

# A Study on the Motivational Aspects of the Employees of Datong Coal Mining Group In Terms Of Enhancing Their Performance Level and Prevent Accident in HRM Perspective

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**Abstract:** Every year, a lot of people died or injured as they work in coal mine. Their companies are not aware of their protection and they are weak in the implementation of safety strategies in their organisation. Also because of these, employees are acting unsafe behaviour and it causing fatal accidents in the workplace. So this research has attempt to investigate the motivational factors of the employees of Datong Coal Mining Company, therefore, this motivated employees avoided to act unsafe behaviours and workplace would be less hazardous. This research has taken on Datong Coal Mining Company and data has collected through interviews and questionnaires approaches. This research tried to investigate managerial gap of this company which directly or indirectly responsible for fatal accidents in that company. Moreover, in term of motivational factors for employees, this research tried to enlighten some limitations of this company and give a recommendation.

**Keywords:** Motivational factors for employees, Performance Level.

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## 1. INTRODUCTION

### 1.1: Background:

China is an enormous energy consumer in the current world. The impact of coal mining lies not only in its energy sectors but also in its wider impact of all aspects of organisational behaviour perspectives. Chinese Mining industry is specifically different from other industries for its inherent danger characteristics, where contain gas burst, roof collapse, coal dust, flood and fire (Cheng *et al.*, 2012).

Moreover, according to Chen *et al.*, (2006), the unsafe behaviour of employees caused almost 97.67% accident indirectly in Chinese coal mine. Therefore, controlling this coal mining employees behaviour and enhance their working capability are very crucial for organisation. Also, it is crucial to explore why this employee takes risk to work in unsafe and unpleasant places such as coal mining industries where employees are not safe hundreds per cent as the industrial accident may occur more often in China (Cheng *et al.*, 2012). Nevertheless, their working environment is quite different and full of hazards; therefore, it draws the researchers' attention that how these coal mining companies can reduce this accidents and how to motivate them to keep them as employees under this kind of circumstance.

In order to investigate how these employees work under hazard environment, what are their core motivations to work in a coal and mining company, this piece of research is attempt to investigate on the motivational aspects of employees of Datong Coal Mining Group Co., LTD which is a third-largest state-owned coal mining enterprise in China (Mining Journal, 2013) in human resource management perspectives. So this is part of the research, an introduction would be described the overall context of the research as well as this research would represent an overview of the research company, Datong Coal Mining Group Co., Ltd. Also, bases on the research and company's context, research aims and research objectives will outline the whole research and the fundamental research question would be raised after forward. At the end of this chapter, a framework of the entire study would be given where in summary the structure of the research would be drawn; therefore, it would be tranquil to understand the whole concept of the research effectively.

**1.1.1 Overview of the Research Company: Datong Coal Mining Group Co., LTD:**

Datong Coal Mine Group Co., Ltd is a Chinese company and was established in 1949 and renowned for mining, producing and distributing products made of coal (Ministry of Commerce, 2008). It has global business within many countries such as Japan, Malaysia, the Philippines, India, Italy, the United Arab Emirates, France, Turkey, Finland, the United Kingdom, Denmark, the Netherlands and many more internationally (Bloomberg Business-week, 2014). At present, within this company, there are more than two hundreds thousands employees are working and allocated in various divisions and this company's strategic goal is to produce and transport more than one hundred fifty million metric tons coal and it aims to Produce three thousands MW electricity, generate one point two (1.2) million metric tons of aluminium oxide, and produce six hundreds thousands metric tons of methanol (China. Cn, 2014).

**1.2: Context of the Research:**

Every company aims to be successful and has aspiration to get relentless improvement. The present period is extremely competitive and companies are adopting new practices in order to exist in the market effectively. Therefore they are facing employee retention challenges as design, strategy, size, safety and technology influence and business a lot. To overcome these challenges a solid and constructive relationship and bonding should be maintained between employees and their organisations. Employees of any organisation are the most dominant portion and they require to be influenced and persuaded the accomplishment of particular tasks (Manzoor, 2012). Moreover, their safety, a balanced workplace atmosphere, and their lawful rights which they are bound to get from any company or organisation after signing the employment contract within that company or organisation.

For attaining prosperity, organisations design various approaches to contest with the competitors and upsurge the enactment of the organisations. As mentioned earlier in the introduction that coal mining companies contains hazard working atmosphere, therefore mining companies should give extra attention on their employees and influence them properly in order to fulfil the tasks. Moreover, in recent corporate world, the safety of the employees becomes the core priority. Therefore, through this research work, it would be focus on how Datong Coal Mine Group Co., Ltd takes extra initiatives for their employees' safety and it may also work as new employee motivational aspects for that company.

It comes in acknowledgement of present business literature that China has experienced a fast financial development over the past three decades and this rapid financial growth is mainly driven by coal consumption, as 75% of total energy consumption in Chinese economy is coal (Kong and Cai, 2005). So it is essential to give good attention on this industry and motivate their employees as they work under challenging circumstance. So this research will focus on the motivational factors of the employee of Datong Coal Mining Group and develop the motivational strategies in order to get the best outcome from the employees. Moreover, this research will emphasis on the core safety issue within this company and give recommendation to the company.

**1.3: Aims and Objectives of the Research:**

The fundamental aim of the research is to investigate on the motivational factors which will drive the employees to enhance their work ability of Datong Coal Mining Group. Moreover, this research will attempt to find out what are the fundamental reasons or motivations for the employees to work in mining Coal Company where accident occurs so frequently. Also while this research will be taken on this company, this research may find other issues or employee management gap and will endeavour to overcome through proper theoretical solution and practical recommendation.

On the other hand, based on these aims, there are some objectives demand to be fulfilled in this research. These objectives of this research are given below:

- To identify the core motivational factors of the employees, and how these factors influence the employees to work under any kind of difficult environment.
- To investigate how Datong Coal Mining Group Co., Ltd implement these motivational factors in managing their employees' performance, increase their attendance and decrease the accident's rate in workplace.
- To critically analyse of the existing motivational aspects of this company which they are practicing at present.
- To attempt to find any limitation or concern areas of these existing motivational aspects within this company which may require further development in order to enhance the employee's performance of this company.

**1.4: Research Questions:**

With the purpose of achieve the affluent aims and objectives of this research work, this piece of work have generated some major research questions. They are given below:

Question 1: What are the main motivational factors of the employee of Datong Coal Mining Group to work with this company?

Question 2: How much are they effective in term of increasing employees' performance in human resource management perspective?

Question 3: How can these motivational aspects and HRM practice help to prevent accident in the company?

**1.5: Framework of the whole Research:**

The main parts of this research have been broken in to five parts or chapters and every part is connected with another. Each part has its own effectiveness and pragmatism in existing business literature and corporate world.

At the outset, this research has acknowledged its gratefulness and showed gratitude to all the actors who has been supporting entire period of research work. After that an executive summary and a table of content have given prior starting the chapter one.

In the chapter one, which is known as Introduction, has deliberated the focal idea of whole research context. Then, based on the research context, this research has outlined its aims and objectives. And based on these aims and objectives of this research, the research questions have been produced to direct the research effectively.

Next, the chapter two, literature review will be generated based on the present literature and academic records. This is an opportunity to apply many theoretical framework on the whole research work. Moreover, in the chapter three, Methodology will outline the research design, methods and data collection process. In addition, data will be analysed based on the grounded theory, and sources of the getting data will be explored. This research will use primary and secondary data and methods to answer the research questions and fulfil the aims and objectives of this research.

The outcome of the data analysis in chapter three will produce chapter four where all findings will be demonstrated and a discussion section will be reflected in light of whole research. In chapter five, conclusion, and whole research work's summary will be given. Also the likely limitation and scopes which may be faced by this research will be outlined.

In the next portion after chapter five, this research is will give the references section, reflection account and appendixes. In this appendix section, research proposal, dissertation log, all the interviews and all questionnaires will be included to support the dissertation effectively.

**2. LITERATURE REVIEW****2.1: Introduction:**

China is one of the major and the largest coal producing and coal consuming country in the twenty first century (Cao *et al.*, 2008). Moreover, it is the second largest coal exporter in the world (Mehmood, 2009). Nevertheless, there are many employees are employed in various coal and mining international companies. These companies need to know how to utilise them properly in order to get the best outcome and provide them the safety in their workplace. But the working environment of these companies is quiet hazard; therefore the importance of employee motivation is crucial trigger to increase their performance, attendance and prevent the accident in the company.

Earlier in the chapter one, this study has given a brief overview of the company named "Datong Coal Mining Group Co., Ltd", and this research will attempt to find out the effectiveness and challenges of managing employees in the light of motivational perspectives. Moreover, this company now officially recognise as Datong Coal Mining Administration, was established in 1949 (Datong Coal Mine Group Co., Ltd., 2014). Besides trading globally, it also deals clean coal for coking and blast furnace blowing. The company also delivers financial facilities for group's members. It assists various industries, such as power, coal chemical, metallurgy and coal machinery manufacturing, construction and building material, logistics and foreign trade, etc. (Bloommberg Business week, 2014 and Datong Coal Mine Group Co., Ltd., 2014).

Prior to investigate on this company's motivational aspects, it is crucial to acknowledge the compulsory theoretical frameworks which assist to make strong substance about employee motivation in the perspective of present literature. Moreover, this chapter will explore not only theoretical framework of employee motivation but also in the context of Chinese coal and mining industry. While this literature review will discuss the Chinese employees' motivational aspects of coal and mining industry, it may find some significant challenges and crucial ineffectiveness. Then, this research will investigate through primary and secondary research methods and will collect effective data and after processing them, able to give a preeminent outcome of the research questions.

## **2.2: Employee Motivation and Workplace Safety:**

In this part of literature review, this study will discuss what employee motivation is; why it is very significant in human resource management (HRM) perspective; when and how employee motivates in the light of many related theoretical frameworks.

### **2.2.1: What is employee Motivation?:**

Motivation is an employee's enthusiasm which drives to achieve accomplishments allied to job. It is an internal drive that pursues an individual to accomplish certain task. Grimsley (2014) defines employee motivation as it is a factor or factors that cause employees or an employee to accomplish organisational goal through performance. It is important to remember that an employee's motivation is influenced by biological, emotional, intellectual, and social aspects (Heathfield, 2014).

It is very important area in human resource management as it helps to manage the performance of employees as well as increase their job outcome and assists to achieve the organisational goal. A safe work environment should be created where an employee is enthusiastic or motivated about task which is involved by some factors. Particularly, intrinsically satisfying factors and extrinsically encouraging factors are influential for an employee in workplace (Heathfield, 2014). Moreover, employee motivation is the mixture of satisfying the worker's basic requirements from job. However, this mixture of many factors creates very challenging situation to motivate employees (Grimsley, 2014).

### **2.2.2: Employee Motivation in Relation of Safety Practice in HRM:**

At present, employers from all over the world realise the important of employee motivation. That drives their HRM practice to give impact and attention on motivating employees effectively. In order to do that, in literature, many employee motivational related theories have been acknowledged by HR practitioners along with practical practice. HR makes sure that employees get their rights and safe working environment and that is one of the crucial motivational factors (Heathfield, 2014). However, many organisations and companies fail to recognise the importance of motivation in achieving companies' mission and vision. Moreover, even though employers comprehend the significance of motivation, but their failure in recognising skills and knowledge for producing motivation towards employees and workplace raises many managerial issues. As already mentioned prior that Chinese mining industry has been faced many occupational accidents and it demoralises the impact of employee contribution towards the company.

Many Chinese researchers like Li (2006); Mao (2006); Lin and Chen (2006); Shen and Song (2007); Guo (2008); Qin (2010); Pan (2010); and many more have observed the practices of human resource management in coal mining industries. In the perspective of employee safety in workplace, their observation has enlightened the importance of HR practices effectively. These researchers has acknowledged that HR practices in Chinese mining industry has been challenging in many degrees as it is not following a scientific system, not efficient enough to encourage or motivate the employee's behaviour to prevent the accidents and not enough facility to trains the employees about the hazards of workplace. Besides, agreeing with these researchers, Zhang (2004); (2010) and Kong *et al.*, (2011) stated that Chinese HR practices are old fashioned as they have many issues such as flexible employee management, long term motivations deficiency, ineffective performance appraisal and the most significant one is lack of investment in training and development section of employees in almost all the coal mining companies (Kong *et al.*, 2011; Cao *et al.*, 2008).

In Chinese coal mining literature, some researchers like Lin and Chen (2006); Zhang (2004); Mao (2006) discussed about adoption of institutional economics framework as they investigate the foremost reasons of the of common HR ineffective practices in the coal mining companies. Moreover, Zhang (2004) cited in Kong *et al.*, (2011) that he blamed on indistinct property rights in this industry, and this concept's conclusion was boomed by not him but another economist named Mao (2006). Mao (2006) contributed that coal mining ownership right is not well protected and it caused frequent accident

while medium and small village's mine ownership are generally operated privately which increase a percentage of annual death rate of employees since 1970s (Guo, 2008 cited in Kong et al., 2011). Also, it is important to acknowledge that largely owned mines firms by state has fatal accidents rates along with small and medium coal mining firms (Qin 2010 and Pan 2010).

Moreover, Dong (2005) concentrated on the major agent relationship or association in the coal mining companies. He revealed that it is impossible for coal mine companies behave like a real companies or firms by only following the simple, modest single line main agent relationship or association in the coal mining industry market as this agent is only focused about remuneration or compensation that is straight linked to the production of coal. In addition, he mentioned that these firms have very less attention in safety and training investment and this fact increased the accident more frequent in workplace. In contrast, Hua and Zhang (2005) explored that only focusing on the internal managerial practices is another cause of serious accidents in the coal mining companies. Many researchers such as Chen, Qi, and Tan (2005); Han and Yu (2006); Liu (2006); Li (2006); Xu and Peng (2006); Xiao (2007) and many more recognised that mistakes made by management, quick decision and decision taking incorrectly increase the hazard in working environment and upsurge the frequent accidents.

Furthermore, to examine the affiliation between HRM performs and unsafe behaviour which cause accidents in the coal mining firms, Zacharatos, Barling, and Iverson (2005) piloted two researches examining the relationship between work-related safety and high performance toil arrangements. Their investigation found that industrial safety and HRM practice are continuously related with each other and in this discovery; reliance in administration or management is playing a mediating role on apparent safety of the working environment. In addition, researchers like Kong et al., (2011); Cao *et al.*, (2008) and Cao (2007) discussed that effective training, safety education, motivation, performance feedback, communication, rewards and, and punishments for breeching regulations of workplace influence employees of coal mining firm occur less accidents and choose to behave protective. Researchers like Fang, Zie, Huang, and Li (2004) delivered practical indication that effective safety communication, training and safety education, are much more related with employee management especially in the field of safety of employee in coal mining firms. Proper Motivation, training, communication and safety education produce safe environment and establish an effective HR practice system.

### **2.3: Motivation in Theoretical and Organisational Perspectives:**

As coal mining industry is the most hazardous industry, therefore, safety in the mine industry has been counted a crucial factor for the firms. Predominantly, this should be a big concern for Chinese mining industry as the rate of workplace accidents is quite high there (Ying et al., 2012). Now this research is attempted to find how motivational factors and strategies help to reduce this accident rate and increase workplace safety.

Firstly, when management of a company fails to provide minimum mental and physical assistance which employees require by the regulation of the employment contract, they lost trust on management and this drives them to behave irresponsible toward job. This point also discussed in section (2.2.2) and Zacharatos, Barling, and Iverson (2005) revealed that trust on the management linked with employee safety. Besides, the failure to get proper support from management, management can be implemented wrong strategies of motivation to employees; therefore, employee motivation cannot be effective to get the appropriate outcome (Dong-Chul, 2005). So it is essential to understand which motivational approaches and theories are appropriate for a particular firm in order to make it safe workplace and accident free.

One of the essential theories of behaviour science is motivational theory. It is not only using for interacting with association's motive but also its objective needs and behaviour (Ying et al., 2012; Wang, 2004). According to Ying and his other associates, the behavioural science considers that the person or employee's motive comes from need and need approves employee's behavioural objective (Ying et al., 2012; Cao *et al.*, 2008). Moreover, motivation plays the function of inspirational, dynamic driver and consolidation of anthropoid activities. Consequently, motivation can be distinct to a kind of procedure in which to inspire employee's distinctive need or motive for meeting a tenacity, therefore reinforce, principal or change employee's behaviour to be beneficial to the organisational objective development (Robbins, 2005).

Furthermore, about safety motivation Ying (2012) discussed about specifies extensively consuming current systematic principles or ideologies and approaches of HR discipline. With the intention of impeding accidents and hazardous incidents in work place, the process of operation at the suitable safety level should be following systematic ideologies, which directs and controls mine workers according to safety norms which consists with an individual safety,

organisational environment safety and society safety (Li, and Tian, 2001; 2000 cited on Ying, 2012). Additionally, motivation has a subsidiary persistence in organisational framework (Ying, 2012). Both organisation and employee expect to fulfil some demands to each other and If it works mutually and it is easier to achieve motivation in organisation effectively (Li, and Tian, 2001). In the structure of organisation perspective, the motivational trigger prominences influence the employees work design, behaviour, condition and adjustment (Robert, 2012 cited in Knights and Willmott, 2012) whereas safety is the crucial motivational factor plays in the organisation.

Besides, according to Ying (2012), there are primarily two important traits to comprehend the objectives of organisation. These two key aspects have the aim to balance the work cognition, work behaviour and the adjustment of motivation in the workplace and these two traits sited in ends of the lever equilibrium. So, one of the accomplishments of lever equilibrium is the work cognition where the understanding of the task of organisation base on the aims and goal and its appropriate arrangement in individual level has revealed and the results of this cognition will directly influence the method and consequence of the job behaviour (Roberts, 2012). Nevertheless, the second trait of the lever equilibrium is work behaviour where precisely reveal the behavioural method or process in accomplishing work that the employee of the organisation states on the underpinning of work cognition. Moreover, another aspect distinguishes as motivation which has a crucial purpose to the equilibrium of the lever to make sure those two traits have worked effectively in its point (Ying, 2012).

In addition, according to Knights and Willmott, (2012) the relationship or connection of motivation with work cognition and behaviour can be articulated as the form of organisational decisions and it can express where and how work cognition will performs. Than through motivation those cognition can be fulfilled and these behaviours continuously repeated movement of the workplace.

#### **2.4: Employee Motivation in the viewpoint of Management:**

For increasing the awareness on safety of workplace, management of coal mining companies need to be more initiatives about their managerial strategies. According to Li, (2011) the awareness of production safety by the coal miners is a very important factor to affect the safety of the workers, as safety awareness is an integral part of scientific literacy not only among the employees, but also for managers as this is an imperative means of impact and control of worker's hazardous performance.

Motivation skills of managers and aptitude to regulate managerial enactment have an imperative effect on the safety of workers in coal mine firms. In addition, Li (2011; Cao *et al.*, 2008) investigated on the divergent work aptitudes of executives or managers in light of their opportunities on the control performance and behaviours. The outcome of this investigation indicates that diverse work aptitude of executives or managers in the progress of working methods such as employee job allocation and direction can be affected on the affiliation between employees and managers. Moreover, the investigation, comparison and contrast the different awareness levels regarding the issue of unsafe behaviour control showed the significant difference outcomes in the working environment, working methods, communication, incentive motivation and supervision (Li, 2011; Wang 2004).

On the other side, great compensation or smart remuneration has been playing an operative role in motivational aspect of employees. Nevertheless, in highlighting the significance of remuneration as a motivational aspect, literature cannot indicate it only motivational aspect. It also clear that other factors are very important along with compensation strategy. Researchers like Maslow and Herzberg discusses about these factors in their motivational ideologies. They emphasis, employee are taking part on interesting work and participation in decision making (empowerment) along with remuneration, also drive employee to be motivated (Kong *et al.*, 2011). Hence, several motivational features such as pay base on the performance and work challenge can be used by combining them to each other; therefore, good outcome can be expected by company (Li, 2011). However, many authors such as Trank *et al.*, 2002, Trevor, Gerhart, & Boudreau, (1997) always acknowledge the remuneration as the most important tool of motivation. Though, meta-analytic outcome show about motivational possessions "on average," it cannot designate what is suitable for a specific manager to do in a specified condition Ying, 2012).

Moreover, individual pay schemes such as merit pay, bonuses, and individual incentives are most likely play as motivational factors of employees (Trank *et al.*, 2002). However, many investigators such as Herzberg, (1968), (2003); Kohn, (1993); Pfeffer, (1998) have recommended that companies decrease the affiliation between performance and

individual pay. Though there are several rational norms behind prior suggestion of Herzberg and Kohn. As some employees do not want this scheme and they want every system run for everyone equally. Therefore, every employee will perform fairly and employer will take many initiatives for developing every employee similarly. It needs to acknowledge that coal mining companies differ from other companies and they may approach different motivational aspects in order to motivate the employees as they require different necessities.

### **2.5: Chinese Coal and Mining industries: Complexity and Ineffectiveness:**

Mines and coal industries have been increasing vigorously over from last few decades. Therefore, significance of this sector and managing it properly has developed day by day. Many informal and formal global companies have outlined many agendas and guidelines for running these firms effectively (Labonne, 1994; Burnard, 1991). Moreover, many researchers have taken initiatives to study on this sector as its increasing tremendously nationally and internationally. But, approximately all the studies, feedbacks and reports from these firms and researchers identified same issues in order to develop these coal mining firms and decreasing their fatal accidents. Most of these studies also discussed the issues about training, employee safety education, managerial strategies, institutional frameworks, finance, motivation, communication, technology and legal perspectives (Yin, 2011; Andrews-Speed et al., 2002; and Labonne, 1994).

Like Chinese coal mining companies in many countries' coal mining firms have mainly three challenges which inhibiting effective management and regulation (Andrews-Speed et al., 2002). The first challenge or barriers is an amalgamation of political resistance, conferred interests and ineffectual government. According to Andrews-Speed et al., (2002) a policy or strategy for medium and small coal mining firm can apply efficiently if the core interests of all relevant parties are sufficiently mentioned. Then, the second barrier is the insufficient or unsuitable nature of domestic or national governing commands intended for mines, which contains the institutional structure and the scheme of laws and regulations (Labonne, 1994 cited in Andrews-Speed et al., 2002). And the third challenge or barrier is a deficiency of fiscal and management capitals to apply policies and strategies with the intention of improve the performance of companies (Andrews-Speed et al., 2002). Furthermore, the weather can have a substantial influence on mining tasks and measure the production of coal in mining company. Flood can distract the underground mine and it might need pumping system for moving water from mine (Li, 2011). In addition, bad weather can be obstructed in stocking and distribution processes and that can be a great issue for employee. Therefore, employers should take proper initiative to overcome this weather issue, then employees would be feeling more motivational (Andrews-Speed et al., 2002).

Since 1998, Chinese small- medium scale coal mine companies have faced the managerial catastrophe. Moreover, the government focused only on short-term overproduction of coal, and gave less emphasis on long-term safety and environmental (Andrews-Speed et al., 2003). Moreover, if the management of coal and mining company failed to utilise the resources appropriately, the coal mining companies may face less revenue and human capital issues. Nevertheless, it needs to be remembered that employees of an organisation is the best asset of for the organisation. Therefore organisation or company needs to aware of using the employee appropriately in order to enhance the profitability of the company. In light of this point, management should acknowledge the motivational aspect of employee as motivational employees can give much better output than traditional employees (Bach, 2010).

Agreeing to Datong coal mining company's recent report (2014), the managerial or administrative structure suffers from a number of weaknesses. Firstly, the huge number of levels of administration between the key levels of policy formulation (the Province) and the township or village delivers great possibility for policy amendment, insufficient application and straight obstacle. The modification or amendment of policy could be constructive, on condition that it should be conceded out in a translucent way. Besides, deficiency of human capital and finances seem to be a foremost complication to active enactment by total levels of government (Kong *et al.*, 2011). Chinese coal mining companies now giving emphasis to recruit high performance capable employee, therefore, motivating them properly in order to get the best outcome from them is mandatory (Bach, 2010; Cao *et al.*, 2008).

So in the coal and mining industry need a lot of attention in term of managing their employee and their performance. Due to these ineffectiveness factors which mentioned above, employees of Datong coal and mining company and other mining companies in China are facing major issues in their workplace such as absenteeism, unclear direction from line managers, motivational objectives, poor training and fatal accidental or safety issues. Motivation of employee has been playing an important role in human resource management. Recently, changes in management practices and work cognitive, arrangements and behaviours on increasing production from coal mining have influenced the motivational aspects highly.

**2.6: Summary:**

China is playing an important role in coal mining industry without any doubt. Many researchers like Yin, Kong, Cai, Zhang and many more have research on safety of employee in workplace as coal mining industry is one of the hazardous industry among of all. Such a hazardous industry requires more managerial attention, therefore they can implement appropriate strategies to manage their employees and get the best outcome from them. Occupational safety is also needed for every employee and management would be confirmed that through their managerial approach. As working in hazardous place is challenging, so employers need to acknowledge the motivational aspects of the employees of the organisation.

In this chapter, this research has discussed the employee motivation, and why it is significant in term of safety practice in human resource management. Moreover, this part has discussed many theoretical and organisational frameworks on motivation perspectives where this research has emphasis on many characteristic of motivation toward employee. Then, Chinese coal mining industry's complexities, challenges and ineffectiveness has outlined various significant points where this research has found some vital obstacles. Therefore, through this research work, it will be attempted to overcome and increase the motivational aspects of the chosen coal and mining company.

**3. METHODOLOGY****3.1: Methodology Introduction:**

This chapter will outline the whole research methods and design it in order to produce the best outcome of research questions based on the core aims and objectives of the research. First of all, this research will focus on the prime aims, objectives and research questions. Therefore, based on these, this study will choose the research strategy and methods of collecting data. After designing the research appropriately, this research will concentrate to collect data from primary and secondary sources. After that this research will analysis these data with intention of producing the chapter four (Findings) and this findings will enlighten the research questions and fulfil the aims of the research.

**3.1.1: Overview of Research Aims and Research questions:**

The main aim of this piece of research is to explore on the motivational aspects which drives the employees to enhance their productivity and reduce the accident rates specifically who work in coal mining company. In order to investigate this kind study, this research work has taken this study on real coal mining company known as Datong Coal Mining Group Limited; therefore, the findings of the study will be more productive and useful in present literature. Also, through this research work, this research aim to reveal any managerial gap of this company which influence occurring fatal accident in the workplace. Moreover, this research intends to find out how the motivational aspects influence the employees to work under this kind of hazardous environment. Based on these research questions are giving below:

What are the main motivational factors of the employee of Datong Coal Mining Group to work with this company?

How much are they effective in term of increasing employees' performance in human resource management perspective?

How can these motivational aspects and HRM practice help to prevent accident in the company?

In order to find the best outcome of these research questions and aims which have mentioned above, this study will employ primary and secondary research methods and in the section this research will outline the necessary approaches and design so that the findings part can establish an effective outcome.

**3.2: Research Strategy:**

To understand the necessity of motivational aspects in coal mining company and how these motivational aspects work out in order to prevent fatal accident and increase employees productivity, this research employed qualitative and quantitative methods. These methods would be assisting this research to collect primary and secondary data which would make an effective finding or outcome of research questions. According to Neil (2007), quantitative research is upright at handling numerical data and outline outcome from statistics however qualitative research can work under the occurrence that words were generally highlighted in a qualitative research and it does not involve in any kind of data quantification (Bryman and Bell, 2007). In light of this point, this research is employed both quantitative and qualitative methods as this research is come across from necessity of quantitative and qualitative data. Nevertheless, this research is focused more on qualitative



methods rather than qualitative methods, but quantitative method would be enlightened in this research effectively. Quantitative research approach applied in this research which made a causal relationship among the analytic variables (Neil, 2007) and these variables would be collected by questionnaires approach. Moreover, this research would be taken face to face, semi structured interviews approach in order to collect qualitative data.

### 3.2.1: Semi structure Interviews:

In general, a successful research work is totally depends on the findings and analysis the data effectively (Watson, 2004). In order to get the best outcome of the research questions this research has taken 10 semi structured interviews where 12 questions have asked to the managerial employees about motivational aspects and prevention activities of the accidents in Datong coal mining company. Nevertheless, open questions in the interview can bring more effective finding and scope to get the best nearer outcome with compulsory view point (Mann and Stewart, 2000). Interviews are different than questionnaires and the findings of interviews differ from person to person as different person has different opinions however the core findings might be same (Hussey & Hussey, 1997). Moreover, design of interview needs attention as the questions of the interview should be produced based on the core aim and research questions (Price, 2000). According to Wengraf (2001), the prepared questions of interview should be related with the research aims and objectives and some additional sub questions can be produced toward interviewee in the time of interview. This research has designed the interviews questions considering various components which are related in employees' safety and increasing their motivational aspects.

### 3.2.2: Questionnaires:

An effective survey is the base of an efficacious study. According to Glathom and Joyner (2005), lacking of an effective process of data gathering, even though the data collecting is unspoiled, the outcome of the study cannot be considerable. And he also added that surveys are managed to measure perception, attitudes and opinions of the particular study. One of the great advantages of the questionnaire is that it is able to record the view point and opinion of participants through intricate questions systematically and accurately (Garvin, 1988). Moreover statistical data can be collected by close questions. Questionnaire or this survey has played a vital role of gathering data; however designing the questions of the survey effectively has the main significance of collecting appropriate data. Moreover, while making the questionnaire, the elements which influence the research aims of the research has to be in concerned (Yin, 2003). This method has some limitation such as during the designing questionnaire, ethic issues should be considerate (Glesne and Peshkin, 1999). Moreover, the data can break business secret and employee's privacy (Glesne and Peshkin, 1999).

In this research, a survey (questionnaire method) has employed among 150 participates who are employees of Datong Coal and Mining group limited. Among of these participates, 131 employees have taken part of this survey and there are 28 questions have outlined in that survey. These questions have designed from some context such as basic background of employees; training and development and health and safety perspectives; job role perspective; remuneration perspective; and employee relationship perspective. Mostly are close questions that's why it is time consuming.

### 3.3: Data Collection:

Data of this research were collected by primary and secondary sources. As already mentioned prior, this research is collected data from questionnaires and face to face, semi structured interviews which are the primary sources. The qualitative approach in interviews assists to emphasis personal and individual stories or experiences through their description type answers (Seidman, 2006). Moreover, according to Mann and Stewart (2000), qualitative method allows a generally assembled world to develop, letting data collected through constructing relationship with the interviewees. Moreover, collecting data from secondary sources are fundamentally books; journals; articles; official websites and prior company's annual reports (Saunders *et al.*, 2007).

#### 3.3.1: Primary Data:

It has been mentioned prior that this research has employed survey and face to face, semi structure interviews for collecting qualitative and quantitative data. In the survey, this research also attempted to collect primary data and this survey mostly used closed questions. 150 survey questionnaires have distributed among employees of Datong coal and mining company. However, among of these numbers of participants, only 131 applicants have completed the survey. Though, some of them escaped some of the questions of the survey, still the data this research has collected is much more valuable for producing the findings part.

Observation on the personal experience or actual stories in deep level can be possible by this face to face, semi structure interviews (Glesne and Peshkin, 1999). Thus, qualitative data is very convincible for this study. Ten face to face, semi structure interviews have taken on the management (employees) of the Datong Coal Mining Group Limited. Actually, 5 interviews taken on managerial positioned employees, 2 interviews have taken on team leader who are directly involve with managing employees and three workers of the coal and mine production. So in this way, same questions of the interviews could get better data. Data collection through this method suits this study aim as semi structure interviews helps to collect very rich data and it assists this study to build up deeper understanding of the motivational initiatives by the managerial perspective for the employees. In addition, Seidman (2006) discussed about the purpose of the in depth interviewing and in his research he gave a lot of important on this method as it brings the understanding of the live people's experience and the core meaning why they make this experience. Therefore, according to Ritchie & Lewis (2003), a narrative prominence was chosen throughout a general incisive aim for revealing the significance of the answers of the Interviewees or respondents all the way through their words. Moreover, Connelly and Clandinin (1990) added about this method that interviewees or humans are storytelling being who are independently and communally, escort storied lives. Therefore, this research is indicating the significance experiences of humans or the employees of Datong coal and mining company limited through interview's approach.

### 3.3.2: Secondary Data:

Secondary data has been collected from books, articles, journals, company's annual reports and official websites. Secondary data plays an important contribution along with primary data to this study (Collis & Hussey 2009). Using secondary data in research is very time consuming as data had been collected prior by other researchers, therefore, secondary data is continual of using of prior data as it can create effective value in future research (Saunders *et al.*, 2007). Also, according to Stewart and Kamins (1993), secondary data can be obtained high quality data and researchers can use it for further research however it should with appropriate referenced. Moreover, using this method can be affordable and cost effective comparing with primary data (Saunders *et al.*, 2007) as this research travelled back to China in order to collect the primary data from the Datong Coal Mining Company Limited.

On the contrary, secondary data has some disadvantages in term of using them in the research. Firstly, secondary data sometimes cannot be updated and loose the value for using in future research (Denscombe, 1998). Also, research questions can be changed or different from research to research, therefore, using same data for different research questions can be challenging and ineffective (Saunders *et al.*, 2007). Moreover, some organisations do not let outsider researchers use their internal resources unless they became member such as CIPD (CIPD, 2014). CIPD does not let their resources used fully by general researchers unless researchers are become their respectable member.

### 3.4: Data Sampling:

This research has the opportunity to collect data from Datong Coal Mining Company based in China through following Interviews and questionnaires approach. Through these approaches, this research collected qualitative and quantitative data however selecting and gathering the appropriate data is very important as this can make this study more informative and add more value. So Sampling is without any doubt very important for getting best outcome.

In this research, the participants and respondents were sampled by convenient sampling. As Bryman (2008) mentioned about interviewees and participants that they have willingness and availability to take part in the research. Also for data protection of the company, this data is used for only academic purpose. Moreover, the main intention of choosing interviewees from managerial rank; supervisor rank and regular workers rank, are because they are indirect and direct responsible for managing the employees and implement strategies (Hussey & Hussey, 1997). Also these interviewees play the role of being representative of the company (Hussey & Hussey, 1997).

Further, prior distribution the survey questionnaires to employees, the permission from manager was needed for this research. Prior mentioned, among of 150 questionnaires, only 131 have respondents in survey. In addition, through this research it has acknowledged that open question gave better result rather than making it close, however close question strategy is time consuming. According to Daymon and Holloway (2002), there is no final result for the right sample size, nevertheless, Kuzel (1999) mentioned that for achieving a level of depth rather than breadth; for an example the personal experience of the managers in terms of motivation employees and secure the workplace a sample between six to ten interviews assist to collect adequate data for this research.

### 3.5: Data Analysis:

With the intention of answering the research questions, this research has collected primary and secondary data which this study has discussed in prior section of this chapter. In this section, how these data has been processed through using grounded theory which is very widely implemented framework in term of analysing qualitative data. This research has used this framework as its continually interpret coding, theoretic sampling, diffusion and constant association (Stern, 1994). He also mentioned it as an interpretative method that allocates the regular attitude and philosophy, and this process are employed to explain the work or experience of the individual or individuals under the research (Stern cited in Shaw & Rowe, 2012). This method constructs the understanding that is focus on the outcome of the investigation (Collis and Hussey, 2003). The data collected from the employees of the Datong Coal Mining company, was organised into a framework that intended to make good implement of the information and it allows drawing a conclusion of the research questions. As Glaser and Strauss, (1967) cited in & Rowe, (2012) discussed that data that collected from interviewees are evaluated and applied into this grounded theory, thus it can give the best outcome.

Along with descriptive data processing, analytical data which have collected from questionnaires is very essential for this research (Fischlmayr and Kollinger, 2010). This data has revealed some of the company's present working method and existing implementation which can direct this research get understand the present issues of the company. This research has employed mostly adductive method along with deducted method in this research where data is inductively carried from the data as well as included with deductive data. Data of this research was very subjective and collected by focusing the research questions. Through proper sampling of them, this data would be producing an effective outcome of the research questions. In addition, analysing qualitative data as a method of reviewing, interpreting, and blending data to explain and illustrate the research question can be more effective (Fossey *et al.*, 2002)

Moreover, quantitative data is much more easier to understand after evaluation them properly and prior evaluation its significant to measure some aspects of the data such as nominal, ordinal, interval and ratio (Taylor-Powell, 1996). Mostly, in this research, quantitative data is more interval and nominal perspectives and this research has analysed them in order to understand the research questions context exceedingly.

Through proper data analysing mechanism or tool, a research can make an effective outcome. In this research, primary and secondary data have attempted to make a valuable outcome and in the next chapter those findings would be outlining and attempt to answer the research questions.

### 3.6: Summary:

Without an effective method application on the research properly, an research work can be lose its value and integrity highly. Therefore prior applying any method on the study, it should be tested and observed effectively (Collis and Hussey, 2003). So, this chapter tried to outline an effective methodology so that the research could get the possible best data in order to analysis them and create a valuable outcome. At first, this research has overviewed the research aims, research objectives and research questions. The main aim of this research is to find out the primary motivational aspects of the employees and how these motivational aspects prevent the fatal accident in the workplace. Also, with this investigation, this research would find out any managerial gaps of the Datong Coal and mining company.

Moreover, this research has followed the qualitative and quantitative approaches. Also, this research has used primary and secondary sources for collecting data. The primary sources are face to face semi structure interviews and questionnaire which have taken on the employees of Datong Coal and Mining company which is based in China. The total interviewees were ten and all interviewees were linked to managerial position within that company, however the questionnaires of the survey were distributed on the general workers of the Datong Coal and Mining Company. Total questionnaires distributed were 150 and among of them 131 have respondents. In addition, this research has used various secondary resources such as books, journal, articles, company's report and official websites. After collecting all data, these data have applied grounded theory to analysis in order to get the best outcome. In addition this research have evaluated and observed the whole data, therefore these primary and secondary data can synchronise perfectly and able to produce a better findings of the research questions.

## 4. FINDINGS & DISCUSSION

### 4.1: Introduction:

China is one of the most influential countries that make a great impact in the energy sectors globally (Cheng *et al.*, 2012; Ghoshet *al.*, 2004). Because of countless unsafe behaviours and the need of managerial initiatives, every year Chinese mine employees are facing fatal accidents and it are making impact on the company and the state (Cheng *et al.*, 2012; Cheng *et al.*, 2006; Mining Journal, 2013; Manzoor, 2012; Kong *et al.*, 2011; Li, 2011). Motivating by this fact, this study chose to run an investigation on Datong Coal and Mining Company, located in China and this company is doing business globally (Datong Coal Mine Group Co., Ltd., 2014). Along with other energy related production, they have a massive sector only focusing on Coal and mining section (Bloommberg Business week, 2014). So the main aim of this research is to find out how this company motivated their employees in order to avoid the unsafe behaviours of their. Also, in literature review this research has discussed using appropriate references of prior researchers that workplace safety is linked with employee motivation and managerial initiatives of any particular company (Grimsley, 2014; Heathfield, 2014; Guo, 2008; Pan, 2010; Lin and Chen 2006; Ghoshet *al.*, 2004). So this findings part would be outlined through the assistance of primary data which had collected through face to face semi structured interviews and questionnaires from Datong coal and mining company and the secondary data which had collected from secondary sources such as journal, articles, books, websites etc.

Basically, this chapter has created based on the primary and secondary data in order to achieve research aims and answer the research questions effectively. Mostly, it will focus on the primary qualitative and quantitative data; however secondary qualitative and quantitative data would be supporting them in many ways. It has divided into mainly three sections. Firstly, workplace safety section where this research would be drawn attention why accident happened and prevention procedures by company. While focusing the prevention strategies, eventually employee motivation would be coming into attention and in the next section would be producing base on these findings from the Datong coal and mining company. After discussed about many motivational aspects, another new section would be given emphasis on managerial initiatives. Finally, a discussion part will be outlined base on the findings and overall research integrity.

Research Questions of this investigation are given below:

What are the main motivational factors of the employee of Datong Coal Mining Group to work with this company?

How much are they effective in term of increasing employees' performance in human resource management perspective?

How can these motivational aspects and HRM practice help to prevent accident in the company?

### 4.1.1: Background Important Information:

In this investigation with Datong coal and mining group there were ten interviews had taken and these ten interviewees participated face to face semi- structure interviews. Among of these ten interviewees there are two managers, three administrative staffs (officer position), three team leaders (supervisors) and two regular mine workers. Moreover, there were 131 respondents of the questionnaires which has distributed among 150 employees within that company. Participants of these questionnaires are most were aged 40 to 59 years old. From findings this research found that

**Table 1: Age Groups of the Participants in Questionnaires Approach**

Age Groups	No of Participants	Percentage (%)
20-29	17	12.98%
30-39	16	12.21%
40-49	57	43.51%
50-59	40	30.53%
Over 60	1	00.76%

Also, among of the employees there were 21 (16.03%) female participates and 110 (83.97%) were male participates. Furthermore, the employees who participate in these questionnaires were working with this coal mining company from various time periods. The chart of their working time line is given below:

**Table 2: Working Period of the Participants in Questionnaires Approach**

Working Period	No of Participants	In percentage (%)
Below 6 months	2	01.53%
Between 6 month to 1 year	5	03.82%
Between 1 year to 2 years	48	36.64%
Over 2 years	74	56.49%

In addition, among of these participants 90 (70%) employees were regular mine worker and 41 (30%) participants were directly and indirectly involved with managing these regular employees such as line managers, supervisors and team leaders. From the interviews, this study found that overall, there are 10,000 employees are working for this company.

#### 4.2: Workplace Safety in Coal Mining Company:

According to many Chinese researchers such as Kong *et al.*, (2011), Pan (2010), Zhang (2010), Qin (2010), Cao (2007) and many more have given their focus on the workplace safety in coal mining company and they revealed that the roles of management are playing very important part for assuring the safety in workplace and employee's unsafe behaviour in coal mining company.

Through the questionnaires approach from Datong coal and mining company, this research found some interesting answers. Like while asked in the questionnaires that "Does Datong Coal Mining company currently offer training?" The answers are showing that 84% of people mentioned that currently this company offered training and rest of 16% answered negative. However, after deeper observation those 16% are mostly managerial ranking and supervisor ranking employees. Moreover, when questions asked about coal mining safety training in the questionnaire, 88% employees were positive about it and 12% answered negative. Again when the question asked about the current training's essentiality for carrying out job, almost 96% employees agreed of current trainings such as safety training, skills training, languages training, first aid training, fire awareness training and manual handling training.

Moreover, while the questionnaire asked about the main challenges in job roles with Datong coal and mining company, almost 30% participants mentioned about poor and hazardous working environment, 23% mentioned and poor sense or strategy of achievement of employees which indicates that employee achievement are not recognising within the company and 47% of participants mentioned about poor employee relationship and social network. These findings are indicating the non-financial motivational aspects are needed for employees for overcoming obstacle in their workplace.

##### 4.2.1: Reasons of Occurring Accidents:

Now based on the qualitative data which has collected through face to face interviewees, this research has revealed numerous reasons for occurring accidents within their company. Most of the interviewees gave same answers. After observing from their speeches this study has revealed that there were two main causes for occurring accidents in their coal mining workplace. First cause is natural causes and another one is human causes. The summary of description of interviewees about the causes of accidents is given below:

###### Natural Causes:

Some of them mentioned that previously in the mining workplace, because of water leaks there were floods and water related accidents occurred in that company. Moreover, gas leak in the mining process also caused explosion. Also, earthquake caused accidents as mudslides congested the entering way of mine (Appendix of Interviews).

###### Human Causes:

From the interviews, this study found that unnecessary construction requirement, supervisor and team leader's work psychology such as long time working period, unappreciated toward regular worker's effort and extreme tiredness work, man shortages made regular workers approaching unsafe behaviours and these cause fatal accidents. Moreover, unreasonably mining methods such as illegal operation, shortcut procedure of using machines such as constantly drilled hard rock directed to landslides.

Furthermore, condition of equipment, outdated equipment, machinery implemented by the unskilled employees was caused accidents. In addition, mining workplace is too loud, too long therefore, it caused landslide. Other interviewees added that without using exploration properly, mine digging start and this led to a collapsed natural system and caused accidents. Also the interviewee emphasised on the statement that “*Natural causes do not exist but human are responsible mostly and induced it.*” Besides, individual worker might be reason for causing the accidents in the workplace of this company (Appendix of Interviews).

Moreover, according to Datong coal mining company’s report (2014), there are number of weaknesses on the managerial structure and initiatives. According to chapter two literature review and present literature, there have been many human and natural related causes of fatal accidents in mining workplace of other companies in China (Li, 2011; Bach, 2010; Andrews-Speed *et al.*, 2003;) and through proper motivational initiatives these occurrences can be solved and increase employee productivity (Yin, 2011; Kong *et al.*, 2011).

#### 4.2.2: Prevention Procedure of Datong Coal Mining Company:

From the primary data perspective this research has found some prevention of accidents. Firstly, from the interviews this research found that Datong coal and mining company followed four main prevention procedures. Interviewees mentioned that firstly, their company acknowledged the importance of safety ideological work, therefore, every worker must be established “an accidental preventable and controllable, will anti-will control”; “safe and healthy zero casualties”; and from their security perception they must established “safe for their own” for their individual prosperity. Interviewees added that the company actively focused on small details of the workplace and grabbed from the trivial to big concern able matters about safety very seriously (Appendix of Interviews).

Furthermore, interviewees stated that they must be ended all the violence activities of the mine workplace as violence is the enemy of the safety and security. As the violence of the source of the accident, thus all the compliance about it in the operation needed to be processed effectively and this would be keep the company accident free. Besides, interviewees mentioned about becoming master of the knowledge of safety skills. They also added that it’s not good enough to have the safety education but also the awareness of self-security was needed to keep the workplace safe from fatal accidents. And the fourth procedure interviewees emphasised on the implemented security on the workplace and implementation of action of standard safety rules in the workplace quickly and effectively (Appendix of Interviews).

Along with these procedures which described prior, interviewees mentioned that this company used high- tech products (e.g. machinery, equipment) which were bought from UK, US, Japan. Moreover, in case any accident happened in this company, compensation has provided to the victim of the accident if the cause relied on the company. The managers (interviewees) mentioned about the claiming compensation procedures where a victim can claim about his or her ability to work which would categorise the disability rating of the unit. Basically, according to company’s compensation strategies, 1-4 disability, retain employment relations, can leave employments and enjoy one-time disability compensation. Interviewee added that this strategy has four options such as a. 24 months’ salary; b. 22 months ‘salary; c. 20 months’ salary, d. 18 months’ salary. In addition, they receive a monthly disability allowance and this allowance are divided into four categories and they area. 90 percent of his wage; b. 85%; c. 80%; d. 75% (Appendix of Interviews).

Also, when injured workers reach retirement age for retirement, they can enjoy pension benefits like regular employees. Moreover, from interviews this study found that this company offers compensation 5, 6 levels of disability which let the victim enjoy a one-time disability benefits for 16 months’ salary; 14 months’ salary; maintain employment relations by arranging appropriate work through the company. If company has faced difficulty to arrange the work for the victim, the compensation for the victim would be monthly salary with disability allowance 70% of victim’s salaries. Furthermore, 7-10 disable victims enjoy a one-time disability benefits for 12 months, 10 months, 8 months, and 6 months of salary. According to employment contract, company is bound to pay disposable medical grants and employment grants mentioned by the interviewees (Appendix of Interviews).

#### 4.3: Motivational Aspects:

In this section, this research would be focusing on the motivational aspects of Datong Coal Mining Group. Data has collected through questionnaires and face to face, semi structured interviews approaches. Moreover, Li (2010) discussed

that increasing awareness of employee by employer can be playing as motivational factors. Furthermore, appropriate remuneration packages and other non-fiscal benefits from company are also playing as core motivational features for employees and motivate them even work under hazardous atmosphere (Li, 2011; Tranket *et al.*, 2002; Trevor, Gerhart, & Boudreau, 1997; Ying, 2012; Andrews-Speed *et al.*, 2002). Moreover, proper training strategy applied on employees is not only developing employees but also motivating them for their individual prosperity (Heathfield, 2014; Bodimer, 2014). So through this whole (4.3) section, this research would be outlined the fundamental motivational aspects and initiatives by the company which have influenced the employees highly.

#### 4.3.1: Remuneration Packages:

Remuneration plays a vital role in order to keep employees working with company and every company has some non-financial and financial remuneration strategies (Manzoor, 2012). These financial and non-financial remunerations strategies are core trigger which motivated employees more than other aspects in an organisation (Jenatabadi, 2013). Nevertheless, coal mining sectors are very challenging and keeping the productive employees is bit of challenging (Ying, 2012). According to the findings of Appelbaum & Kamal (2000), non-fiscal benefits assist employee to be satisfied with the company and help them to motivate toward their job and it enhanced their productivity. Moreover, Ittner & Larcker (2003) discussed that non-fiscal benefits can be distributed on the base of the performance. Therefore, it motivates employees to work harder, increase productivity and act safe behaviour within company as every moment their performance has acknowledged and supervised for the non-financial benefits (Ittner & Larcker, 2003).

This study already mentioned about the compensation strategy which would be provided if any employee got disable because of any accidents occur in workplace (Coal Mining place). So this part would be focused also on the non-financial remuneration strategy along with financial strategy for employees of Datong coal mining company. From the Interviews this study found that Datong Coal Mining Company provides regular wages along with some non-financial benefits such as Gym for every employee because working in mine could be very monotonous and physical fitness is required by every employee. Therefore, GYM and participation in annual sports are mandatory for everybody in the company however exception can be made through appropriate reasons. Moreover, every year, this company offer travelling package for family vacation of employees.

From the questionnaires with Datong Coal Mining Company, this study has reveal that among of the participants only 62% employees are satisfied with the current remuneration strategies. Also, this company provides bonus to their employees in order to motivate them and keep them productive. According to this study almost 66% employees mentioned about receiving bonus and 54% stated their satisfaction about the bonus strategy of this company. Besides bonus and traditional salary, 91% employees mentioned about extra financial support from the company such as annual profit share schemes, medical allowances, accommodation allowances (not applicable for all employees), vehicle supports (not applicable for all employees), etc. However, according to questionnaires 100% stated that this company provides medical insurance as employees are constantly involved in hazardous workplace.

#### 4.3.2: Training and Development Perspective:

Employees require appropriate trainings to executive task properly and their individual growth in order to bend with the organisation's culture, therefore it becomes easier to fulfil the organisational aim by this employees (Dessler, 2011; Rainlall, 2004; Mathieu & Martineau, 1997). Moreover, these various trainings are not only execute tasks but also motivate employees towards their personal characteristic's expansion (Mathieu & Martineau, 1997; Facticeau *et al.*, 1995). More or less the core intentions of providing trainings to makethese employees very productive, multi-usable and this is one of the biggest responsibilities of human resources management department of any organisation (Dessler, 2011; Delaney & Huselid, 1996; Tannenbaum & Yukl, 1992). In addition, appropriate trainings can increase performance level (Bach 2010; 2005) and motivate them to act safe behaviour as they have attained the knowledge of workplace safety (Yin, 2011; Li, 2011).

From the Interviews with managers of Datong Coal Mining Company, this study revealed that this company invest more than 1,006,330 CYN annually which is equivalent to 100,000 GBP for only in training and development sector of employees. The interviewees also added that Mine safety training, fire awareness training, and some more are mandatory for every employee however every year they have different kind of trainings and basically depend on the employees need. Moreover, from the questionnaires this study found that almost 96% employees agreed about the effectiveness and

necessity of these current trainings session for carrying out the jobs. Furthermore, in this company there were 88% employees mentioned about safety trainings; 87% stated about skills trainings; 74% mentioned about language training; 93% stated about fire awareness training; and 81% mentioned about first aider or emergency handler training have provided regularly to employees in order to avoid the fatal accidents and increase their productivity.

#### 4.3.3: Job Role Perspective:

Besides of the fiscal components of motivational approach, there are some other factors such as job allocation; job role; involvement in the company's decision making approach; empowerment, etc. can be playing as motivational aspects for the employees (Farmer and Yellowley, 2012; Bach, 2010). Moreover, satisfaction of job role brings more motivation toward job and eventually it enhances the output of employees (Dessler, 2011). In addition this job satisfaction can be created by having some internal and external benefits from this job role, and then an employee gets motivated easily from their job roles (Farmer and Yellowley, 2012). So in this section, this study found through questionnaires approach that employees of the Datong Coal Mining Group got some benefits from their current job roles and a brief outline is given in below table:

**Table 3: Benefits from Current Job Roles of Datong Coal Mining Company**

Benefits From Job Roles	No of Participants	Percentages (%)
Opportunity to improve professional skills	78	60%
Good workplace environment	45	34%
Employee Recognition	27	20%
Work Life Balance	43	33%

From table 3, this study can understand that some participants mentioned more than one benefit which they are getting from their current job roles. As, 60% employees stated that they can improve their professional skills through their job role, 34% mentioned about good and safe workplace environment and only 33% stated about they got the opportunity to balance their work and personal life and keep the good relation in every sector. Besides, only 20% employees mentioned about employee recognition which acknowledged as rooms for improvement. Previously, mentioned in 4.2(4.2 Workplace Safety in Coal Mining Company)that there were certain some challenges faced by employees which management should acknowledge in order to get the best outcome from employees.

#### 4.3.4: Employee Relationship Perspective:

In a company, performance of employees can be managed very effectively through developing the good relationship between employees and line managers, supervisor team leaders (Daniels *et al.*, 2000; Delaney & Huselid, 1996; Huselid, 1995). From employed questionnaires approach on Datong Coal Mining Company, this study revealed some interesting aspects of the employment relationship practice in that Company.

The findings of this investigation would be outlined in the table no 4. In the table, there would be five sections such as a. support from line managers; b. Trade union membership; c. opportunity in workplace decision making; d. disciplinary strategies; e. empowerment practice of the employees.

**Table 4: Employment Relationship basic practices by Datong Coal Mining Company**

Practices of Employment Relationship	No of Applicants (Positive Answer)	In (%)	No of Applicants (Negative Feedback)	In (%)
Line managers attitude (Support from them)	117	90%	14	10%
Membership of Trade Union	116	89%	15	11%
Opportunity of making work decisions	73	56%	58	44%
Satisfaction with current disciplinary strategies	106	81%	27	19%
Familiar with empowerment term	97	74%	34	26%



From the findings, this study can acknowledge that 90% employees can proper support from line managers, supervisors and team-leaders. Moreover, almost 89% employees now members of trade union and they are 81% employees satisfies with present disciplinary strategies of the company. Also, 74% stated from the questionnaires that they were familiar with empowerment term in their job role however; opportunity of making decision in workplace seems very low as only 56% people stated they have that opportunity.

#### 4.4: Overall Understandings and Discussion of the Findings:

As the main aim of the study is to find out the motivational aspects of the employees of Datong Coal Mining Company which are not only enhanced their performance level but also help to prevent accidents in workplace. Also, find out the fundamental initiatives which are taken by the management of this company in order to attain this aims. This research employed primary and secondary approached in order to fulfil research aims and answers research questions.

First of all, the part would focus on the core motivational factors of the Datong Coal Mining Company which is the discussion of the first research question. Mainly, from findings this study came to a conclusion about the core motivational factors and their initiatives of the employees of this company. They are: A. Remuneration Strategies; B. Training and Development; C. Job Role Perspective; D. Employee Relationship Perspective.

**Table 5: Motivational factors and their initiatives of Datong Coal Mining Company**

Motivational Factors	Motivational Factors Initiatives	
Remuneration Perspectives	Financial Aspects	Regular Salary Bonus base on the performance Annual Profit Share Disable Compensation (Accident Victims only) Paid Holidays
	Non- Financial Components	Medical Allowances GYM Annual Sports Holidays Packages for individual and family Accommodation & Vehicles facilities (Not applicable for every employees)
Training and Development Perspectives	Safety Training Fire awareness Training Machinery handling training Employee skills Training Language Training First aid and emergency initiative Training	
Job Roles Perspective	Benefits and the motivational triggers	a. Opportunity to improve professional skills b. Good workplace environment c. Employee Recognition d. Work Life Balance
Employee Relationship Perspective	Through Practices	a. Line managers Support b. Membership of Trade Union c. Opportunity of making work decisions d. Satisfaction with current disciplinary strategies e. Familiar with empowerment term

From this table, this study has showed the core motivational aspects of the employees of Datong Coal Mining Company. From the appendixes, it is acknowledgeable that in this company there was no prior exact motivational strategy separately. In the period of data collection, interviewees and survey participants were escaped all motivational related questions.

Therefore, this study can be helpful for the management of Datong coal mining company, if they want to fill their motivational gaps and increase and acknowledge the employees requirements highly.

Nevertheless, the company might not aware of their motivational aspects separately in human resources management perspective, they are able to manage their employee's performance level higher. And through their productivity this company runs their business globally (Datong Coal Mine Group Co., Ltd., 2014). Understanding the appropriate needs of training for exact individual can assist to enhance the productivity of employee (Rainlall, 2004; Dessler, 2011). Thus, this company can always analysis the need of training through various surveys within company and find the need of trainings and train the employees in order to make them more productive and motivational toward their tasks. Moreover, outlining the job design and role for employees should be more clear, core task related and with proper direction from line managers or team leaders (Farmer and Yellowley, 2012). This direction of task can make the working environment congenial for employee and they can easily execute the task effectively (Bach, 2010). So, Datong coal mining company should be acknowledged about strategy of executing a task with proper design, direction and support. Hence, the second research question was about the effectiveness of this company's motivational factors in term of enhancing performance level of employees which have discussed above efficiently.

Furthermore, research question three requires acknowledgement of how these motivational aspects and HRM practices prevent accidents of workplace. From the literature review, this study acknowledge that in increasing safety awareness, managerial approach plays a vital role as they create the policies and strategies and implement those in the company (Li, 2011; Kong *et al.*, 2011; Trank *et al.*, 2002). In light of that, from these findings from Datong Coal Mining Company that management is the mainly responsible to implement every strategies such as the appropriate trainings for the employees (Appendix of Interviews); decision making authority; employee relationship; disable compensations; financial and non-financial remuneration strategies and many more which give them the space to take initiative for preventing accident in their workplace. In the next table, it would be representing how this motivational aspects HRM practices and other additional aspects such as technology and individual initiatives assist to prevent accidents in Datong Coal Mining Company.

**Table 6: Various aspects and their initiatives for preventing accident in Datong Coal Mining Company**

Aspects	Initiatives
Training and Development	Safety Training and education Fire Awareness Training Machinery handling Training First aid Training
Remuneration	Disable Compensation Medical Allowance Financial and no-financial Strategies
Job Role Perspectives	Proper Job Design Guidance and direction for executing the task properly Observation and supervision of line-managers and team leaders
Employment Relationship	Avoid violence Apply quick disciplinary Line managers guidance and communication Opportunity to taking decision more often Practice Empowerment
Technology	Use Advance Machinery Up-to-date the Old Machinery Know How to Use Those Machineries
Individuals	Self-awareness about accidents Taking monthly counselling session from HR department Join various workshops related to Fatal Accidents in mines.

In the table 6, this study outlined how this company's motivational aspects assist in preventing accidents in their workplace through its initiatives. Not only motivational aspects but also individual initiatives needed. Datong Coal Mining Company can prevent accidents in the workplace if their management and employee can work together and follow these initiatives which mentioned in table 6.

## 5. CONCLUSION

### 5.1 Conclusion:

This research has investigated on the Datong Coal Mining Company which is a renowned global company base in China (Datong Coal Mine Group Co., Ltd., 2014). According to Chen et al., (2012) Chinese mine sector is very different and unsafe than any other sectors. The principal aims of this research were to find out the fundamental motivational aspects of the company and its effectiveness for enhancing productivity level of employees. Moreover, another aim was to investigate on the prevention procedure of the fatal accident in mining workplace. In order to the answers the research questions and meet the research aims, this research had employed qualitative and quantitative approaches. Data has collected through face to face semi structured interviews and in total ten interviewees had taken from the employees of the Datong Coal Mining Group. Moreover, among of those interviewees, there were two managers, three administrators, two team leaders and three regular mine workers. Furthermore, in the questionnaire there were 131 respondents among of 150 participants. In addition, data has gathered from secondary sources such as journals, books, articles; websites etc. This secondary data has a supportive role in this research when blended with primary data in order to answers the research questions effectively.

In the literature review part this research has drawn attention about the significance of the employee motivation in the light of present literature. Over there, a motivational theoretical framework assists to put value on the motivational values. Moreover, many employee motivation researchers like Ying (2012); Li (2011); Robert (2012) stated about many motivational strategies such as work or job design, job direction, job behaviours, job condition and job adjustments. Furthermore, employee motivation in the safety perspective has discussed. Also it revealed that management of the company has the main responsibilities to apply the strategies and policies in order to keep the workplace hazards free and keep it safe (Qin, 2010; Pan, 2010). Though, many companies fails to understand the fundamental motivational aspects, therefore they lose productive employees and performance levels went below (Heathfield, 2014). So many companies have many managerial gaps and that directed to ineffective initiatives for enhancing their employees' productivity (Kong *et al.*, 2011). In addition, these appropriate motivational aspects helps employees to act safe behaviours within company and it helped in reducing fatal accidents in coal mining companies (Andrews-Speed *et al.*, 2002; Li 2011).

From the findings of the investigation, this study revealed that Datong Coal Mining Company has some motivational aspects for employees in order to enhance their performance level and productivity. They were remuneration perspectives; training and development perspectives; job role perspectives and employment relationship perspectives. Table 1-4 are the out lined of the findings along with described portions and the table 5 and 6 in section (4.4) are drawn an overall informative answers of the research questions along with the description part of that section. According to table 5, motivation in remuneration perspective is mostly two kinds. One is fiscal and other one is non-fiscal motivational factors and these factors have motivated employees of Datong Coal Mining Company through their many Initiatives, such as, Regular Salary; Bonus on Performance Level; Disable compensation; GYM, Holidays package for family etc.

Moreover, Safety training is mandatory along with fire awareness training. Without these trainings, there are some more training available for employees of Datong Coal and Mining Company such as employee skills training, machinery handling training, language training and first aid training. In addition, through proper direction and guidance from supervisor or team leader employees can perform the effectively and act the safe behaviour. Besides, employees of this company get opportunity to improve them continuously; get good atmosphere to work; employee recognition and work life balance. However, employee recognition needs much more attention of management. Besides, through employment relationship assist employees get motivational zone and increase job security and satisfaction of that company. Furthermore, these motivational aspects are playing as prevention initiatives and strong management skills needed to implement them effectively.

While doing this piece of research, research has faced many issues to continue it properly in time. In the next sections,

some of the limitations such as time, cost, travel, academic challenge and many more issues have discussed which have faced while this research work was investigated in China.

### 5.2: Limitation of the Research:

There were some problems and limitation faced by this research while it was investigating on Datong Coal Mining Company. First of all, as this research was basically mostly primary data based therefore, in order to collect data through face to face interviews and questionnaires approach, researcher of this study had to travel back in China as managers of Datong Coal Mining Company did not allow telephone interviews or video interviews. Moreover, this research has faced some difficulties during the primary data collection process as employees of this company escaped some of the questions which were designed in order to get effective output. In addition, total questionnaires had distributed 150 but among of these amount 131 employees has participates this survey. Besides, taking permission from Datong Coal Mining Company's management was very time consuming prior starting survey. Researcher of this study got the permission letter prior, though before started survey a minimum acknowledgement was required.

Furthermore, the survey and interview questions were English which had to translate into Chinese (Mandarin language) and again to use the data in this research, it had translated to English from Mandarin. Besides, this study wanted to take interview of this company's international human resource managers as this company operates their business globally (Datong Coal Mine Group Co., Ltd., 2014), therefore, this study intended to learn some global initiatives of international human resource managers of this company. Datong Coal Mining Company did not allow taking more than ten interviews, hence, intention of taking interviews of international HR managers had to decline.

Besides, as the English is second language of the researcher of this study therefore, the writing part of this research was challenging and needed lots of grammatical attention. Also, this study needed acknowledgement in the details in order to attain a great grade. Though, this research made a time scale and a Gantt Chart earlier in order to finish this research in time. However, due to late data collection and writing challenges; this chart and time scale had not followed. Therefore, this research had fallen very behind, though, submitted on the appropriate day.

### 5.3: Future Opportunity of this Research:

There are number of future directions and opportunities of this research for continuing its initiatives in present literature. Firstly, in future this study can only compare the fatal accidents rate from 1994 to 2014 and the main reasons of these accidents; therefore, it can produce great effective prevention procedures. Secondly, this study can only focus on HRM practice of China and compare with other country's HRM practice. From the recent study on Datong Coal Mining Company, this research found that there were not separate exact motivational approaches or strategies in that company. They use the motivational aspects but they are so mix with managerial other business strategies. In future this research can study only on the motivational strategies and their implementation in this company effectively.

### 5.4: Summary:

In conclusion, China is emerging effectively day by day and with this nation a lot of sectors are developing and reach the benchmark among of all. Coal mining sector is one of the important sectors in energy expansion and distribution perspectives (Yin, 2012). This study tried to investigate on one of the big coal mining company which is Datong Coal Mining Company of China. The findings of the study are positive however; if the employees of that company had assistance little more than the results of the study would be more efficient. In addition, the limitations were described in this part and some future possible directions of this study have outlined in this chapter. Also, in this chapter an overall summary has given where whole research have outlined briefly. This research would be recommended Datong Coal Mining Company that they should acknowledge this research work, give attention on motivational aspects of the employees and make some appropriate motivational strategies for increasing employee productivity and avoid unsafe behaviours in the company.

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