STUDY AND ANALYSIS OF THE JOB OPPORTUNITIES AND OTHER SOCIAL WELFARE ASPECTS WHICH HAVE MUCH IMPACT ON GROWTH AND PRODUCTIVITY OF INDUSTRY

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Abstract:

This captioned Study was conducted on the Manufacturing Industries in Karnataka State. The analysis and the inferences comparatively among all these sectors have significant variance and the responses from the respondents is resulting to a derived and proved evidence to strengthen the statement that there is an Impact of the job opportunities and other social welfare significantly on the productivity and the growth in the manufacturing industries. The Study concludes inferring from the analysis of this Objective, with the conclusion which further justifies the title of this research study.

KEYWORDS : Human Resource Management, Quality, Productivity, Manufacturing Industries, Un-Organised Sector.

Introduction and Theoretical Background:

As the manufacturing Industries will have many stages, units and departments internally before its products are declared complete or before going for quality check or packing, there should be periodical job rotation in the manufacturing industries so that all will learn all the jobs. The job rotation is the movement of an employee from one job to another. That means the employees are given chances to learn and work by rotation on various jobs. This measure will relieve the employees from boredom, monotony and improves his skill, job enrichment and job satisfaction which ultimately impacts the growth and the profitability of the organisation as whole.

Different organisations will have their own and unique organisational culture, goals and objectives. The manufacturing sector especially should have technical and scientifically designed and developed job designs, plant and machinery which matches its production and also the goals both qualitatively and quantitatively. And further, while recruiting its workmen, the manufacturing industries as the only depend on men and materials for its organisational goals, it should take extra care while recruiting especially the skilled and high skilled employees.

But unfortunately, today many of the manufacturing industries including government organisations and public sector enterprises, I have found in my study that the organisational goals at times does not match with either design of the organisation or the labour under its establishment. In a few cases, when both of these aspects are taken care, the supervisory staffs that are brought in based on either their education or influence does not match the organisational goals. Because they fail many times both to participate and motivate the work force for deriving the desired production or the target.

Any manufacturing industry, unless it is a production unit of indigenous proprietary products, generally it will have chain of activities or will have different stages, phases and internal units for its products to be completed before placing into the market. It is the common tendency that the people who are experts or well trained in operating one unit of the industry or a phase are tend to continue in the same unit till their retirement or transfers. This will have negative impact on the organisational goal in a long way. Because, other technicians or the employees will never

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get an opportunity to work with other units and the fellow who is expert in the same unit, as he also did not get an opportunity to work some other department or the unit will be totally unaware of other activity other than his own.

The job opportunity is differently called in different manufacturing units as "Office Order", "Job Rotation", "Change of Duty". This periodical rotation or change of job will create an opportunity to all the employees to learn all the jobs in turn so that, in the absence of anybody who is holding the expertise of a particular department or unit, the overall production of the Industry will not suffer. This will not only motivates the employees but it would also enhance their job satisfaction and job enrichment. It is the main objective and the duty of the supervisory Establishment of the management of the organisation to adopt and adhere this strictly to reach the organisational goals especially in the manufacturing industries. Therefore, by job opportunities, the workers learn to do all the different jobs, activities necessary for the manufacturing industries to reach their operational goals. Job opportunity is nothing but a diversity to learn new skills along with, change of job, environment, supervisors, co-workers, technology, relocation, which creates enthusiasm for learning and motivate the workers to higher performance.

As the human being is a psycho-social being, the social relations, social security and the social welfare especially in the manufacturing industries will play a major role on his performance ultimately which impacts the organisational goals impacting the growth and the productivity of the industry. The social security are the management's statutory obligations like, salary and wages paid, needs like medical, education, maternity needs, better and safer working conditions etc., In many manufacturing industries, even the job security provided by the management is considered as the social security as for as their guarantee for the employment is concerned. There are many legislations in India, which establishes and rules the social security especially in the manufacturing sectors like Worker's Compensation Act, ESIC Act, EPF Act, Minimum Wages Act, Etc.,

But the social welfare is the realm created between the workforce and the management which is strictly not laid down with its limitation and flexible to meet the social obligations of the employees. The social welfare is also the highest type of motivation which impacts the growth and productivity of any industry. Social welfare is a concept of the management in manufacturing industry, which is beneficiary to its employees while both in service and after retirement like housing, health benefits, recreation, canteen facilities, retirement benefits and other welfare programmes. These social welfare will not only boost up the employee morale, but it also provides qualitative work environment and work life with security to the employees against social risks like old age, illness and sudden death.

There are many social welfare schemes extended to the employees of the manufacturing industries like Employment Security, Health Protection, Old age and Retirement Benefits, Education for employees children, housing and pension facilities. And social welfare also covers, cultural and social activities, entertainment and participation activities etc., In social welfare schemes, individuals will be motivated to work efficiently and contribute to their maximum possible extent which ultimately derives their individual objectives to reach the organisational goals. Even though the employees are provided with Annual and periodical benefits like Increments, periodical wage revisions, the impact made by the social welfare by the management is tremendous compared to any other incentives or motivational benefits especially in the manufacturing Industries.

Methodology

The samples are drawn from the population of

different levels of employees differing in their age profile, gender, educational qualification, working status etc., which is heterogeneous in nature. For this purpose, the population was divided in to various homogeneous strata and from these strata, random samples of employee respondents have to be taken. Hence the Stratified Random Sampling Method was used for this study by taking 250 as the sample size of respondents. Stratified sampling techniques are generally used when the population is heterogeneous, or dissimilar, where certain homogeneous, or similar, sub-populations can be isolated (strata). The sample size of 500

No. of Respondents from different types of Companies

Company Type	No. Of Industries	No. of Respondents
Government Companies	05	50
Public Sector Companies	10	100
Private Sector Companies	10	100
Total No. of Respondents	**25**	**250**

respondents is categorized as under:

The data collected has been tabulated and analysed to arrive at suitable inferences in this chapter. Statistical tools such as tabulation & diagrammatic/graphical presentation of the data collected, and analytical tools like ratios, percentages are used in this Study. Graphical representation of data has been carried out with the help of MS-EXCEL software. Since the Study has more than 50 variables to be covered, these are grouped in to several Factors and this has been achieved with the help of Factor Analysis using SPSS software. This software programme is extensively used to draw various bi-variate frequency distributions involving two variables & correlation coefficients between related variables.

HYPOTHESIS

KMO and Bartlett's Test: The KMO statistic tests whether the partial correlations among

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.690
Bartlett's Test of Sphericity	Approx. Chi-Square	5040.348
	df	741
	Sig.	.000

variables are small. It should be greater than 0.6 for a satisfactory factor analysis to proceed.

Large values for the KMO measure indicate that the data collected for factor analysis is adequate. We can see from the table above that KMO measure of sampling adequacy is 0.661. Another indicator of the strength of the relationship among variables is Bartlett's test of sphericity. Bartlett's test of sphericity is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. The observed significance level is 0.000. So, at 5% level of significance the p-value is small enough to reject the null hypothesis that the population correlation matrix is an identity matrix. Thus there is adequate correlation among the variables to do a factor analysis. It is concluded that the strength of the relationship among variables is strong.

The Hypothesis Testing is carried out by using Analysis of Variance procedures & Levene's Statistic. The study of the association between related attributes is analysed with the help of the Kendall Tau's Correlation Coefficients.

In this Case Study, various hypotheses are also tested with the help of the Analysis of Variance & Levene's test procedure. The SPSS software has been used in testing the following hypotheses:–

1. Periodicity and Importance of training

provided has no impact on growth and productivity of industry due to non performance of human resources.

2. Morality, Growth & profitability of firm have no impact on growth and productivity of industry due to non performance of human resources.

3. Affiliation to trade union and inefficacy of workforce has no impact on growth and productivity of industry due to non performance of human resources.

4. Job opportunities and other social welfare measures have no impact on growth and productivity of industry due to non performance of as part of growth and productivity of industry.

5. Technological aspects and motivation to work & self-realisation have no impact on growth and productivity due to non performance of human resources.

DATAANALYSIS:

The better performance of human resources on growth and productivity basically depends in understanding the Job opportunities and other social welfare beings. In order to address this objective, the Study has identified the following five sub factors along that drive the forward in the organisations.

Results of the Factor Analysis of variables in the Study:

Factor analysis are of two forms; Exploratory factor analysis which tries to find the nature of the constructs influencing a set of responses and Confirmatory factor analysis which tests whether a specified set of constructs is influencing responses in a predicted way (DeCoster, 1998, p.1). The variables listed in the questionnaire to study the impact of the non-performing human resources on growth and productivity in manufacturing industries are large in number and need to be grouped in to a few factors. To achieve this, Factor Analysis technique with VARIMAX rotation is used with the help of SPSS software. The results are tabulated in the following tables with Question Number in the Questionnaire and the related Question:

Factor Analysis of transnational and culture:

Before proceeding to factor analysis, a test known as KMO is being carried out to ensure on whether one can proceed with factor analysis. As a result, nine items were put into to KMO test and Bartlett's test for both desired and actual level of proficiency data.

The major components ruling **Job opportunities and other social welfare beings** are-

- *The workforce is given opportunities & job rotations to learn other jobs as well.*
- *Special training are provided in the Manufacturing Industries to create awareness about profitability, productivity & growth to un-skilled & semi-skilled workforce.*
- *Performance and the Skill are the basic eligibilities with the character for the benefits and Promotions.*
- *The Importance of Training Cost of Workforce is very negligible compared to the Capital Investment in our Industry*
- *The basic needs like employee's family welfare, children's education, family health care etc are taken care to the full extent.*
- *If you are self realised? Are you punctual, performance & result oriented? Or much focused towards trade union activities, promotion, incentives & other benefits?*
- *The employees are provided with all labour security measures, health care, statutory obligations like ESI, EPF & Insurance*
- *You have Social, Cultural, Educational units and get-togethers organised in the*

company.

- *There is a practice of outsourcing or hiring workforce in your organisation because of non-performance of existing workforce*

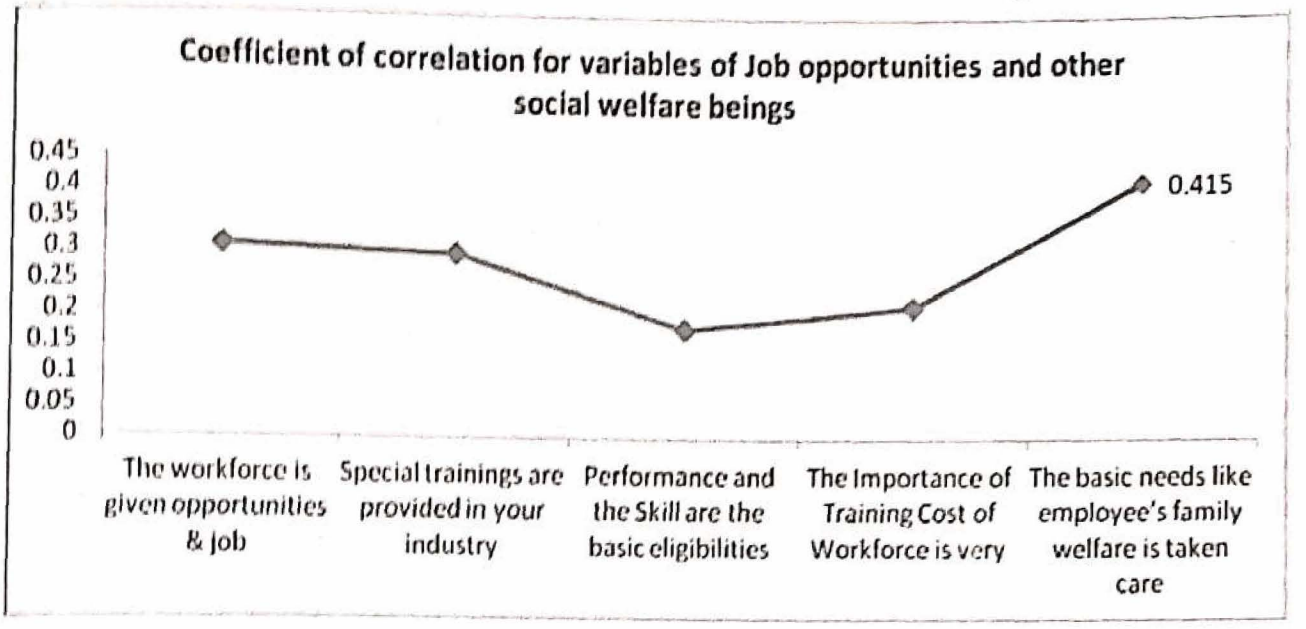
The correlation between the parameters of non performing HR resource with **Job opportunities and other social welfare beings** is tabulated as below:

Spearman's correlation coefficients for the variables of Factor "Job opportunities and other social welfare beings"

Parameters of Impact on **Job opportunities and other social welfare beings** in the firm	1.0000
The workforce is given opportunities & job rotations to learn other jobs as well.	0.306
Special trainings are provided in your industry to create awareness about profitability, productivity & growth to un-skilled & semi-skilled workforce.	0.296
Performance and the Skill are the basic eligibilities with the character for the benefits and Promotions.	0.178
The Importance of Training Cost of Workforce is very negligible compared to the Capital Investment in our Industry	0.213
The basic needs like employee's family welfare, children's education, family health care etc are taken care to the full extent	0.415
If you are self realised? Are you punctual, performance & result oriented? Or much focused towards trade union activities, promotion, incentives & other benefits?	0.258
The employees are provided with all labour security measures, health care, statutory obligations like ESI, EPF & Insurance.	0.198
You have Social, Cultural, Educational units and get-togethers organised in the company	0.162
There a practice of outsourcing or hiring workforce in your organisation because of non-performance of existing workforce	0.245

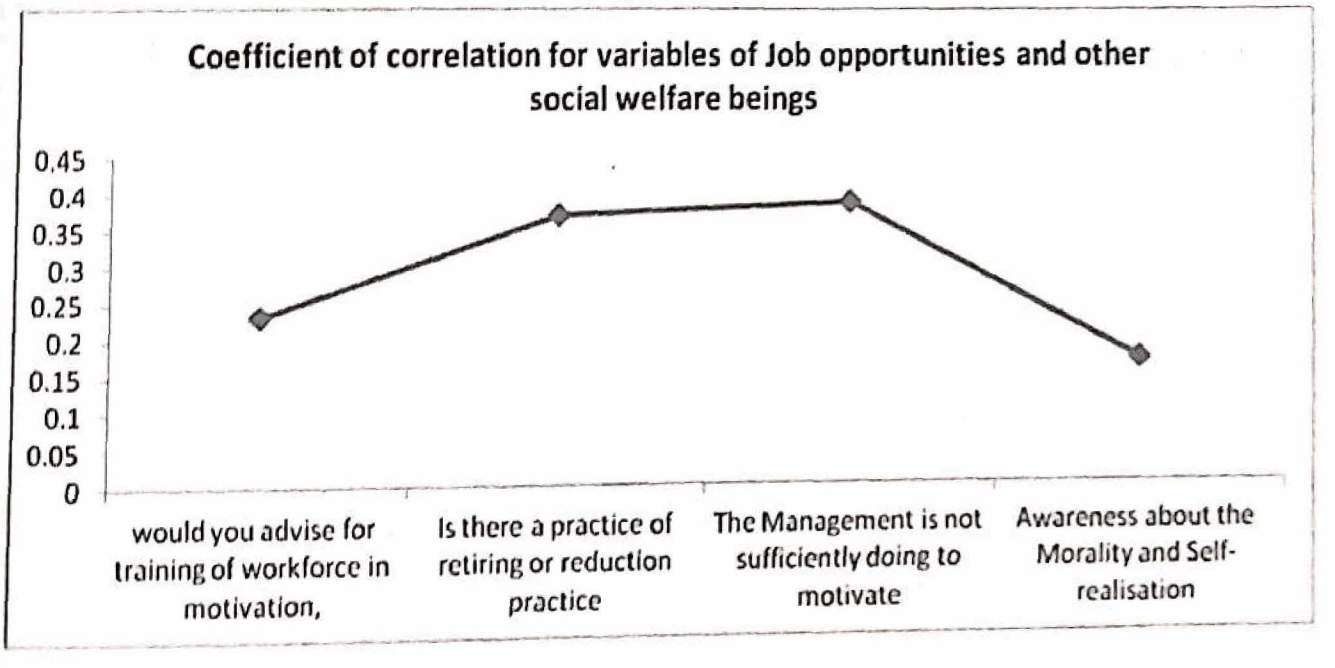
All these correlation coefficients are depicted in the following graph:

Correlation Coefficients for the variables of "Job opportunities and other social welfare beings"



The first parameter of the Job opportunities and other social welfare beings is "The workforce is given opportunities & job rotations to learn other jobs as well". The correlation of this variable with the average rating score of the parameters of non performing Human resource is found to be 0.306. This implies that the association between these two variables can be explained to an extent of meagre 9.36 percent.

The parameter "Special trainings are provided in your industry to create awareness about profitability, productivity & growth to un-skilled & semi-skilled workforce" has a positive correlation which is very moderate and also to an extent of 8.76 percent with the average rating score of the parameters of non performing Human resource of growth and productivity.



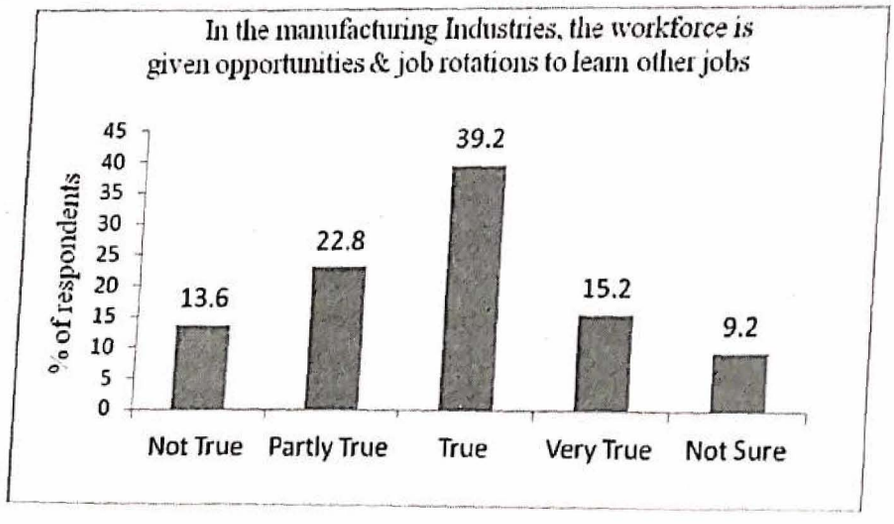
From the Figure, the parameter "Performance and the Skill are the basic eligibilities with the character for the benefits and Promotions" has a very low degree of positive association with the average rating score of the parameters of non performing human resource on growth and productivity to an extent of 3.16 percent. There is a positive and low degree of correlation of the parameter "The Importance of Training Cost of Workforce is very negligible compared to the Capital Investment in our Industry" with the average rating score of the parameters of non performing Human resource of growth and productivity and is found to be 5.33 percent.

There is 17.22 percent of positive degree of association between the "The basic needs like employee's family welfare, children's education, family health care etc are taken care to the full extent" and the average rating scores of the parameters of non performing Human resource of growth and productivity. Furthermore, a very low degree 6.65 percent of association is between "Are you punctual, performance & result oriented? Or much focused towards trade union activities, promotion, incentives & other benefits?" and a positive association of 3.92 between "The employees are provided with all labour security measures, health care, statutory obligations like ESI, EPF & Insurance" and the average rating scores of the parameters of non performing Human resource of growth and productivity.

Similarly, the degrees of association between "You have Social, Cultural, Educational units and get-togethers organised in the company" is to the extent of 2.62 percent and between "There a practice of outsourcing or hiring workforce in your organisation" and the average rating scores of the parameters of non performing Human resource of growth and productivity is about six percent.

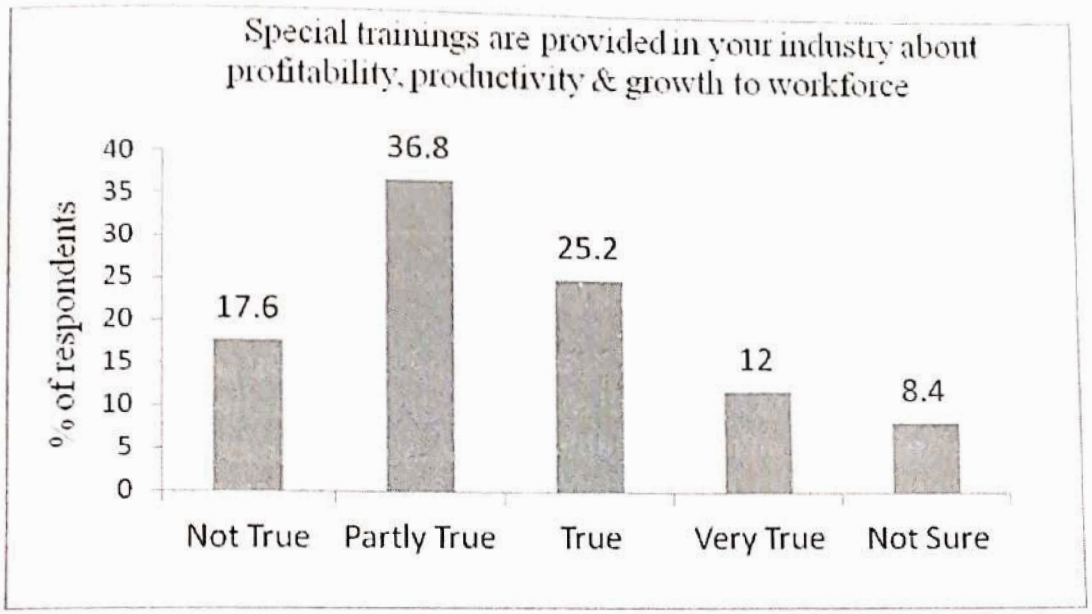
Inference: From the above analysis, the important element of success in non performance of human resources on growth and productivity in the organisation by considering the factor is found. "The basic needs like employee's family welfare, children's education" and "family health care etc are taken care to the full extent." with the correlation coefficient being highest at 0.415. This shows that it is important for any organisation to take care of basic social needs of the employees that would make the path of success which enhances the degree of good human resources in the organisations. It if opinioned and found that the Welfare measures and the work hazards, healthcare of the workforce, especially in the manufacturing industries will not only motivates the Human Resources towards better performance and their participation, but it would also impacts on the overall growth and the profitability of the industry itself.

Graphical Representation of variables of Job opportunities and other social welfare beings:

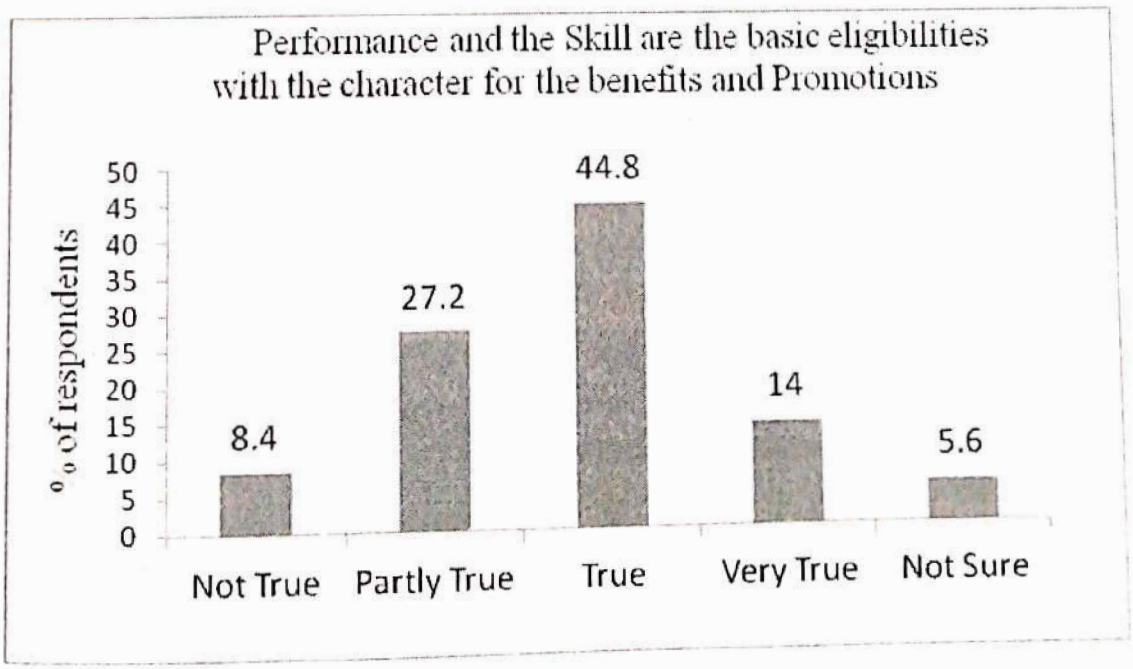


From the Figure, it is observed that about 39 percent of respondents are truly agreeing and another 15 percent of them strongly agreeing (very true) that the workforce is given opportunities and job rotations to learn other jobs. On the contrary, about 14 percent and 23 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that workforce is not given opportunities and job rotations.

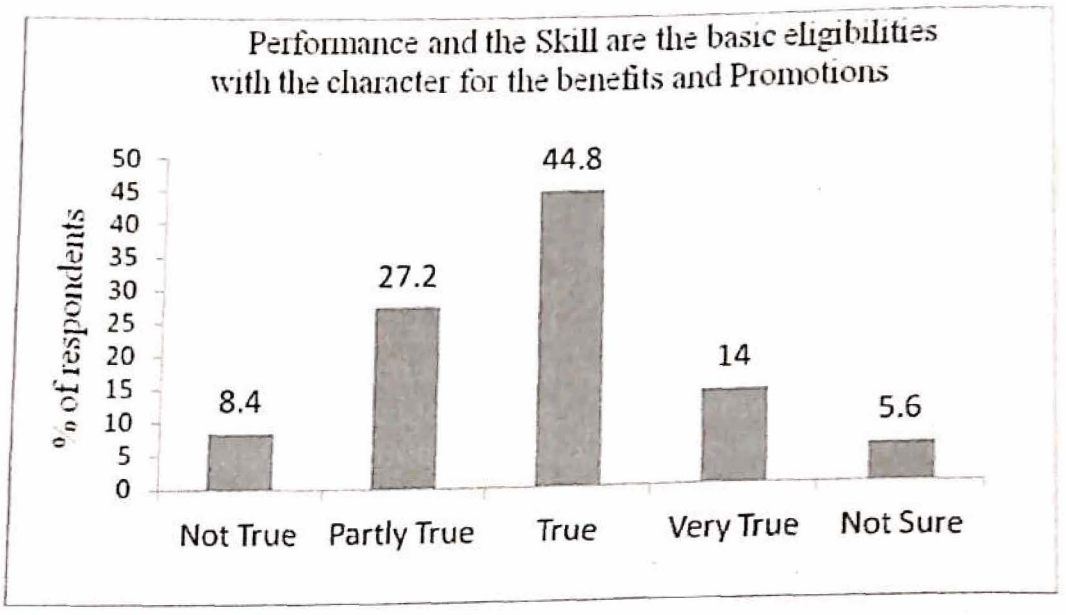
About nine percent did not give their consent on this aspect. It is opinioned that more than 45 percent of the respondents are not supporting the statement which means that there is negligence in the manufacturing industries about the job opportunities and the job rotations to the workforce including those 9 percent who are not sure of the statement.



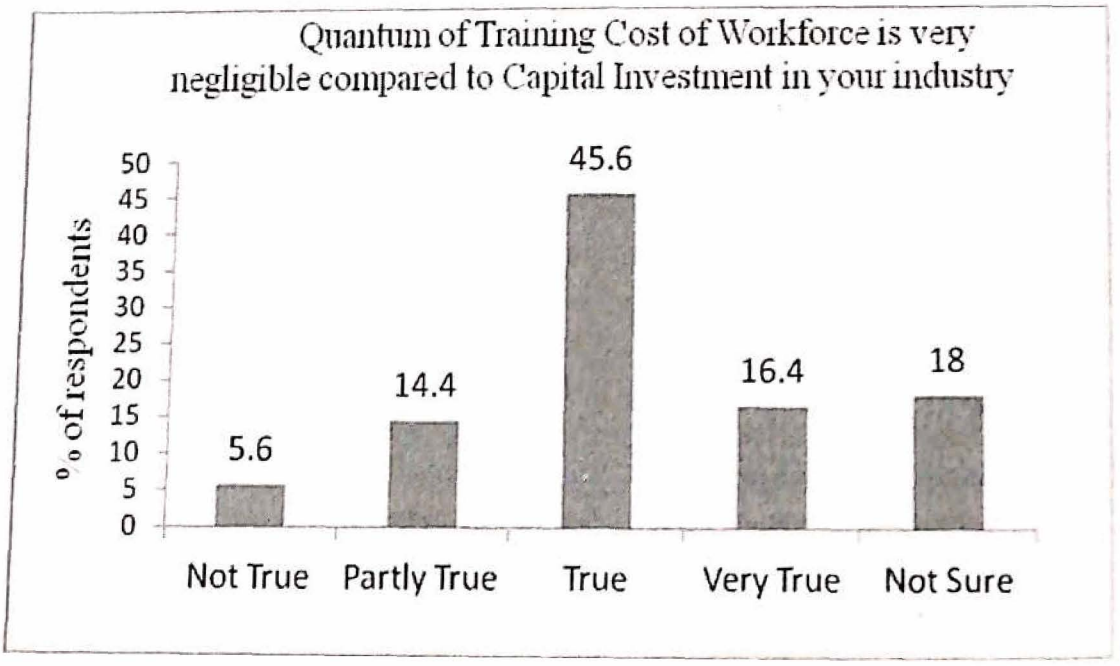
From the Figure, it is observed that about 25 percent of respondents are truly agreeing and another 12 percent of them strongly agreeing (very true) that Management has provided profitability, productivity and growth to workforce. On the contrary, about 37 percent and 18 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that management that special trainings are provided on profitability and productivity. About eight percent did not give their consent on this aspect.



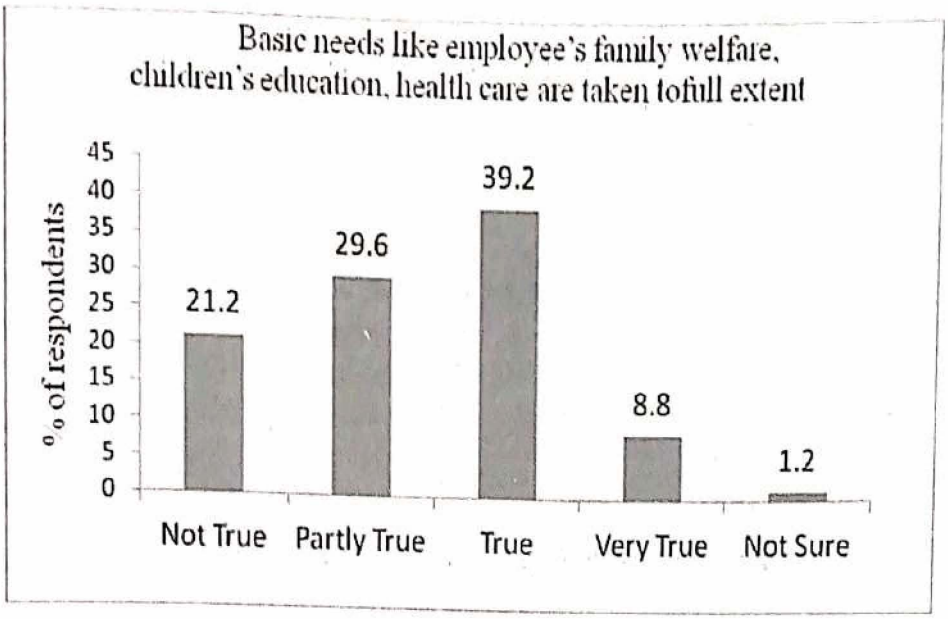
From the Figure, it is observed that about 45 percent of respondents are truly agreeing and another 14 percent of them strongly agreeing (very true) that performance and skill are the basic eligibilities with the character for the benefit of promotions. On the contrary, about eight percent and 28 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that it is not essential. About eight percent did not give their consent on this aspect.



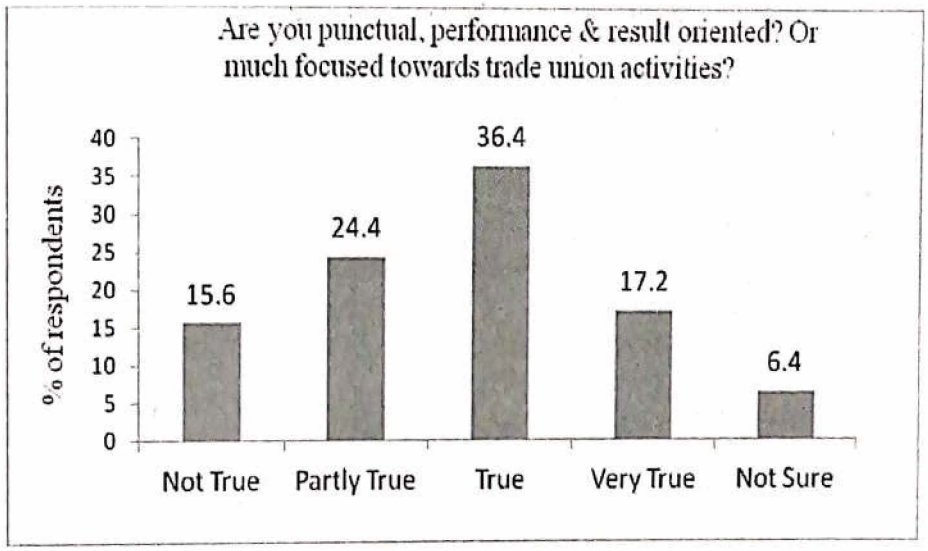
From the Figure, it is observed that about 46 percent of respondents are truly agreeing and another 16 percent of them strongly agreeing (very true) that Quantum of training cost is very negligible compared to capital investment. On the contrary, about 6 percent and 14 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that Quantum of training cost is very negligible compared to capital investment. About eight percent did not give their consent on this aspect.



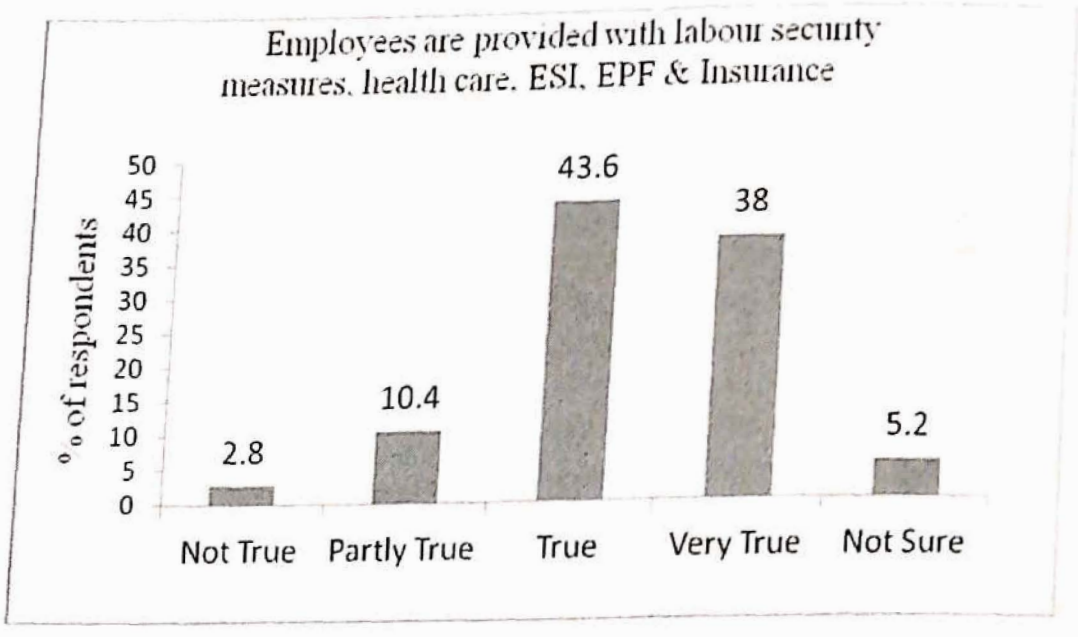
From the Figure, it is observed that about 46 percent of respondents are truly agreeing and another 16 percent of them strongly agreeing (very true) that Quantum of training cost is very negligible compared to capital investment. On the contrary, about 6 percent and 14 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that Quantum of training cost is very negligible compared to capital investment. About eight percent did not give their consent on this aspect.



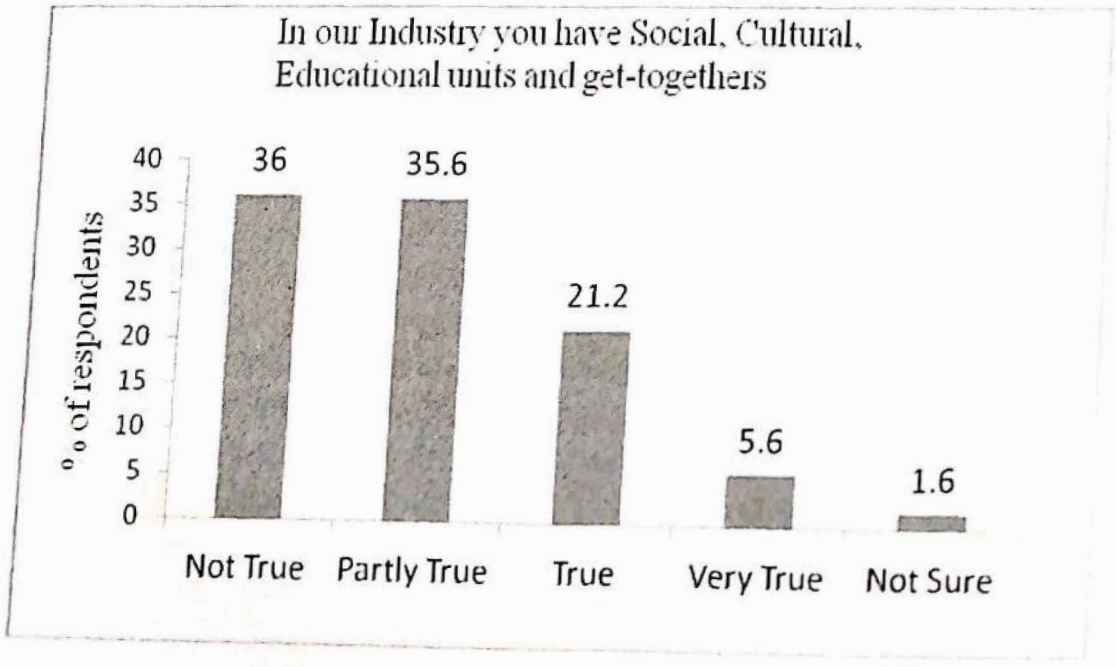
From the Figure, it is observed that about 39 percent of respondents are truly agreeing and another eight percent of them strongly agreeing (very true) that basic needs like employee's family welfare, children education, health care etc., are very well taken care by the company. On the contrary, about 21 percent and 30 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that basic needs like employee's family welfare, children education, health care etc., is very well taken care by the company.



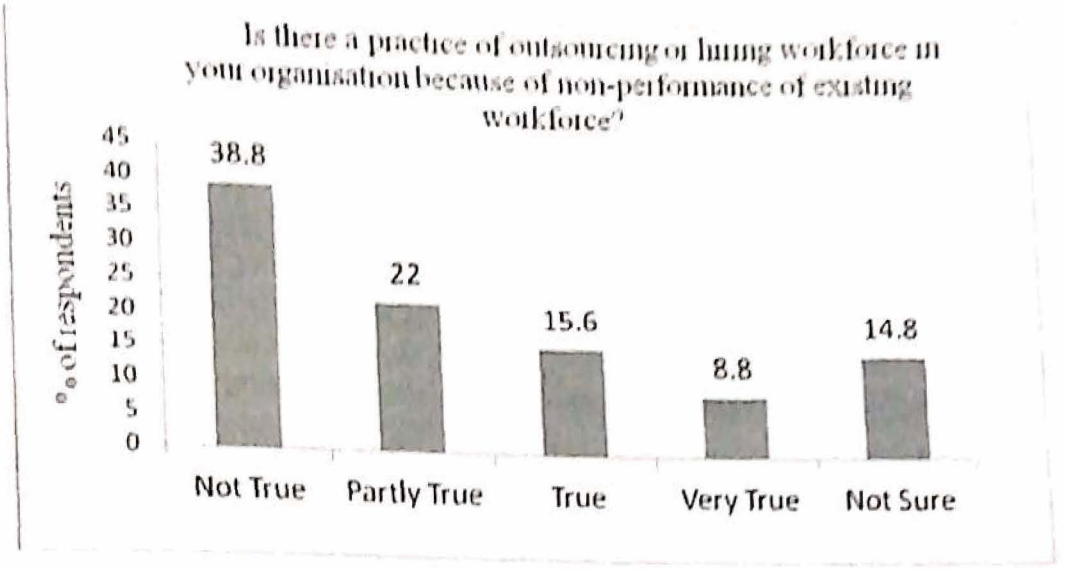
From the Figure, it is observed that about 36 percent of respondents are truly agreeing and another 17 percent of them strongly agreeing (very true) that they punctual, performance and result oriented and not much focused on other activities such as trade unions and non performing activities. On the contrary, about 16 percent and 24 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that certain workforce are not punctual and are much focused to non performing activities.



From the Figure, it is observed that about 44 percent of respondents are truly agreeing and another 38 percent of them strongly agreeing (very true) that employees are provided with labour security measures, health care, ESI, EPF and insurance by their respective organisations. On the contrary, a mere three percent and 10 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that these social security measures are not strictly followed in their company.



From the Figure, it is observed that about 36 percent of respondents are strongly disagreeing and another 36 percent of them partly agreeing (partly true) that there is space for social gatherings and cultural event based activities to be performed. On the contrary, about 22 percent and six percent of respondents truly agreeing (true) and strongly agreeing (very true) that management there is no scope for basic needs like employee's family welfare, children education, health care etc., is very well taken care by the company.



From the Figure, it is observed that about 39 percent of respondents are strongly disagreeing and another 22 percent of them partly agreeing (partly true) that there is a practice of outsourcing or hiring the workforce in their respective companies because of non performance of existing workforce in terms of delivering the goods. On the contrary, about 16 percent and nine percent of respondents truly agreeing (true) and strongly agreeing (very true) that management sometimes do outsource or hire of workforce because of non performance of existing workforce.

Conclusion

It is found and derived in the study that the better job rotation and opportunities would affect the job efficiency and learning process in the manufacturing industries. Better working and living conditions would always yield better results as the employees those who are non-performers would be motivated to put in their hard work. It is found in the study as many have opinioned that the Job opportunities and other social welfare beings have much impact on growth and productivity of industry. Out of the total respondents maximum have opinioned that the social welfare measures along with the job opportunities especially in the manufacturing industries will impact the productivity of the industry. It is also opinioned and found that those few non-performing human resources would also significantly impacts the profitability and the growth in the manufacturing sector. Hence, the study titled "The Study and the Analysis of the Job Opportunities and other Social Welfare aspects have much impact on the Growth and Productivity in the Manufacturing Industry" is evidently found and also justified by the current study.

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