

A Study of Labour Welfare Practices & Employee Job Satisfaction in Medium Scale Automobile Industry in Aurangabad

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Introduction

Labour welfare plays a vital role in any industrial society in all countries welfare work in taken to be an integral part of the industrial management. The concept of job satisfaction has gained much importance in modern time. The worker and employer both are concerned with it. A person with a high level of job satisfaction holds positive attitudes about his job. While a person who is dissatisfied with his job holds negative attitude about his job.

Review of literature

1. A plethora of research is available on the impact of HR practices on perceived employee performance. For example, Huselid (1995) in his famous article “the impact of human resource management practices on turnover, Productivity, and corporate financial performance” took eleven human resource management practices which are personnel selection, labour management participation, incentive compensation, performance appraisal, grievance procedures, information sharing, job design, attitude assessment, recruitment effort. Promotion criteria and employee training. He found a significant relationship between high work practices such as compensation and employee outcomes.

2. Teseema & soeters (2006) in their famous article “challenges and prospects of HRM in developing countries : testing the HRM- performance link in Eritrean civil service “took eight HRM practices which are recruitment and selection practices, placement practices, training practices, grievance procedure and pension or social security. They found a significant relationship between HRM practices and perceived employee performance. Managers who hold human relation theory of participation belief simply in involvement, arguing that as long as subordinates feel that they are participating and are consulted. Their ego needs will be satisfied and they will be more cooperative (Richie and miles, 1970).

3. M. Sareen and Sarikatomar in their article, “sustainable competitive advantage gaining through strategic HRM”(2000),go on that until two decade ago the contribution of human resource management was considered peripheral to the organization’s growth and development they further mention that in recent years there has been a shift in thinking –it is the human resource that is the critical factor in the success of one organization a chance to gain sustained competitive advantage. To cope up with the shift in the external environment successfully, business organization requires a further shift in the operation of the human resource department and in the attitudes of the management.

4. Casino (1991) argues that the financial returns associated with investments in progressive HR practices are generally substantial. Russel, trevor and powers (1985) demonstrated a link between the adoption of employment training programs and financial performance. The use of performance appraisals (Burma 1991) and linking such appraisals with compensation has also been consistently connected with firm profitability (Gerhart and milkovich 1990). Koch and McGrath (1996) reported that firms using more sophisticated staffing practices (planning, Recruiting and selection) had higher labour productivity.

5. Huselid (1995) reported that HR practices can influence firm performance through provision of organizational structures that encourage participation among employees and allow them to improve and redesign how their jobs are performed. green, Whitten and Medlin (2006) reported that organization that vertically aligned and horizontally integrated HR function and function employees who exhibited improved individual and organizational performance. Since the purpose of human resource management practices is to more effectively manage people. It is intuitive that the impact of effective human resource management would be felt first at the employee level.

6. The study by Gani (1993) stressed upon the importance of non-wage incentives .which comes under the purview of non- statutory labour welfare facilities. Moreover the various aspects of the job in which majority of the workers were highly dissatisfied are part of labour welfare facilities. It determined the level of job satisfaction experienced by workers. However the research did not study the influence of the dimensions of quality of work life or in other words the labour welfare facilities

on job satisfaction nor did it study the influence of personal variables, hierarchy, and that of statutory and no statutory welfare facilities on job satisfaction.

7. The study of Reddy and Rajendran (1993) on organizational commitment and work satisfaction among industrial workers .attempted to determine the organization commitment and work satisfaction of 200 workers in two public and private sectors .the findings of the study revealed the majority of the workers experienced high level of job satisfaction. While others experienced moderate and low level of job satisfaction.

8. A study by Sharma and Jyoti (2006) titled job satisfaction among school teachers conducted on a random sample of 120 equally represented government and private school teachers in Jammu city (at primary and secondary school levels) revealed that the degree of job satisfaction secured by teachers is not high and the reason lies in insufficient pay. Unless the physical needs, which require money, are satisfied, an employee will not be tempted to achieve higher order needs .

9. Rajagopalrao (2002-03) research on employee ‘attitude towards organization and management in urban co-operative banks : a study observed employee’s attitude towards their organizations and management in urban co-operative banks . among a sample of 500 employees of twenty urban cooperative bank , most of the respondent were happy with their organization majority of the respondents opined that they were very happy with their organization, while some of them expressed that they were not happy with their organization.

10. Hariharamhadevan and Amirtharajan (1997) article titled job satisfaction of nationalized bank officer –summery of a study studied job satisfaction among nationalized bank officers in the middle and junior level (representing 80 percent of total strength of officers) in the southern part of Tamilnadu. Finding revealed that majority of the respondents were dissatisfied with their job.

11. Most organizations are faced with the difficult but vital task to implement transformation processes (Denton & Vloeberghs 2003). The process of transformational change are radical non-incremental and are associated with high risk decision making (Meyer & Botha 2000). Cummings and Worley (2008, p. 505) stated that the transformation process occurs in response to or in anticipation of major changes in the organization’s environment and technology.

12. In a study by Katuwal and Randhawa (2007) titled A study of job satisfaction of public and private sector Nepalese Textile Workers. An investigation was made to compare the job satisfaction of 372 workers in the public and private textile sectors in Nepal. The sample was selected on the basis of stratified random sampling. The results of the study revealed that few of the textile workers were highly satisfied with their job, while the remaining showed either moderate or low levels of job satisfaction.

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