

## **A Study on Employee Engagement to Enhance and Enrich the Life of Female Employees in special reference to Sukinda Chromite Mines, Tata Steel Ltd.**

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### **Abstract**

*India is progressing in every means. The demographic environment of India is remarkably changing. In this progressive economy we need to take care of the huge employable Indians i.e., women. The most important problem in economy is that to motivate women to a part of productive economy. The work environment and opportunities for women are also increasing. There are many organization are remarkably showing the picture of progressing India in terms of Gender issues in Management. SWATI (Steel Women's Aspirational Team Initiative) of Tata Steel has come out new initiative for women. This paper assesses the pre and post feedback related to Improvement initiatives Female Employee of Sukinda Chromite Mine under the Brand of SWATI. Their objective is to raise the potential of women working in organization by addressing the personal and professional requirements as per organizational challenges. In this paper we want to show case an organization like the Brand SWATI. The data has been collected through primary source. The research finds that women employees all kinds of benefits from the organization and by which TATA get benefits. This paper will help the other corporate to frame their policies considering the women employees as a major part of their strategies.*

### **I. INTRODUCTION**

#### **TATA STEEL:**

Tata steel is a top ten global maker and the world's second most geographically diversified steel producer. Tata steel established in 1907 as Asia's first integrated private sector steel company, Tata Steel Group is annual crude steel capacity of over 29 million tons per annum. It is now the world's second-most geographically-diversified steel producer, with operations in 26 countries and a commercial presence in over 50 countries. The Tata Steel Group's vision is to be the world's steel industry benchmark in "Value Creation" and "Corporate Citizenship" through the excellence of its people, its innovative approach and overall conduct. Underpinning this vision is a performance culture committed to aspiration targets, safety and social responsibility, continuous improvement, openness and transparency.

In 2012, Tata Steel became the first integrated steel company in the world, outside Japan, to win the Deming Grand Prize 2012 instituted by the Japanese Union of Scientists and Engineers.

Tata Steel recognizes that while honesty and integrity are the essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity. Overall, the Company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear, and thereby reaffirms its faith in democratic values.

Sukinda Chromite Mine (SCM) of Tata Steel, situated in Jajpur district of Odisha, achieves the rare honor of becoming the first mine in India to roll out a pilot project on Sustainable Development Framework (SDF), a concept proposed and promoted by Ministry of Mines, Government of India for the development of culture of sustainable mining in the country.

Tata Steel's SCM got this honor by fulfilling the intrinsic principles of sustainable mining by integrating sustainable development aspects for corporate decision making process, conducting the business with ethical practices and sound systems of corporate governance, implementing risk management strategies based on valid data with scientific approach, achieving continual improvement in health, safety and environmental performances based on proactive approach, upholding the fundamental human rights and

respecting ethnicity, cultures, customs and values in dealing with employees and stakeholders. Integrated approaches for land use planning, responsible use, reuse, research and recovery of mined out materials including associated natural resources with an aim of zero waste mining is being done considering the social, economic and institutional development of the communities with an effective and transparent engagement, communication and reporting arrangements with stakeholders with due consideration to biodiversity management.

#### **SWATI (Steel Women's Aspirational Team Initiative):**

SWATI, Steel Women's Aspirational Team Initiative has its roots in a circular dated 8<sup>th</sup> May, 2006 which laid down the guidelines for the formation of a "Women's Empowerment Cell" at Tata Steel, its purpose being to substantiate the company's "claim of being an equal opportunity employer in letter and spirit".

A core committee chaired by Mrs.MeenaLal and convened by Mrs. Chandra Sharan was formed and consisted of female employees from various divisions/locations of Tata Steel.

Subsequently, in 2010, sub-committees were formed at different locations (Jamshedpur Works, TMH, Non Works Department, West Bokaro, Wires Division, Kolkata, Noamundi, Sukinda, Bearings Division and Jamadoba).

#### **Objective:**

Raise the potential of women working in organization by addressing the personal and professional requirements as per organizational challenges



Create a visibility, awareness about WEC in the organization

Mentoring/Counseling and Guidance-especially younger workforce

Have a desk whereby anyone can approach

#### **Scope:**



It was decided that the forum would be for both officers and non-officers

The Female employees of Tata Steel

Only in the later stage will the forum extend its scope of operation to contract employees/spouse/rural ladies

## **II. LITERATURE REVIEW**

India has a predominantly agrarian population dependent on land and forests for its sustenance and livelihood, socially, culturally and economically. Rural and tribal women are the primary actors in agriculture, collection of forest produce, in livestock management apart from nurturing their families. It has been accepted as an undisputed fact that women, rural and tribal, have a very intimate and symbiotic relationship with the ecology around them as they are untenably linked to the natural resources. It is important that this link between women and environment is understood when development paradigms are visualized by governments and societies to improve socio-economic situations.

#### **Chromite Mining in India:**

Chromite is mainly used in metallurgical industry for manufacture of Ferro-alloys; e.g., Ferro-chrome, charge-chrome and silicon-chrome which are used as additives in making stainless steel and special alloy steel. Ferro-alloys are the essential ingredients for the production of high quality special alloy steel as well as mild steel. The demand for Ferro-alloys is associated with the production of alloy steel. Production of Ferro-chrome/charge-chrome was mainly reported by Ferro Alloys Corp. Ltd, Shri Vasavi Industries Ltd, Balasore Industries Ltd, Tata Steel Ltd & Indian Metals & Ferro-Alloys Ltd. Tata Steel Ltd, Ferro Alloys Corporation Ltd, and Indian Charge-chrome Ltd were amongst the major producers of charge-chrome in India. The charge-chrome contains 50 to 60% chromium and 6 to 8% carbon. Hard lumpy chromite is used for high-carbon ferro-chrome while friable ores and fine briquettes are used for low-carbon ferro-chrome. Briquette fines along with lumpy ores were also consumed in charge-chrome plants. The important plants which produce chromite based refractories were Tata Steel Ltd (formerly OMC Alloys), Orissa Industries Ltd, Bhilai Refractories Ltd, Burn Standard Co. Ltd, Joglekar Refractories and Ceramics (P) Ltd, and Associated Ceramics Ltd.

Ferro-chrome when added to steel imparts hardness, strength and augments its stainless characteristics. Carbon content classifies the ferro-chrome alloy into high carbon (6-8%), medium carbon (3-4%) and low carbon (1.5-3%), although chromium content in all the three grades is around 60-70 percent. Around 2.5 tonnes chrome ore with an estimated power consumption of 4,500 kWh is required to produce one tonne of ferro-chrome.

#### **Impact of Mining on Women:**

Given this background of women's status, one can easily surmise the condition of women displaced and affected by mining. At a broad level, there are three situations of mining – areas proposed for mining

(greenfields), existing mines and closed/abandoned mines. This paper specifically focuses on the experiences of women displaced and affected by mining in different sectors and the problems of women in abandoned/closed mines.

In India, people displaced by various projects, is estimated to be 50 million and of these, approximately 10 million have been displaced by mining projects alone. Seventy five percent of people displaced have not yet received any form of compensation or rehabilitation. In the case of women the issues related to displacement primarily affects their control over land and other resources.

#### **Women as Mine Labour:**

Where displaced women were absorbed into mining related activities, it is mostly in the small private or unorganized sector where women are the first to be retrenched, have no work safety measures, are susceptible to serious health hazards which also affect their reproductive health, and are exposed to sexual exploitation. The large-scale mines, which are shifting to technology dependence, have no scope for women's participation as they are illiterate, lack technical skills and face cultural prejudices. Where women formed 30-40% of the workforce in mining, they have been reduced to less than 12% and in the coal sector alone, to 5%. Schemes like VRS have been thrust upon women so as to retrench them first.

The women suffer from several occupational illnesses right from respiratory problems, silicosis, tuberculosis, leukemia, arthritis, to reproductive problems. They work with toxic and hazardous substances without any safety. Women living in mining communities eke out their livelihood by scavenging on the tailings and wastes dumps, often illegally, and are constantly harassed by company guards, local mafia or police. They are at the mercy of local traders for selling their ores.

#### **Status and experiences of women in closed/abandoned mines:**

The life of the women living in the gold mines of Kolar, Karnataka, proposed for closure and under a legal tussle between the government and the union, is a stark evidence of the exhaustible 'sustainability' in mining. While the workers are protesting that the mines continue, the government has declared it a bankrupt and exhausted mine. As the laid-off men remain idle, the women are pushed out of their homes to eke out a living for their families. The whole mining town sees women and young girls leaving their homes at four in the morning to travel 100-150 kms away to the cities for work as maids, factory labour, etc and return late in the night. In a span of one year since closure, there have been atleast 35 deaths in this small town, due to stress and trauma, thus increasing the pressure on the women to support their families. The government and the company have deliberately washed their hands off any responsibilities towards the future of the miners except for offering a small compensation. The land is unfit for any other form of usage by the local communities. In such a situation, it is despair all the way for the women.

#### **Women and Mining Network in India:**

We in India have a national alliance called mines, minerals & PEOPLE, to bring together mining struggles. An important focus of the alliance is the gender related problems of mining. A network of women in the mining struggles is emerging to confront mining from a gender perspective. The participation of women in local movements is a growing evidence of their realization and determination to assert.

We, from the national alliance have three important focal issues with regard to women and mining: · Demand for moratorium on mining in all Greenfield areas · Gender justice and protection of the rights of women mine workers in existing mines. Corporate accountability towards all the losses faced by women, both in existing and past mining projects

#### **Odisha in Mining:**

Orissa is endowed with vast resources of a variety of minerals and occupies a prominent place in the country as a mineral rich State. Abundant reserves of high-grade Iron ore, Bauxite, Chromite, Manganese ore along with other minerals such as Coal, Limestone, Dolomite, Tin, Nickel, Vanadium, Lead, Graphite, Gold, Gemstone, Diamond, Dimension & Decorative Stone etc. are extensively available in the State. This has opened up immense possibilities for locating mineral based industries for manufacture of Steel, Ferro-alloys, Cement, Alumina/ Aluminum, Refractories, Thermal Power etc., along with setting up other auxiliary and ancillary downstream industries.

The Steel & Mines Department is one of the important Departments of Government of Orissa. It works for the development of the mineral resources of the State under the regulatory powers. It also encourages and provides support for value addition and end-use of minerals in the State. Thereby creating facilities for employment, Socio-economic development and fetching more revenue for the State. The main functions and activities of the Department of Steel and Mines are systematic survey and assessment of the mineral deposits of the State, their exploitation, administration of mines and mineral concession, enforcement measures for

prevention of illegal mining and smuggling of minerals, assessment and collection of mining revenue, study of the impact of mining operation on environment and research and development of areas and minerals for meeting the needs of mineral based industries in the State. The Steel and Mines Department is the administrative Department of the Directorate of Mines, the Directorate of Geology and Orissa Mining Corporation Ltd.

### **III. RESEARCH METHODOLOGY**

#### **Significance of the Study:**

It assesses the pre and post feedback related to Improvement initiatives Female Employee of Sukinda Chromite Mine under the Brand of SWATI.

#### **Objectives**

##### **1. Primary objective:**

To assess the effectiveness of initiatives undertaken by the women empowerment cell of FAMD (SWATI, Sukinda) in the past 10 month (period august 2015- May 2016) on the perceived well-being of the female Employees of TATA Steel ltd, SCM.

##### **2. Secondary objectives:**

Effectiveness of pre and post study

#### **Unit of Research Study:**

The research has been done in Ferro Alloy & Mineral Division (Sukinda Chromite Mine).

#### **Sample Selection:**

The survey was conducted by the method of purposive sampling.

#### **Research Tool:**

Questionnaires were used as research tools. Questionnaires consisted of both open ended and close ended questions. Questions were included to fulfill the objectives of the study and it is simple.

#### **Data Collection Method:**

Data collection is mainly based on both primary data and secondary data. Primary data were collected with the help of questionnaires and by taking interviews from the women employee of Sukinda chromite mine, Tata steel ltd. The data and information is collected both from primary sources and also secondary sources. Questionnaires were used to collect information to know the awareness and benefits. The primary data is also collected through interview method. Responses were collected from 30 women employee from Sukinda Chromite Mine.

#### **Questionnaire Design:**

Questionnaires were designed by keeping in mind the information that will be required to measure the awareness level and also the problem faced in mining location by women. Questions were designed in such a way that it fulfills the objectives. The questions were logically ordered and kept as simple as possible.

#### **Sample Size:**

The whole population was selected as it was 30 women employees in SWATI.

#### **Compilation and Analysis of Data:**

Data thus gathered are analyzed in a sequential and logical order. For the purpose of analysis data are tabulated and pie chart and bar diagrams were used for analysis. These made the data understandable and helped to draw conclusion from the data.

#### **Scope of The Study:**

1. Study is geographically confined to Sukinda Chromite Mine (SCM).
2. Study is based on both primary data (Result of Female employee survey 2016) and secondary data( result of women wellbeing survey conducted in 2015 and review of literature based on study related to the topic A study on Improvement initiative that has been introduced at Sukinda Chromite Mine to enhance and enrich Life of Female Employee.
3. Study is on female employees of SCM, TATA Steel Ltd he to assess the current status of and their attitude towards Improvement initiative.

#### **Limitations:**

- a) Due to the respondents were busy in their work, biasness may occur in their responses.
- b) Few respondents are hesitating to give relevant information due to time constraint.

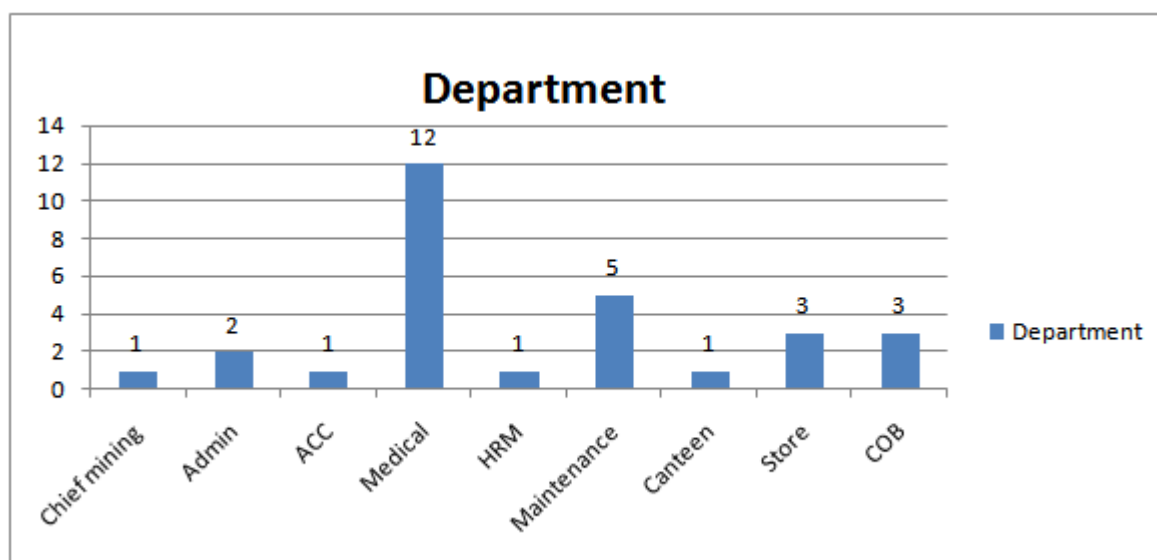
- c) As Questionnaire was in English so few respondents are not able to understand the language because most of them were familiar with Odia.
- d) The situation may differ in future.
- e) Due to the language unfamiliarity I could not get quick response.
- f) The women working in hospital mostly prefer Odia language.

**Data Analysis Interpretation:**

The analysis is based on the data collected through the use of questionnaire obtained from the survey conducted in the FAMD, Sukinda Chromite Mine. For the purpose of analysis, all the response to each individual query under each objective are taken and shown with the help of various charts.

**A) Table1:**Departments of the women employee:

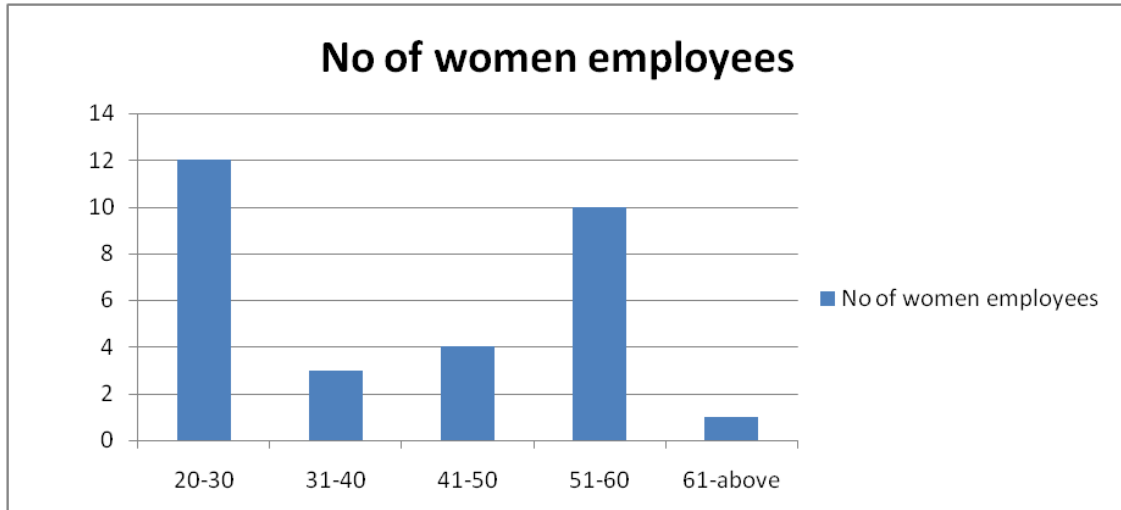
Department	Chief mining	A/C	Admin office	Medical	HRM	maintenance	Store	Canteen	COB Plant-t
No of employee	1	1	2	12	1	5	3	1	3



**Interpretation:** In SCM total 30 women are working in nine differential departments.

**B) Table 2-:** Age group of Women Employees working in FAMD.

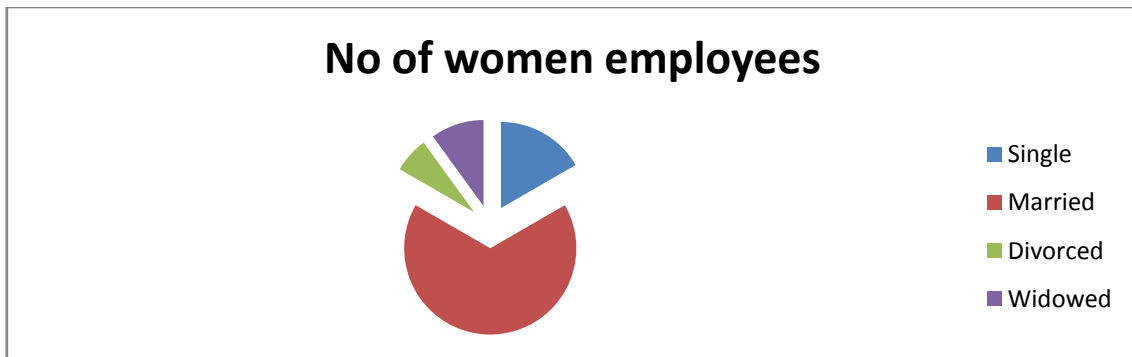
Age	20-30	31-40	41-50	51-60	61-above
No of Women employees	12	3	4	10	1



**Interpretation:** In FAMD we have found that 20-30 and 51-60 age groups women employees are more than other age groups.

C) **Table 3-:** Marital Status of Women Employees in FAMD.

Marital status	Single	Married	Widowed	Divorced
No of women employees	5	20	3	2

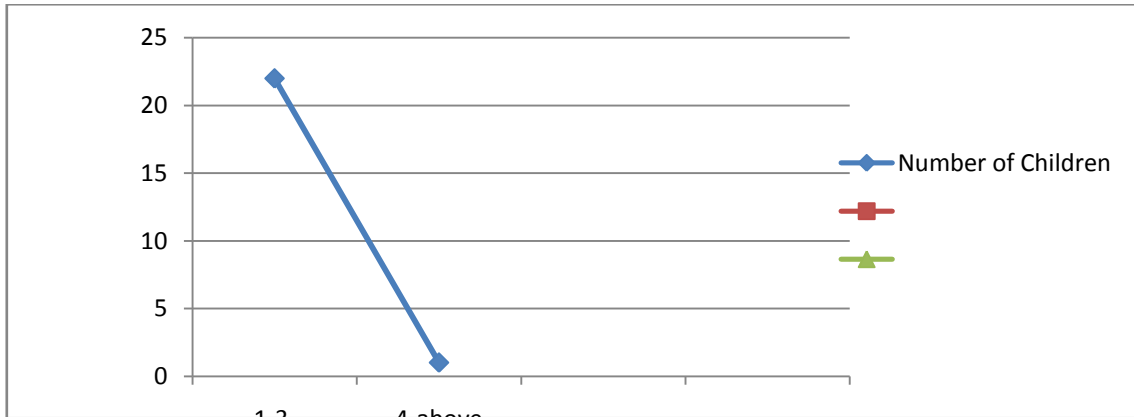


**Interpretation:** The women working in FAMD are mostly married.

Interpretation: The maximum number of family members falls under 3-5 category.

D) **Table 5:** Number of children of female employees, but there are 5 female employees who are unmarried and 2 women employees who do not have any child so we have included only 23 members in the table.

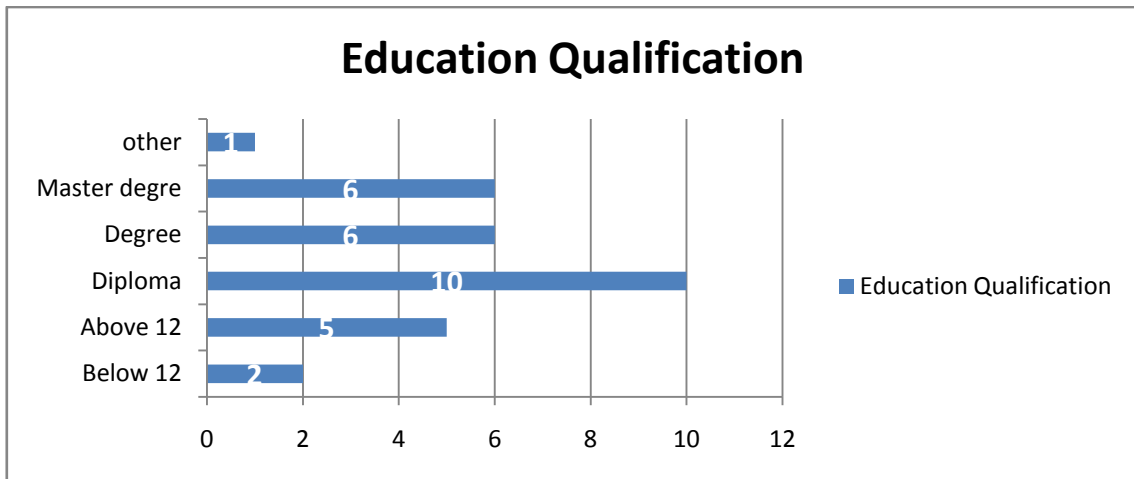
Category	1-3	4-above
Number of children	22	1



**Interpretation:** Most of the women have only one child.

**E) Table 6 : Educational Status:**

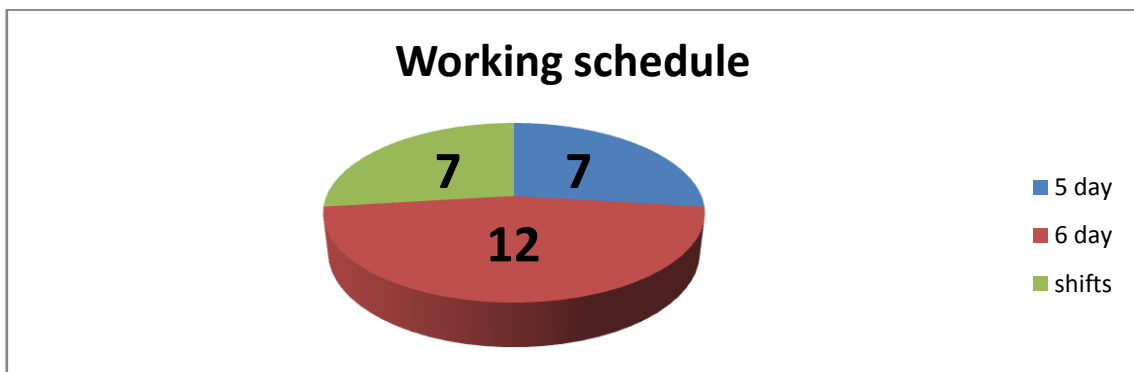
Education qualification	Below 12	Above 12	Diploma course	Degree	Master Degree
No of employee	2	5	10	6	6



**Interpretation:** In SWATI, out of 30 women 10 have done diploma course, 6 has completed master degree and also 6 have completed their degree. But there are only two women officer and rest of them are at employee level.

**F) Table 7: Working time of the women's:**

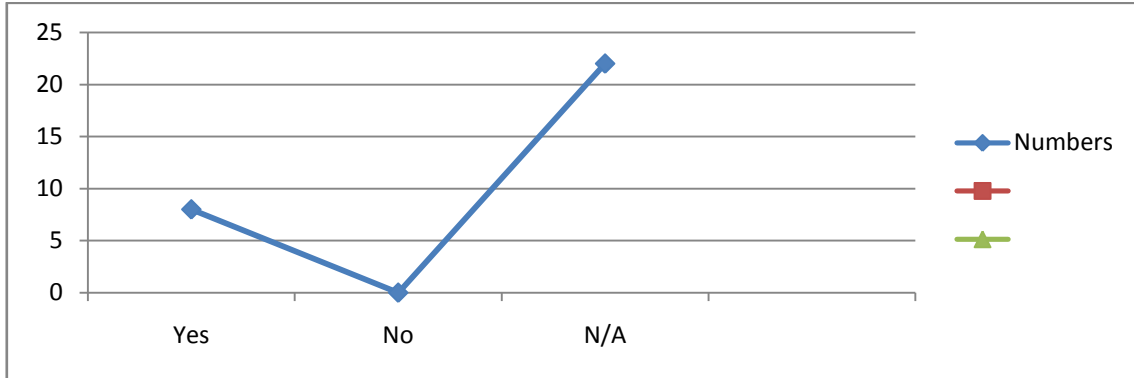
Working schedule	5 day workings	6 day working	Shift
No of women	7	16	7



**Interpretation:** From the above diagram we can see that women are working in three different timing. Most of women are working in 6 day working hour. Nurses are working in shift basis.

**G)** **Table 8:** Do women employees have somebody to look after their children while them at work. The children were grown up or some are not married and for both the categories it is not applicable.

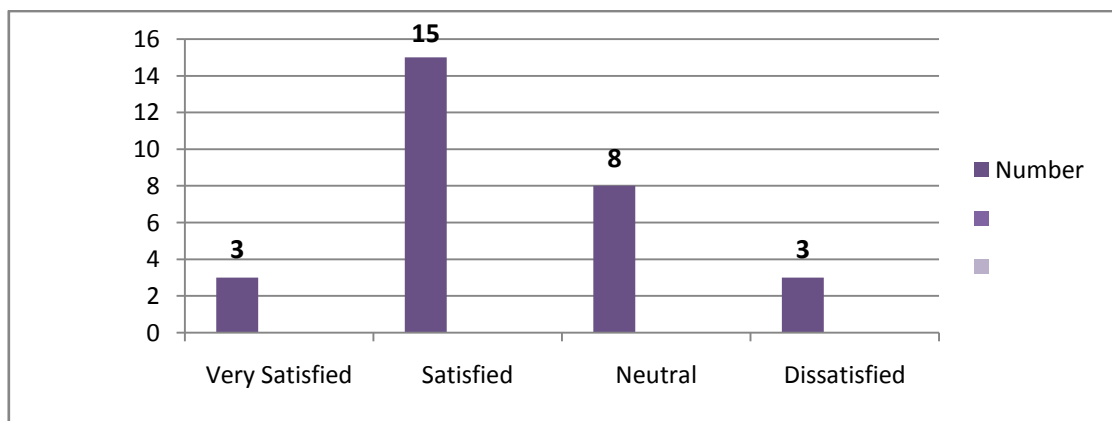
I have someone	Yes	No	N/A
Numbers	8	0	22



**Interpretation:** It has been seen that most of the employees have grown up children so they do not need any one to look after their children. Some are unmarried and some who have small children they have someone to look after their children.

**H)** **Table 9:** Level of satisfaction on the Maternity policy of Tata steel.

Level of Satisfaction	Very satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Number	3	15	8	3	1



**Interpretation:** The responses or the level of satisfaction of women employees regarding the maternity policy of Tata Steel Ltd. are in positive manner because mostly the women are satisfied with the policy.

**I)** **Table 10:** Level of satisfaction regarding the nursing policy of Tata Steel Ltd.

Level of Satisfaction	Very happy	Happy	It's alright	Poor	Very poor
Number	5	14	6	4	1

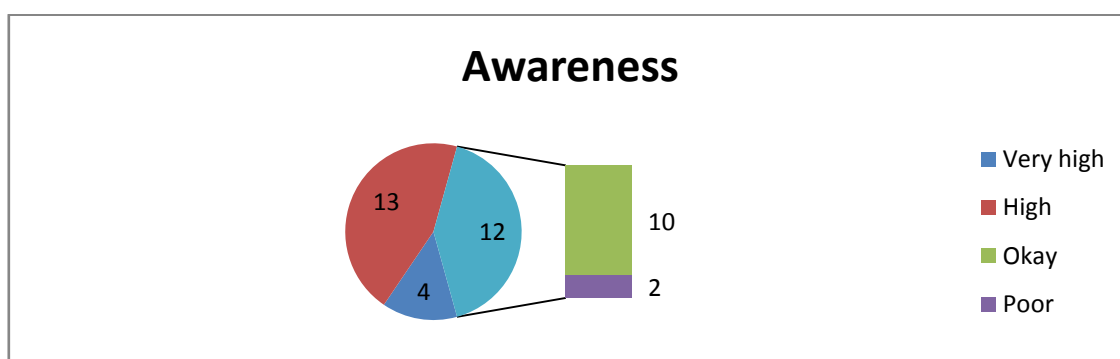




**Interpretation:** It has been that the women who were satisfied with the maternity policy are also happy with the revised nursing policy.

**J) Table 11:** Awareness related to various leave polices like Additional privilege leave, Festival leave, Sick leave, Special leave etc.

Awareness	Very high	High	Okay	Poor	Very poor
Number	7	9	12	1	1

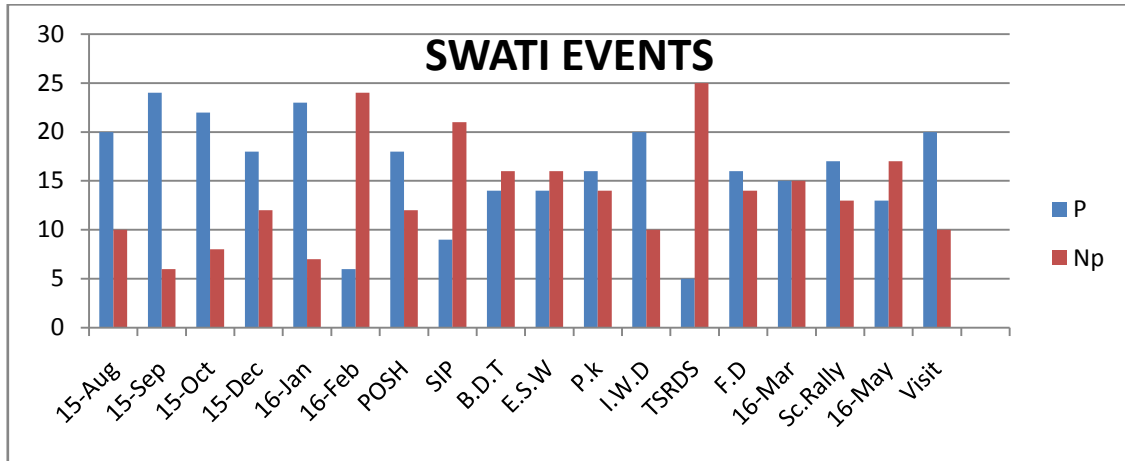


**Interpretation:** As the women working in FAMD are very experience so they also have good awareness related to various leave policies given by Tata Steel Ltd.

**K) Table 12:** SWATI events/ activities (Aug 2015- May 2016):

Events/Activities	Participated	Not participated
1.womens well-being survey(Aug 15)	20	10
2.Special Pre-Medical Exam (Sept '15)	24	6
3. Women Mining & Life Seminar (Oct '15)	22	8
4. Jaiba Kala Vividhata (Dec '15)	18	12
5. Seminar on Legal Awareness (Jan '16)	23	7
6. SWATI Sports Mela at Jamshedpur (Feb '16)	6	24
7. POSH + TCOC Awareness Session (Feb '16)	18	12
8. SIP: COB Restroom Construction	9	21
9. Bone Density Tests for Female Employees	14	16
10. Session on Emotional Safety for Women (Feb '16)	14	16
11. PrajatiyaKhadyotsav (Feb '16)	16	14
12. International Women's Day (March '16)	20	10

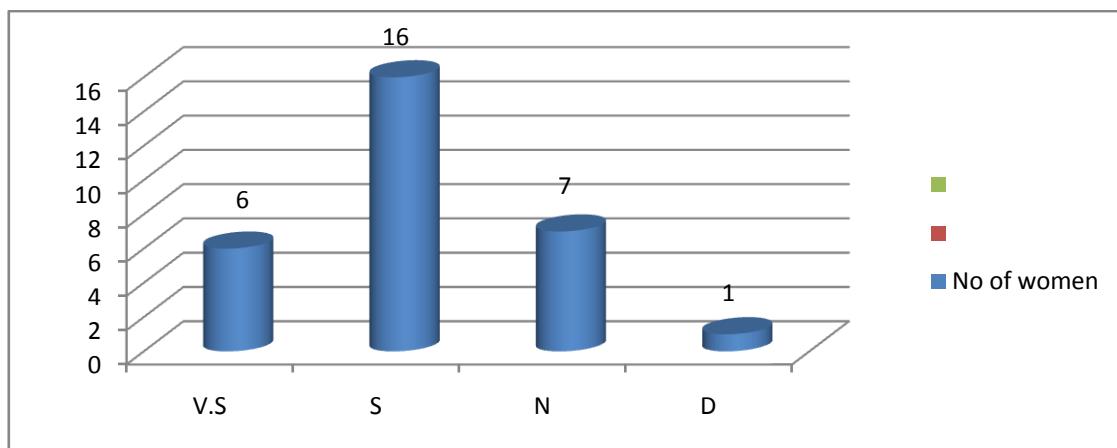
13. Volunteering for TSRDS + SWATI Awareness program at Kalarangi&Ransol Villages (March '16)	5	25
14. Founder's Day Celebration : Women's Sporting Event (March '16)	16	14
15. Shrishiti: Ladies' Club Week Celebrations (March '16)	15	15
16. Scooty Rally on Road Safety (March '16)	17	13
17. Life Skills Workshop (May '16)	13	17
18. Visit by Dignitaries: Cultural Meet with Mrs. RuchiNarendran	20	10



**Interpretation:** SWATI has done so many events/activity from last August 2015 to May 2016. Most of the women are participated and some of them could not be participated because of the timing problem, not got proper information. And some of them were on leave.

L) **Table 13:** Level of satisfaction for SWATI initiative.

Satisfaction level	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
No of women	6	16	7	1	0



**Findings:**

From the above analysis the following findings are made in regards to the attitude and behavioral aspects of the women employee working in Sukinda Chromite Mine, FAMD.

1. It can be seen from the study that female employees are working in ninedepartments, where only 2 women in officer and rest of them are employees.

2. It has been seen that there are different age group of women employees are working in SCM but in spite of their differential age group and differential designation and very high schedule, they are all very actively participating in SWATI events/ meetings and making their company proud.
3. It can be seen that, most of employees are being benefited from the SWATI event.
4. The maternity policy and the revised nursing policy made by TATA Steel ltd is very good and most of women employee are satisfied with it but it has been seen that the women's which are actually having small children at present are less satisfied and wanted that it should be revised again and they should get more maternity leaves and nursing policy should be extended from 15 months to 2 years.
5. TATA Steel also initiate many adventure trip for the motivation and development of women employees but many of them remain unaware of the information that is going to take place so most of them were unable to join adventure trip.
6. As the Sukinda Chromite mining area is far away from the city, so Tata steel has made a campus for their employees, where Tata has given every facility which is needed in day to day life .As for example hospital, school, children park, market complex, stadium, officers club etc.
7. As SCM is far away from the city, there is a travelling issue so TATA has provided them staff bus for their comfort.
8. In 2015 TATA steel has launched a new policy known as MOSAIC which means Diversity and Inclusion but most of the employees are unaware of this policy and they have also accepted it.

#### **Suggestion and Recommendations.**

- Formal induction program should be done for all newly appointed employees.
- Crèche should be there at SCM for working ladies.
- The washroom facility should increase in different department.
- The women should get more opportunities to connect with other members from different location.
- For the development and motivation of women employees training program like IMS related training, mentoring etc. should be done at regular intervals.
- The maternity leave should be increase up to six months.
- Session related Tax management should be conducted by SWATI.
- The women employees need to increase the participation on SWATI events.

#### **IV. CONCLUSION:**

Employee Engagement is the buzz word team for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organization in many ways.

So I would like to conclude that the working in FAMD are quite skilled and delegated they give their full support for establishment of the company and work very hard. But it is also true that they were less aware of some new initiative which has been included newly like MOSAIC which has been included from 2015.

The women who are working in hospitals are also facing many problems like shortage of staffs, lack in new technology, and shortage of rooms like changing room, morgue room, and rest room. The company has done a lot but there is a long way to go because the raising and maintaining employee engagement lies in the hand of an organization and requires a perfect blend of time, effort and commitment and investment to craft a successful endeavor.

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