



RESEARCH ARTICLE

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Study of the Less-Performing Human Resources impact the growth and profitability whereas, the Periodical training provided will eliminate even these demerits in Manufacturing Industries

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ABSTRACT

This Study was conducted on the Less-Performing Human Resources in the manufacturing industries in Karnataka State. As almost all the industries, there are few less-performing employees whose non-performance will impact the overall growth of the industry, the study concludes with some research inferences to bring transformation among those by motivation, training and self-realisation of their work consciousness. 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 Less-Performing human Resources on the growth and profitability of the manufacturing industries. And it is also concluded that the periodical trainings will eliminate this demerit significantly to enhance the productivity and performance.

Keywords: Industrial Relations, Periodical Training, Manufacturing Industries, Growth and Profitability

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1. INTRODUCTION

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 respondents is categorized as under

No. of Respondents in 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

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 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 Chapter, 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 beings 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.*

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 know the impact of the non 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.

KMO and Bartlett's Test:

The KMO statistic tests whether the partial correlations among variables are small. It should be greater than 0.6 for a satisfactory factor analysis to proceed.

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

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.

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Data Analysis:

The impact of non-performing of human resources on growth and productivity in any organisation would depend on many factors. The Study has identified the following five sub factors along that drive the forward in the organisations.

The major components ruling Periodicity and Importance of training provided are -

- ❖ *Periodically trainings & workshops for up-dation of skills, motivation, morality, stress- management etc*
- ❖ *Hiring external Training Experts anytime to train the Human Resources.*
- ❖ *Importance of work to be completed in working hours*
- ❖ *Attending to recent conducted training programme orientation/motivation/up gradation.*
- ❖ *Necessity of periodical motivational training for boosting the morality to sustain performance.*
- ❖ *Training & motivating is equally important as up-gradation of Technology.*
- ❖ *Establishments of Manufacturing Industries are doing very less in Training and Motivating the workforce.*
- ❖ *Establishment or possessing of in-house counselling and training centres to attend employee's grievances.*

All these factors are very important elements for the success of growth and profitability. In order to achieve the above Objective, a detailed analysis of these factors has been carried out in the study with the help of the correlation studies between the variables grouped in to several factors with the average rating score of non performing HR resource on growth and productivity.

All these factors seem to be very important elements for the success of growth and profitability. In order to achieve the above Objective, a detailed analysis of these factors has been carried out in the following paragraphs with the help of the correlation studies between the variables grouped in to several factors with the average rating score of non performing HR resource on growth and productivity.

The correlation between the parameters of non performing HR resource with Periodicity and Importance of training provided is tabulated as below:

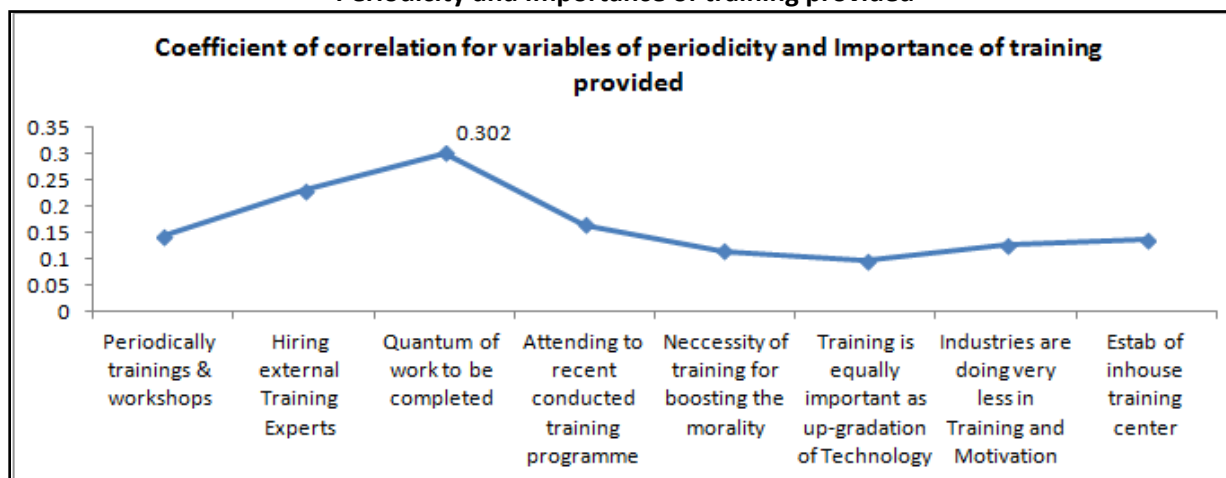
Spearman's correlation coefficients for the variables of Factor "Periodicity and Importance of training provided "

Parameters of Impact on non performance of HR resources on Periodicity and Importance of training provided	1.0000
In your Industry there are periodically trainings & workshops for up-dation of skills, motivation, morality, stress- management etc.	0.143
Does your organisation hire Training Experts anytime to train the Human Resources anytime from outside?	0.231
In your organisation, out of your working hours, how much do you think you are fully performing?	0.302
Have you recently attended any orientation/motivation/ up gradation training recently to update your skill & knowledge?	0.165

The human resources needs periodical motivational training for boosting their morality to sustain performance	0.114
Training & motivating is equally important as up-gradation of Technology.	0.096
Establishments of Manufacturing Industries are doing very less in Training and Motivating the workforce	0.127
Establishment or possessing of in-house counselling and training centres to attend employees grievances	0.139

All these correlation coefficients are depicted in the following graph:

Correlation Coefficients for the variables of “Periodicity and Importance of training provided”

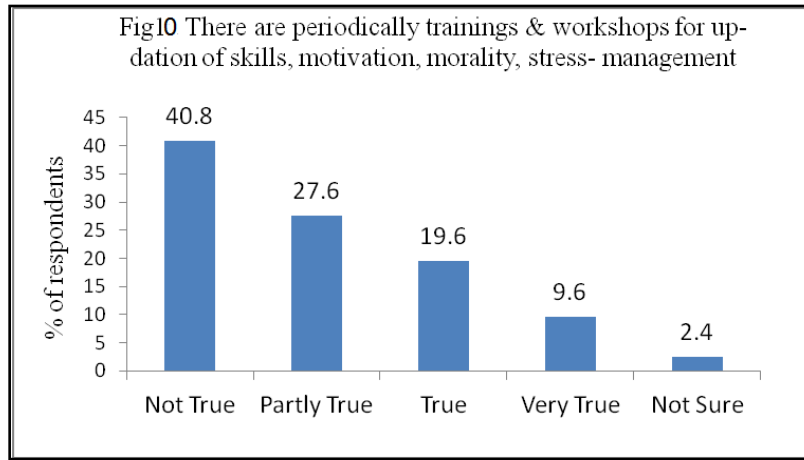


The first parameter of the Importance of training provided is “Periodically trainings & workshops for up-dation of skills, motivation, morality, stress- management etc”. The correlation of this variable with the average rating score of the parameters of non performing Human resource is found to be 0.143. This implies that the association between these two variables can be explained to an extent of meagre 2.044 percent. The parameter “Hiring external training experts” has a positive correlation which is moderate also to an extent of 5.33 percent with the periodicity and with the average rating score of the parameters of non performing Human resource of growth and productivity. The parameter “Importance of work to complete in working hours” has a very low degree of positive association with the average rating score of the parameters of non performing Human resource of growth and productivity to an extent of 9.124 percent.

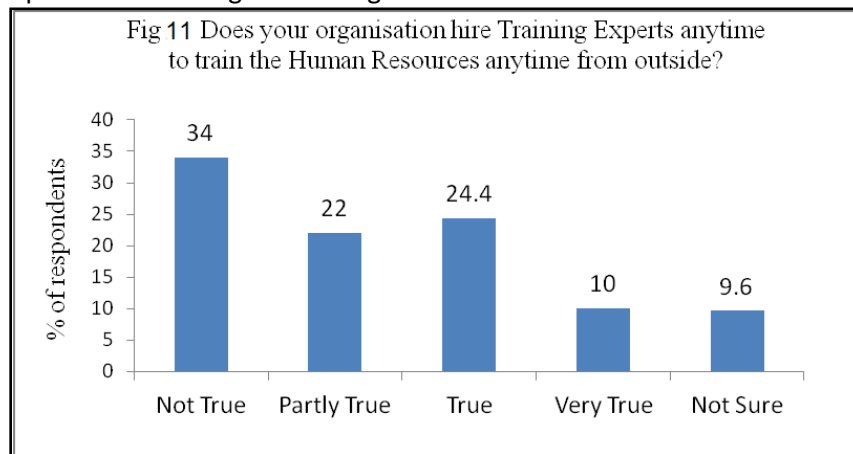
There is a positive and low degree of correlation of the parameter “attending to recent conducted training” with the average rating score of the parameters of non performing Human resource of growth and productivity and is found to be 2.72 percent. There is mere 1.23 percent of positive and moderate degree of association between the “necessity of training for boosting the morality and similarly a very low degree 0.921 percent of association between “Training is equally important as up-gradation of Technology” and the average rating scores of the parameters of non performing Human resource of growth and productivity. Finally, a positive correlation of 0.127 between “Industries are doing very less in Training and Motivating the workforce” and again a positive correlation between “Establishment of in-house counselling and training centres to attend employees grievances” and average rating scores of the parameters of non performing human resource of growth and productivity.

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 to be “periodically trainings & workshops for up-dation of skills, motivation, morality, stress- management etc.” with the correlation coefficient being highest at 0.143. This shows that less importance is given to training whatever it may be, relating to the organisation & the employees, within the workforce. This has led to higher non performance of human resources on growth and productivity which makes the path of success not enhancing the degree of good human resources in the organisations.

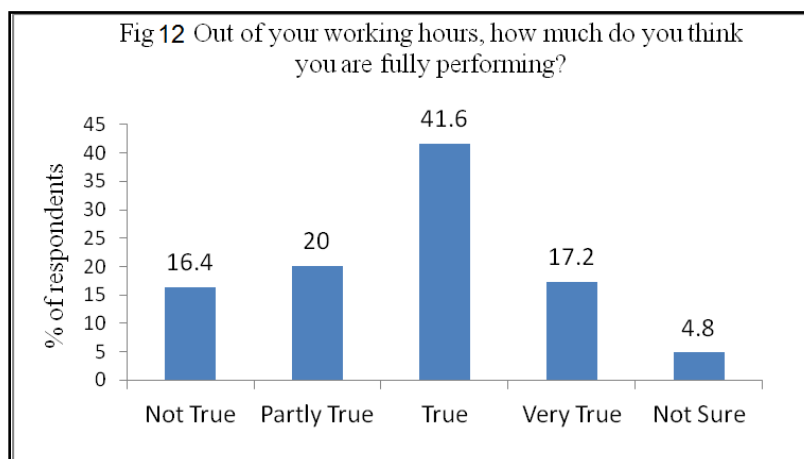
Graphical Representation of variables of Periodicity and Importance of training provided:



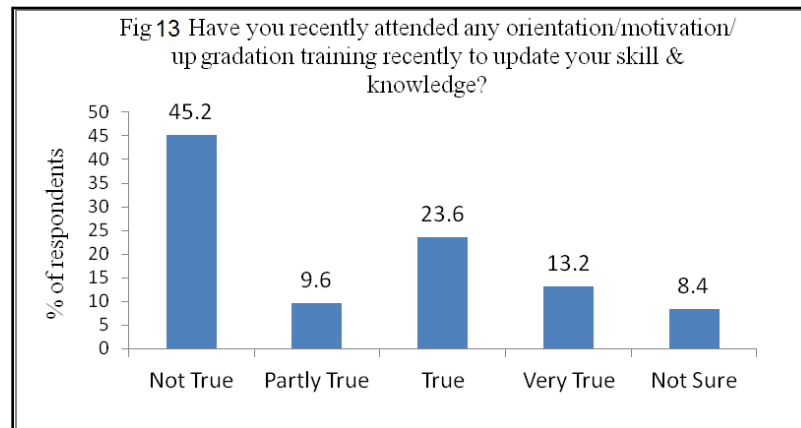
From Figure, it is observed that about 41 percent of respondents are not all truly agreeing and another 28 percent of them partly agreeing (partly true) that there is no periodical training and workshop on human resources that is required to upgrade the skill, motivation and morality and stress management. This clearly indicates the lack of training programme and necessity of training programmes of human resources. On the other, about 20 percent and ten percent of respondents said that training there is a periodical training in their organisation.



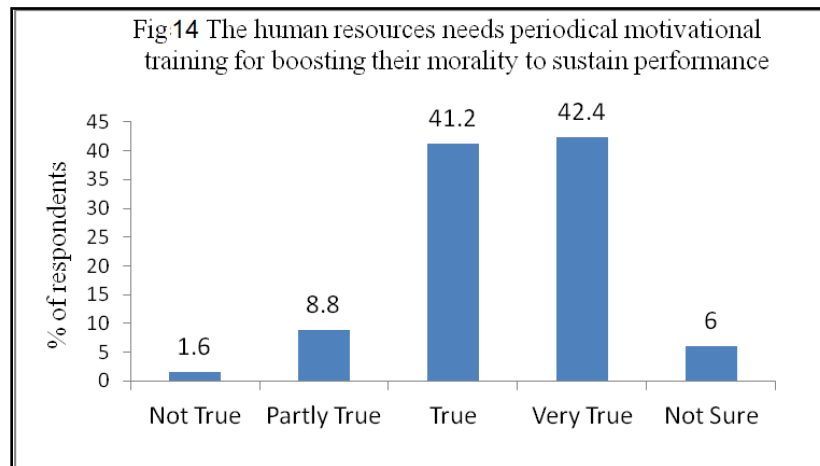
From Figure, it is observed that about 34 percent of respondents are not truly agreeing and another 22 percent of them partly agreeing that their respective firms have or rather do not hire training experts from outside anytime from external source on human resources needs on growth and productivity. On the other, about 24 percent and ten percent of respondent agreed (true) that their respective organisation would indeed hire external experts on to train their internal staff on human resources. About 10 percent of respondents informed that they are not aware of any hiring of external experts to train on human resources.



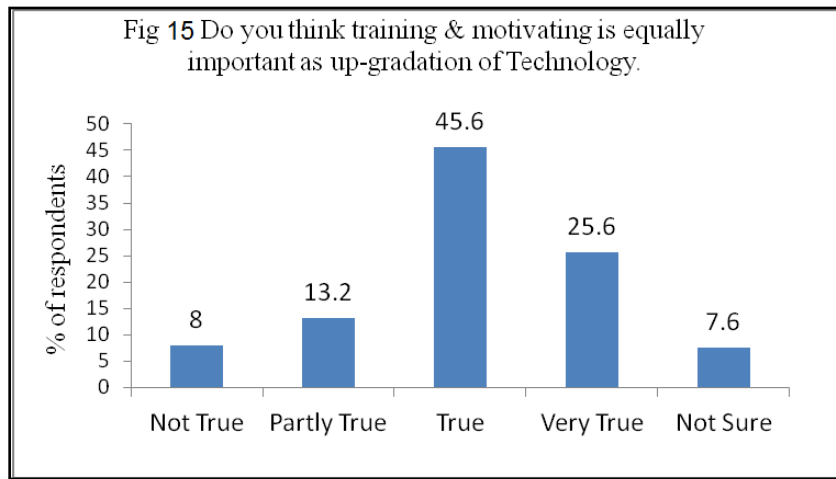
From Figure, it is observed that about 42 percent of respondents are truly agreeing and another 18 percent of them strongly agreeing (very true) that they are fully performing their duties of the total working hours in their respective organisation. Interestingly about 20 percent and 17 percent of respondents disclosed that there is no complete performing of duties within the stipulated working hours.



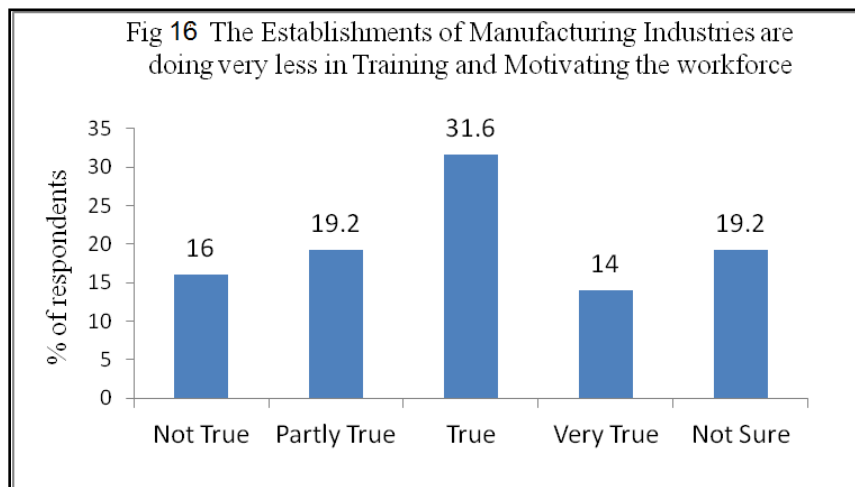
From Figure, it is observed that about 46 percent of respondents are not truly agreeing and another 10 percent of them partly agreeing (partly true) that they have not attended any training programme in recent times in updating the skill and knowledge on human resources. However about 24 percent and 13 percent of respondents said that they have indeed attended certain orientation and motivation training program in recent times to upgrade their skill on human resources towards positive impact on growth and productivity.



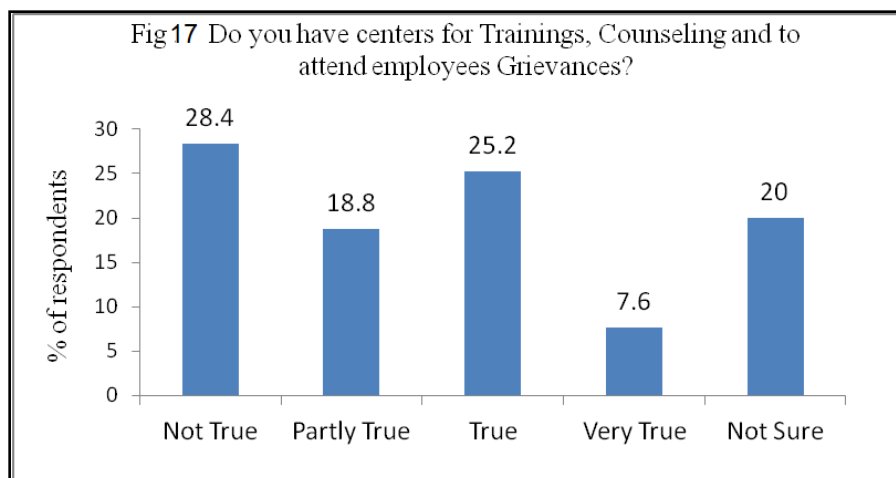
From Figure, it is observed that about 41 percent of respondents are truly agreeing and another 42 percent of them strongly agreeing (very true) that human resources needs periodical motivational training for boosting their morality to sustain performance. This clearly indicates the necessity of training programmes of human resources. About 2 percent and nine percent of respondents said that training would have little impact on growth and productivity.



From Figure, it is observed that about 46 percent of respondents are truly agreeing and another 26 percent of them strongly agreeing (very true) that training in human resources is equally important as up gradation of technology. About 13 percent and eight percent of respondents said that training in human resources is not so much important as compared to technical training. About eight percent remained neutral on this aspect.



From Figure, it is observed that about 32 percent of respondents are truly agreeing and another 14 percent of them strongly agreeing (very true) that manufacturing industries are doing very less in training and motivating the workforce. About 16 percent and 19 percent of respondents said not completing agreeing and partly agreeing to the fact that there is less training pertaining to motivation of workforce. Another 19 percent remained neutral on this aspect.



From Figure, it is observed that about one fourth (25 percent) of respondents are truly agreeing and another 8 percent of them strongly agreeing (very true) that there exists training centres, counselling and to attend employees grievances in their respective organisations. However, about 28 percent and 19 percent of respondents said that there is no provision for such infrastructures such as training centres, counselling and to resolve employee's grievances. About 20 percent remained neutral on this aspect.

Conclusion: It is derived and found that in the manufacturing industries, how the Non-Performing Human Resources impact the growth and profitability whereas, the Periodical training provided will eliminate even these demerits by periodical and regular training and motivations. It is opined by many respondents irrespective of the demographical variations that there are a few less or non-performers who are impacting both the productivity and growth. But the concerned managements which are doing very less as for as this issue is concerned, can much motivate them by still better and stringent methods to reach the organisational goals.

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