfaction among the employees. The success of any organisation is more heavily influenced by employee perception and attitude. Employees will have a favourable attitude towards management if they are pleased with HRD practises. If the employees are not satisfied, they will have negative attitude towards the management. The attitude and perception of the employees basically depend on the job satisfaction, they derive from the organization. Both the organisational environment and job satisfaction will bring job involvement among the employees. These three factors will in turn determine the overall effectiveness of the given organisation. Every organization could not exist without their employees. Employees are the main source of an organization that could exist for a long time. Employees are the ones who play the major roles and make significant contributions to profits and success of the organizations. The organization should pay more attention to keep the employees in the organization. This will also influence the productivity of the organization which eventually leads to achieving the organization's visions and goals. Hence in the present study the researcher decided to analysis the human resource systems and practices in Salem Steel Plant.

Review of Literature

(Koster and Sanders) recommended that supervisors could facilitate employees' cooperative behavior in order to foster and maintain it.

(Allen) examined organizational culture and strategic change in higher education and covered how altering the educational climate could affect educational development.

(Chiang and Hsieh) investigated the mediating effects of organizational citizenship behavior on the effects of perceived organizational support and psychological empowerment on job performance. They claimed that psychological empowerment and perceived organizational support both had a positive impact on organizational citizenship behavior. Organizational citizenship behavior demonstrates unplanned and creative action that goes beyond a worker's responsibilities in the organization.

(Shanker) mentioned that employees who actively engage in daily social interactions develop positive working relationships with their subordinates. The current working environment has undergone many changes as a result of modernization. Organizations frequently make decisions that are not user-friendly, so when employees are forced to follow a supervisor's orders, they feel passive

(Xu et al.) indicated that the internal and external factors that affect employee behaviour include work culture, job responsibility, effective communication, and work relationships.

(Diamantidis and Chatzoglou) revealed that other internal factors that affect employee behaviour include family and personal life, the supervisor's moral character, and trust. The current study aims to find out how the employees at the Salem Steel Plant feel about the rational goals that are prevalent there.

Profile of the Salem Steel Plant

A special steels division of the Steel Authority of India, the Salem Steel Plant is situated in the hills of Kanjamalai in Salem, South India. Salem Steel has established state-of-the-art hot rolling, cold rolling and blanking facilities through backward integration over the years, sourcing the tools and technical know-how from the top professionals in each field from around the globe. In August 1970, the Tamil Nadu government began the acquisition

of land, setting aside 43.38 acres for the project's launch. Later, on September 16, 1970, Prime Minister Smt. Indira Gandhi laid the cornerstone for the Salem Plant. Following this, lands at Yaracuy, Kuchikaradu, and Poolampatti were purchased, totaling about 3973 acres, for the plant, railway siding, township, and external water supply scheme. Salem Steel Plant (SSP), the newest member of SAIL, is now a visitor to the most advanced technology and sophistication. In 1970, the Indian Prime Minister announced in the Lok Sabha that the government had decided to build a steel plant in Salem, Tamil Nadu, to meet the rising demand. The government decided to invest in 1972 to build an integrated special steel plant for the manufacture of stainless steel, electrical steel, and special sheets and strips based on the feasibility report. The government approved the detailed project Report on September 13, 1977, and permission was given for the first stage to be implemented and finished in September 1981. On schedule, work was completed, and on March 13, 1992, the Hot Rolling Mill was put into operation. In India, the Salem Steel Plant (SSP) is a leading manufacturer of stainless steel of superior quality. The plant, which was put into operation in 1981, can roll 186,000 tonnes of hot-rolled carbon and stainless steel sheets and coils every year. Salem Steel Plant is known for producing boiler quality steels in addition to hot rolled special grade carbon steels, which are required by 100% export oriented units and free-trade zones in India. Steel grade 6240 in sheet form is also supplied by the plants for LPG. Both the ISO: 9001 quality assurance system and the ISO: 14001 environmental management systems are accredited to the entire plant. Company Objectives Mission The corporate mission of SAIL places emphasis on sustained growth through internal resource generation. Its vision is to dominate the market and thrive in business by meeting customer needs through ongoing improvements in product and service quality, cost, and delivery.

Methodology

The non-executives employed by Salem Steel Plant in Salem are the study's analytical unit. In sixteen different departments, there are 1007 non-executives. In the current study, each and every

department is regarded as a stratum, and Salem Steel Plant is divided into sixteen strata. First, it is decided to choose 1/3 of these 1007 employees as a sample, and then this percentage is rounded off to 35%, making the sample size 353. The researcher then fixed 35% of the samples from each stratum proportionally after determining the sample size. Thus in the present study, the researcher has used Proportionate Stratified Random Sampling Method to select the samples from the universe. The primary data was collected directly from the respondents by using structured interview schedule as a tool for data collection. The tool consists of personal profile of the respondents, HR systems and practices,

Results and Discussion

Age

In terms of age, 41.1 per cent of the respondents are between the ages group of 36 - 44, 29.5 per cent of the respondents are between the ages group of 44 -51, 21.1% of the respondents are between the ages group of 51 - 58, and 8.2 per cent of the respondents are between the ages group of 23 -36. The standard deviation of the respondents' ages is 7.765, making the mean age of the sample 44.67 years.

Education

With regard to education of the respondents is concerned, 42.25 per cent of the respondents have completed their I.T.I and Diploma, 30.6 per cent of the respondents are Under Graduate degree holders like B.Sc, B.Com, B.E, B.Ed etc., 19.8 per cent of the respondents have completed Post Graduate degrees like M.Sc, M.B.A, MA, M.Com, M.C.A, M.E etc., 3.96 per cent of the respondents have completed SSLC and remaining 3.39 per cent of the respondents have completed their Higher Secondary. The mean years of schooling of the respondents works out to 13.49 with a standard deviation of 2.092. Since the individual who wants to get employment in the Steel Plant, the minimum years of schooling has been fixed as 10th standard and this affects the mean years of schooling of the respondents.

Placement of the Department

As far as the designation of the respondents is concerned, 45.6 per cent of the respondents are

working as Senior Operators, 42.5 per cent of the respondents are working as Junior Operators, 7.9 per cent are working as Senior Technicians and remaining 4.0 per cent are working as Junior Technicians.

Years of Experience

Regarding years of experience, the majority of respondents (43.1%) have at least five years of experience (5–15 years), 41.6 per cent have twenty years or more of experience (15–26 years), and 15.3 per cent have more years of experience (26–35 years). With a standard deviation of 7.932, the respondents' mean years of experience come to 18.31 years. Because it is a traditional organisation, the respondents' years of experience are reflected in it.

Monthly Income

While considering the monthly income of the respondents, 38.8 per cent of the respondents, monthly income Monthly Income between Rs.37000 – Rs.44000, 29.7 per cent of the respondents are getting Monthly Income between Rs.29000 – Rs.37000, 16.7 per cent of the respondents are

getting Monthly Income from Rs.44000 – Rs.52000 and remaining 14.7 per cent of the respondents are getting Monthly Income from Rs.18000- Rs.29000. The mean monthly income of the respondents works out to Rs.39614.27 with a standard division of 9357.22.

Rational Goals

Goals help define the organization, give direction and avoid chaos. Goals can help motivate members by communicating what the organization is striving for as well as providing a basis of recognizing accomplishments and successes. Goals may be short-term or long-term in nature. But every organization must have its own goals. There are six statements used in the present study to assess rational goals of the selected organization among the respondents. Among these six statements, four are positive statements and remaining one are negative statements. For these six statements the respondents secured a minimum score of 8 and a maximum score of 28 with a mean score of 20.31 and a standard deviation of 3.316 and their responses are presented in the Table No. 1.

Table 1 Distribution of the Respondents based upon their Responses on Rational Goals

Statements	S.A. * (%)	A* (%)	N* (%)	D.A.* (%)	S.D.A.* (%)	Total (%)	Mean (S.D.)
The methods used by this organization to get the work done are often discussed	1 (0.3)	163 (46.2)	83 (23.5)	80 (22.7)	26 (7.4)	353 (100)	3.09 (0.99)
Employees are enthusiastic about their work	63 (17.8)	161 (45.6)	107 (30.3)	22 (6.2)	-	353 (100)	3.75 (0.81)
The organization rarely assess the employee's work**	4 (1.1)	146 (41.4)	101 (28.6)	99 (28.0)	3 (0.8)	353 (100)	3.14 (0.87)
Management expects employees to work extremely hard in order to reach their goal	79 (22.4)	155 (43.9)	36 (10.2)	56 (15.9)	27 (7.6)	353 (100)	3.58 (1.21)
Quality is considered as the top most priority in our organization	16 (4.5)	167 (47.3)	46 (13.0)	103 (29.2)	21 (5.9)	353 (100)	3.15 (1.07)
There is a strong sense of where the company is going	6 (1.7)	227 (64.3)	98 (27.8)	17 (4.8)	5 (1.4)	353 (100)	3.60 (0.67)
Overall Mean Score (SD): 20.31(3.316)							

*- S.A: Strongly Agree, A: Agree, N: Neutral, D.A.: Disagree, S.D.A: Strongly Disagree.

** - Negative Statement

For the specific statement like “The methods used by this organization to the get the job done are often discussed”, 46.2 per cent of the respondents agreed, 23.5per cent of the respondents neither agreed nor

disagreed, 22.7 per cent of the respondents disagreed and 7.4 per cent of the respondents strongly disagreed with the statement. For this statement, 30.1 per cent of the respondents responded negatively and 46.5

per cent of the respondents positively responded. The respondents who responded negatively to the statement revealed that their work is to monitor the functioning of the machine without any problem. Only when there is a problem, everybody working in that section put their efforts to rectify the problem, when the problem is not possible to be rectified then only it is reported to the supervisor. Most of the times, the machines work without any problem, therefore their routine work is to monitor the functioning of the machine without any discussion. For these reason only these respondents (30.1%) mentioned that they are not often discussed with others regarding the methods which they used in the organization. On the other hand, the respondents (46.5%) who responded positively mentioned that in order to complete the daily target which is given by their supervisor, the employees who are monitoring the machine often discussed with each other.

As far as the statement “Employees are enthusiastic about their work”, 45.6 per cent of the respondents agreed, 30.3 per cent of the respondents neither agreed nor disagreed, 17.8 per cent of the respondents strongly agreed and 6.2 per cent of the respondents disagreed. The respondents who responded negatively to the statement they mentioned that for many years they are working in the same department and such working atmosphere for many years is boring to them. In this regard they approached the management to transfer them to some other department and at that time the management convinced them by mentioning you are very sincere in the work and if you get transfer to some other department then this specific section would fail to show good production’. In reality the respondents were actually very dedicated and sincere. This information was retrieved by the researcher from the section supervisor.

With regard to the statement “The organization rarely assesses the employee’s work”, 41.4 per cent of the respondents agreed, 28.6 per cent of the respondents responded neutrally, another 28 per cent of the respondents disagreed, 1.1 per cent strongly agreed and 0.8 per cent strongly disagreed. The respondents’ responses indicated that 42.5 per cent of the respondents responded positively and these respondents mentioned that once in a year only the management assesses the performance of its employees. So the results of their performance come

out only at the end of the year and if there is any deficiency in the performance then the management works for the concerned employee. Instead of this, the performance appraisal must be conducted once in three months so as to easily rectify their poor performance and that will give them good reputation among the colleagues. For these reasons, 42.5 per cent respondents accepted that the assessment which is available in Salem Steel Plant is rare in nature.

For the specific statement like “Management expects employees to work extremely hard in order to reach their goal”, 43.9 per cent of the respondents agreed, 22.4 per cent of the respondents strongly agreed, 15.9 per cent of the respondents took neutral stand and remaining 7.6 per cent of the respondents strongly disagreed with the statement. For this statement around (66.3) per cent of the respondents responded positively and it means that the management expects employees to work extremely hard in order to reach the goal. These respondents mentioned that every day the supervisor has given the target upto the purview of the concerned employee and the supervisor does not bother about the completion of the target by the concerned employee. However the supervisor must submit his report to the manager at the end of every month. In order to submit his monthly report, the supervisor compels the employee to complete the target. Hence these respondents belong to the category that does not complete their target on everyday basis instead; they complete their target at the end of the month. For these reasons, these respondents (66.3%) responded positively to the statement. On the other hand, the respondents who negatively responded to the statement (23.5%) complete their target on the day itself.

While considering for the statement “Quality is considered as the top most priority in our organization”, 47.3 per cent of the respondents agreed, 29.2 per cent more than one-fourth of the respondents disagreed, 13 per cent of the respondents neither agreed nor disagreed, 5.9 per cent of the respondents strongly disagreed and 4.5 per cent strongly agreed with the statement. The Salem Steel Plant is producing two types of sheets namely black steel sheets or coils and white steel sheets or coils and throughout the year getting order for making coils is normal. However, during the festival and offer season there is huge demand for stainless steel. Due

to huge demand and so many orders, sometimes the steel plant is not able to maintain its quality for the production of the stainless steel. Here quality means, the width of the sheets. For manufacturing of stainless steel vessels, the customer, i.e., the manufacture of the stainless steel vessels, the customers demand the management of the Salem Steel Plant to supply certain width of stainless steel sheets i.e. 0.3mm, 0.4mm.... 0.6mm. But due to so many orders, the management is not able to supply the required width of the stainless steel sheets and during such condition the management tries to convince the customer to accept the available width of the stainless steels. For these reasons more than one-third of the respondents (35.1%) responded negatively to the statement.

With regard to the statement “There is a strong sense of where the company is going”, 64.3 of the respondents agreed, 27.8 per cent of the respondents took neutral stand, 4.8 per cent of the respondents disagreed, 1.7 per cent strongly agreed and rest 1.4 per cent strongly disagreed with the statement. For this statement only minimum percent of the respondents (6.2%) negatively responded to the statements and it means that these respondents feel that there is no strong sense of where the company is going. When the researcher asked them to give the reason for the same and they mentioned that the goal of the company i.e. Salem Steel Plant, is to fulfill the orders which are received from the customer. Apart from this, nothing prevails among the employee about the strong sense of where the company is going and for these reasons only 6.2 per cent of respondents responded unconstructively to the statement.

Conclusion

Goal setting is an important for every organization whether it may be small scale or it may be large and similarly the organizational structure whether it may be simple or it may be complex. Goal setting is very much helpful the organization to ensure its growth and that growth in turn benefits to all the employees in the organization. Setting clear, measurable and achievable goal is more important to bring overall development of the organization. The present study aims to understand the perception of the employees in the Salem Steel Plant about the prevalence of rational goals in the organization. For these purposes 353 employees selected with the

help of proportionate stratified random sampling as respondents from the universe of 1007 and their responses were recorded with the help of structure interview schedule. The interview schedule consists of personal profile of the respondents and their perception about rational goals. The rational goals measured with six statements and these six statements measured with five point scale, ‘strongly agree’, ‘agree’, ‘neutral’, ‘disagree’ and ‘strongly disagree’. The responses were scored as five for strongly agree, four for disagree, three for neutral, two for disagree, one for strongly disagree to the positive statements and the reverse scoring pattern was followed to the negative statement. The respondents’ responses were shown that nearly 25 per cent to 30 per cent of the respondents were either negatively responded or took neutral stand to all the six statements of the rational goals. This type of mentality should be changed by all the respondents and Salem Steel Plant is one of the prime and leading industries in India for manufacturing stainless steel and it is also one of the public sector industries. Any public sector industry can earn profit when the total dedication is available to the all the members of the concerned and such dedication enforces them to work hard to achieve the goals and targets fixed by the management and sometime such dedication give them to cross the fixed targets. Similarly the employees might have to leave the mentality that if they are able to achieve the target or not they are entitle to get salary and other benefits from the management and on the other hand they have to think that the organization is themselves and such type of mentality definitely bring the all-round development to the organization and such all-round development at last will be enjoyed by not only the management but the employees too. At the same time the management as well as the supervisors also should conduct the staff meetings now and then and such meetings provide a platform to the employees to express their grievances as well as the shortcomings and which in turn provide a platform to the management to understand the grievances of the employees as well as try to sort out them in an amicable way. The grievance meetings also bring mutual understanding as well as mutual trust among the both management and employees and such mutual understanding as well as mutual trust definitely help them to achieve the goals and targets

in effective as well as efficient manners. (Chun et al.) pointed out that the employees' willingness to participate in goal-setting and affect their attitudes and behaviours depends on the power distance have more substantial need to be respected. If employees are treated accordingly, it makes employees more likely to feel respect, recognition, and support from the organization which strengthen employees' internal identity perception and consolidating insiders' identities (Han et al.). (Pervaiz et al.) rightly pointed that employees will take a series of actions to promote organizational development by introducing the variable of power distance as a moderator will help interpret the specific goal-setting participation mechanism in the organizational context. (Imran and Tanveer) and (Khan) mentioned that goal-setting participation to increase the individual understanding of completing the organization's goals, increasing the goal's acceptance and improving the employee's goal commitment level. Therefore it is concluded that the supervisors and employees in the Salem Steel Plant should maintain cordial relationships and conduct frequent meeting such atmosphere will enable them to achieve their organizational goals without any difficulty.

References

- Allen, D. K. "Organizational Climate and Strategic Change in Higher Education: Organizational Insecurity." *Higher Education*, vol. 46, no. 1, 2003, pp. 61-92.
- Chiang, Chun-Fang, and Tsung-Sheng Hsieh. "The Impacts of Perceived Organizational Support and Psychological Empowerment on Job Performance: The Mediating Effects of Organizational Citizenship Behavior." *International Journal of Hospitality Management*, vol. 31, no. 1, 2012, pp. 180-90.
- Chun, Hui, et al. "Organizational Inducements and Employee Citizenship Behaviour: The Mediating Role of Perceived Insider Status and the Moderating Role of Collectivism." *Human Resource Management*, vol. 54, no. 3, 2014, pp. 439-46.
- Diamantidis, Anastasios D., and Prodromos Chatzoglou. "Factors Affecting Employee Performance: An Empirical Approach." *International Journal of Productivity and Performance Management*, vol. 68, no. 1, 2019, pp. 171-93.
- Han, Dahee, et al. "Power Distance Belief, Power and Charitable Giving." *Journal of Consumer Research*, vol. 44, no. 1, 2017, pp. 182-95.
- Imran, Muhammad, and Aiman Tanveer. "Impact of Training & Development on Employees' Performance in Banks of Pakistan." *European Journal of Training and Development Studies*, vol. 2, no. 1, 2015.
- Khan, Abdul Hameed. "Employees Perception on Performance Appraisal System in a Public Limited Company in Pakistan." *International Journal of Learning and Development*, vol. 6, no. 3, 2015, pp. 168-200.
- Koster, F., and Karin Sanders. "Organizational Citizens or Reciprocal Relationships: An Empirical Comparison." *Personnel Review*, vol. 35, no. 5, 2006, pp. 519-37.
- Pervaiz, Sabeeh, et al. "The Mechanism of Goal-setting Participation's Impact on Employees' Proactive Behaviour, Moderated Mediation Role of Power Distance." *PLoS One*, vol. 16, no. 12, 2021, pp. 25-39.
- Shanker, Meera. "Organizational Citizenship Behavior and Organizational Commitment in Indian Workforce." *Journal of Psychosocial Research*, vol. 11, no. 2, 2016, pp. 397-408.
- Xu, Angela, et al. "The Bad Boss takes it all: How Abusive Supervision and Leader-Member Exchange Interact to Influence Employee Silence." *The Leadership Quarterly*, vol. 26, no. 5, 2015, pp. 763-74.

Author Details

C. Gobalakrishnan, Associate Professor and Head (i/c), Department of Sociology, Periyar University, Salem, Tamil Nadu, India, **Email ID:** dregkrishnan@periyaruniversity.ac.in

D. Deepika, Guest Lecturer, Department of Social Work, Government Arts College, Dharmapuri, Tamil Nadu, India