

PRODUCTIVITY APPRAISAL OF EMPLOYEES WORKING IN SMALL SCALE INDUSTRIES

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Abstract—The purpose of the study is to analyse human welfare in small scale and labour oriented industries. Hence, the history turned back in some of the industries. Such as slaveries, ill treatment of employees, bonded labourers, unlimited working hours etc., they are not at all treated as a human; they are also treated as machine. This situation not only in literate people alone, people who have adequate knowledge and skills also blocked and arrested by some way of business practice. Generally, the laborers are arrested by way of providing advances. The workers are extracting much works from their employees only by way of limited pay without proper incentive. There is no congenial climate to deliver the work and remarkable reasonable relationship among employees because of high turnover.

Keywords—Labour Turnover, Manufacturing Productivity, Monetary Benefits, Organizational Culture, Working Environment.

INTRODUCTION

There are humpty number of pump sets are manufactured for different usages like industrial pump, water pump, air pump, oil pump, crusher pump, electronically vacuum pump etc., out of which, the water pump set manufacturing plays a vital role in agro based countries. In the international market of pump set manufacturing, Coimbatore district is the remarkable place for the manufacturing of various types of water pump sets like monoblock, jet, compressor, submersible, etc. The small-scale pump set manufacturing industry is one of the potential businesses in Coimbatore district and is one among the important contributors to the local economy In the Coimbatore district; several small-scale industries are doing their business successfully. The employment opportunities in these industries are very good. Hence, the diploma level education and three months training programme are enough to produce and to deliver the job in this units.

METHODOLOGY

For the purpose of analysis, ten small scale pump set manufacturing industries have been taken under the convenient random sampling method. The employees are segmented by the universal norms of skilled labour, semi- skilled labour and unskilled labour. Out of these three categories the sample were selected by using proportionate random sampling method. The total numbers of workers are 382. Which includes 180 skilled workers, 85 – semi skilled workers and 117 unskilled workers? A sample of 20 % (this is 76 workers) has been selected in each category.

(A)	Skilled	180 X 20/100	=	36.00	=	36.00
(B)	Semi – Skilled	85 X 20/100	=	17.00	=	17.00
(C)	Unskilled	117X 20/100	=	23.40	≈	23.40

For the purpose of data collection, a questionnaire was framed and mailed to the respondents. The collected primary data were used judiciously.

STATEMENT OF THE PROBLEM

Because of the impact of the developing country, mixed economy and demographic pattern of the were industry also not free from problem such as Finance, Labour, Legislation, Technology and Marketing Problem like ill healthiest competitions are the major captive problems for these industries. Out of these problems the labour problem alone took for this study.

The labour problem is the most crucial problem in these kinds of industries. Automation and utilization of advanced technologies to reduce the labour requirement is not possible in this small-scale pump set manufacturing industries. Because of smallest investment and lack of huge investment they are forced to depend on labour sources. Scarcity and procurement of labour is the main problem for owners. India is in the second place of world population, most of our population is idle population. Yet not converted as human resources. Policies adapted by Government like hundred days employment also creates the labour scarcity. The causes of cultural changes the employees are ready to deliver the work for meagre amount of salary within a sophisticated air conditional atmosphere but they are reluctant to provide the hard work even for higher salary. Similarly, the non-practice or diminishing of joint family system the employees are not able to do the work together. It creates the problems among the workers.

Employees turnover are very high in this industry. Even in some industry which crosses the ten years of service, retained only the less experienced hand of two years alone. In addition to this absenteeism, dis-satisfaction, delay in performance are the base problem in this study.

OBJECTIVES

To appraise the performance of employees and to find out the causes for employees’ problem.

ANALYSIS

The performance of the job is determined by the following relationship.

P = f (M A E) = Performance is a function of Motivation, Ability and Environment put together.

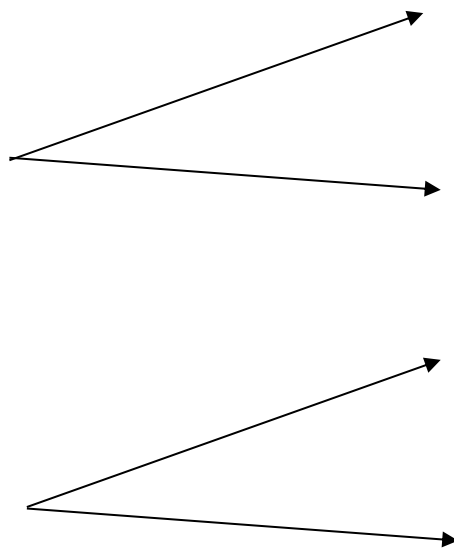
Whereas:



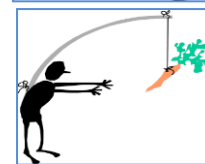
P = Performance



M = Motivation



Monetary



Non-Monetary



Personal Task



Group task

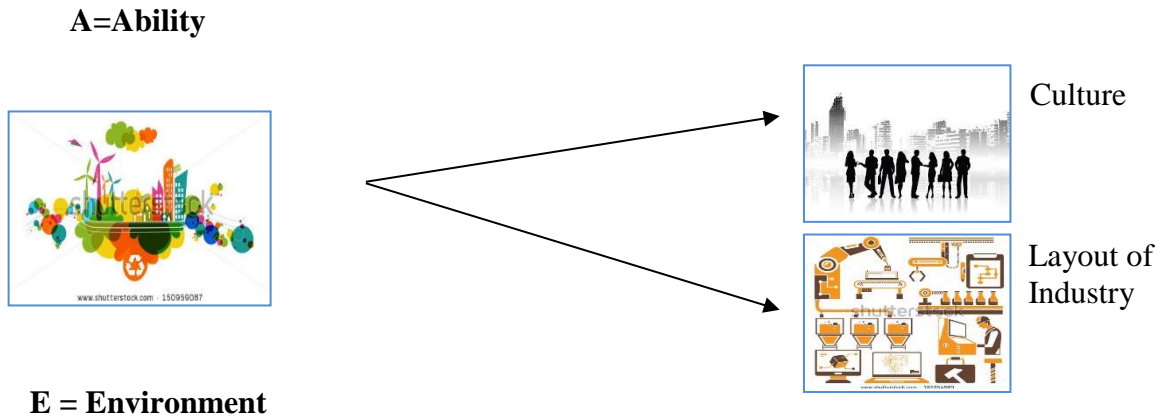
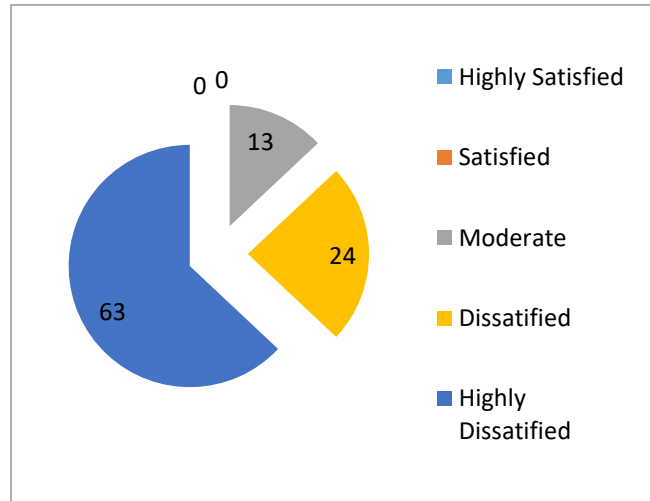


Table I
Satisfaction level regarding the monetary benefit

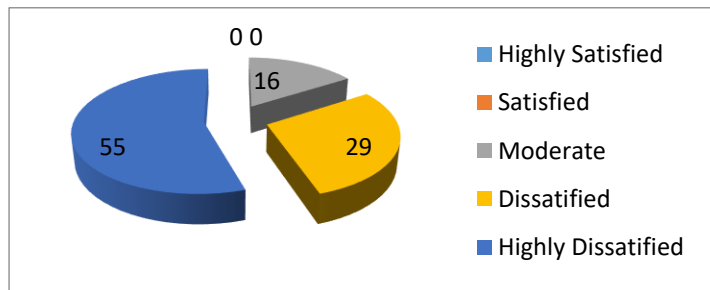
Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	---	---
Moderate	10	13%
Dissatisfied	18	24%
Highly dissatisfied	48	63%
Total	76	100%



In the table I, the researcher found that the high percentage of 63% is highly dis-satisfied about the monetary benefit given by the company. No one respondent reply highly satisfied and satisfied in this regard. An organization may extract much more work from employees only by way of reasonable pay. Without proper incentive an organization increases the work burden, the employees do not take responsibility. The duties are assigned by number of jobs. But, they are payable by monthly salary.

Table - II
Satisfaction level regarding the Non Monetary Benefit

Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	---	---
Moderate	12	16%
Dissatisfied	22	29%



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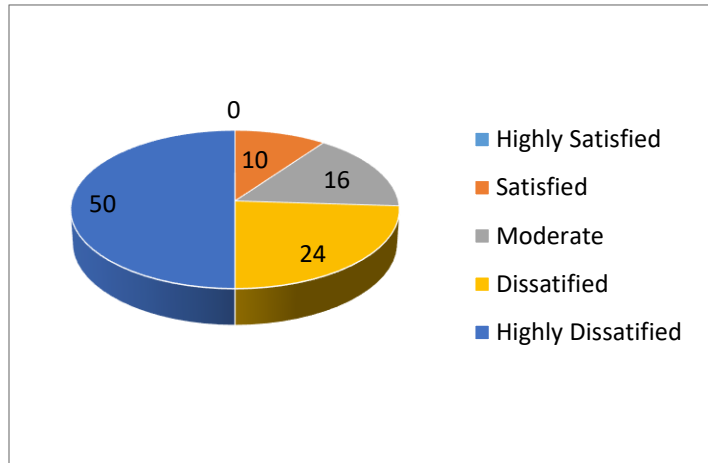
Highly dissatisfied	42	55%
Total	76	100%

The table II reveals that 55% of respondents are highly dis-satisfied about non-monetary benefit. It expresses that the negligence of staff welfare if an employee requires refreshment (tea, coffee, etc.,) during the undefined working hours, they will make a payment. Even though, that refreshment also not available after 6pm in the area. Hence, the non-monetary benefit plays an important role in the base of motivation, the organization may reveal the policies and increase the benefits.

Table – III

Satisfaction Level Regarding the Personal Task

Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	8	10%
Moderate	12	16%
Dissatisfied	18	24%
Highly dissatisfied	38	50%
Total	76	100%

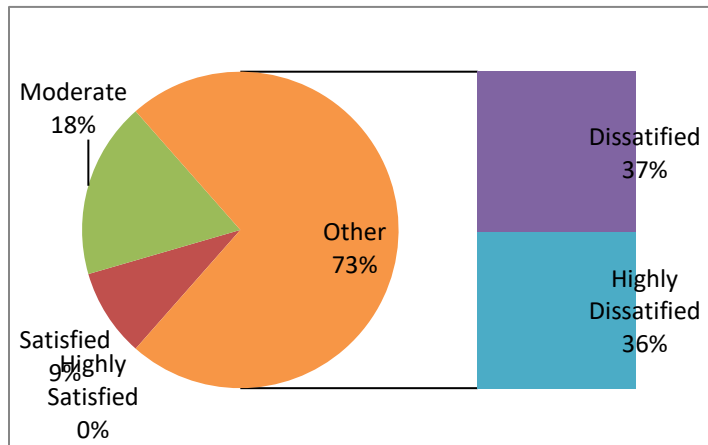


In table III, the researcher found that 50% of respondent are highly dis-satisfied. Only 10% alone satisfied. No one respondent in the level of highly satisfied regarding the personal task. The industry fixes a very high target to the employees. If an employee spent twenty-four hours with in the campus it will not be finished. There is no clarity in their work. An employee ordered by several superiors in different work at a time. Whenever the employees are in ambiguous condition. They are treated just like slaves.

Table – IV

Satisfaction level regarding the Group Task

Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	7	9%
Moderate	14	18%
Dissatisfied	28	37%
Highly dissatisfied	27	36%
Total	76	100%



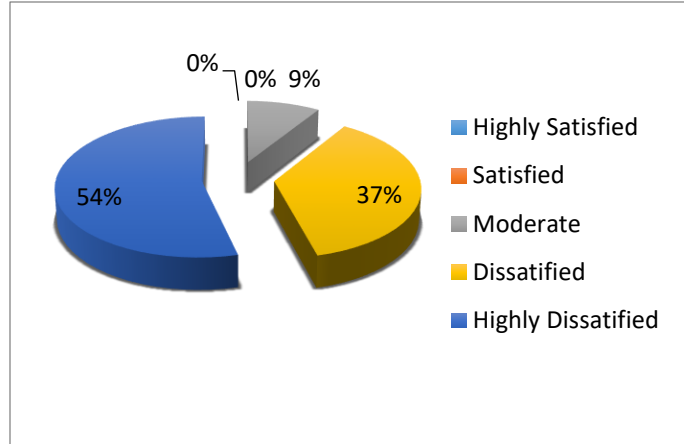
The table IV reveals that 37% of respondents are dis-satisfied and 36% of respondents are highly dis-satisfied regarding the group task. The supervisors and heads of various departments are reluctant to do any work. Actually, they have not adequate knowledge and skills. Because of lack of experienced hand, they are promoted. The supervisory and managed

staffs deliver he work only for the creation of evident for the duties assigned to employees. They are not delegate the authority. The authorities are centralized. Instead of that delegate responsibility. The illiterate owners are accepting that delegation.

Table – V

Satisfaction level regarding the organizational culture

Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	---	---
Moderate	7	9%
Dissatisfied	28	37%
Highly dissatisfied	41	54%
Total	76	100%

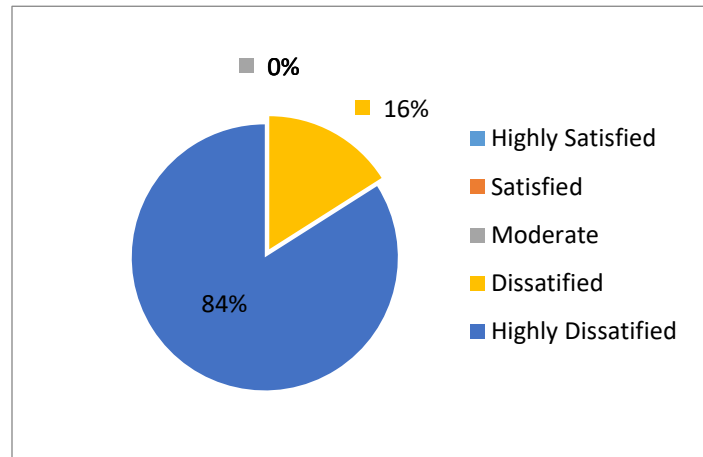


The table V shows that 54% of respondent are highly dissatisfied. 37 % are dissatisfied regarding the culture is adopted in that organization. The high-level retrenchment and lack of employee’s welfare are leaving the employees at fatigue. The industry which crossed ten years has not the experienced more than three years. Most of times the organization has not sufficient orders to retain the employees. It makes complication during the procurement of laborers.

Table – VI

Satisfaction Level Regarding the Organizational Climate

Scaling of Respondents	Number of Respondents	Percentage
Highly satisfied	---	---
Satisfied	---	---
Moderate	---	---
Dissatisfied	12	16%
Highly dissatisfied	64	84%
Total	76	100%



The table VI express that 84% of respondents are highly dissatisfied with the organizational climate. There is no congenial climate to deliver the work. Because of high turnover, there is no remarkable relationship among employees. The owners believed only the words of supervisors alone. The supervisor can focus an employee as good or bad. That’s while the conflicts are perpetual.

CONCLUSION

The industries must revise their pay roll according to their expectation of work, and then only the extraction of work is possible. The industries may give small gifts, awards and rewards to honour the loyal employees. The supervisor must regulate the all works and assign them to employees one by one. The Organization try to reduce the high-level retrenchment and lack of employee’s welfare are leave the employees at fatigue. Hence, most of times the organization has not sufficient orders to retain the employees, it’s asked to get the more order and develop the strategies for the

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retaining the workers. It is found that there is no congenial climate to deliver the work because of high turnover, there is any remarkable relationship among employees. If the employees have mental stress about all work they are not able to concentrate in current work. The industries may conduct the refreshment classes with the help of psychiatrist to reduce the stress. The supervisory and management people must be directed towards the ultimate goal instead of the creation of evidence for escape from the problem. During the working hours, the industries may provide small refreshment like tea, coffee, etc., So, the labour problem is the base for these kinds of plumbing industries. Since, automation and utilization of advanced technologies is very useful to reduce the labour requirement is not possible in this small-scale pump set manufacturing industries.

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