THE STUDY AND TO ANALYSIS OF HOW THE BETTER PERFORMANCE OF HUMAN RESOURCES BRINGS THE PROGRESS IN MANUFACTURING INDUSTRIES WHICH, IMPACTS THE OVERALL INDUSTRIAL PROGRESS

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ABSTRACT

The captioned study was done in manufacturing industries of Karnataka State. As the manufacturing industries depend only on men and materials for reaching its organisational goals, the performance of the employees plays a vital role in attaining and sustaining the growth and profitability of the manufacturing industries. The study concludes with vital inferences and suggestions which are derived scientifically after the study which suggests some of the technologies which will enhance the performance and production of especially less-performing employees. The study justifies the title in question by its findings and research analysis focusing much on manufacturing industries.

Key Words Human Resource Management, Quality, Productivity, Manufacturing Industries, Un-organised Sector of Industries

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 into 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

<table>
<thead>
<tr>
<th>Company Type</th>
<th>No. Of Industries</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Companies</td>
<td>05</td>
<td>50</td>
</tr>
<tr>
<td>Public Sector Companies</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Private Sector Companies</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total No. of Respondents</strong></td>
<td><strong>25</strong></td>
<td><strong>250</strong></td>
</tr>
</tbody>
</table>

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-variety 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.

<table>
<thead>
<tr>
<th>KMO and Bartlett's Test</th>
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<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Sig.</td>
</tr>
</tbody>
</table>

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.

**STUDY AND ANALYSIS OF HOW THE BETTER PERFORMANCE OF HUMAN RESOURCES BRINGS THE PROGRESS IN MANUFACTURING INDUSTRIES WHICH, IMPACTS THE OVERALL INDUSTRIAL PROGRESS**

As ours is the developing country, in our country’s growth and development, the manufacturing sector is playing a major role since and before our independence. The organisational performance especially in the manufacturing industries depends on the employee’s individual performance because the principle component of an organisation is the human resources or people at work. Hence it is a chain starting from employee’s performance which affects the organisational performance which ultimately impacts the national progress and completes its cycle.
The performance of an employee always depends on many factors like inter-personal relations, inter-depending and interactions, physiological, psychological, sociological, ethical and economical factors which ultimately decides his willingness to work and participate. Therefore, unless periodically motivated or his morale is boosted, he naturally loose his interest to perform with putting his efforts to the full extent that too every time. Because, it is the management’s objective to extract the work out of an employee especially in the manufacturing sector to derive profitability and reach its organisational goals.

Many of the manufacturing industries are not able to compete and grow with profitability because of many reasons like their plant and machinery are obsolete, their organisational goal does not match their designing of the organisation, labour, poor skills of the work force along with other factors like inflation, global competition etc., And the major one more concerned is, including public sector and Government enterprises, the manufacturing industries depends only on the honest and hard working employees to reach its target or organisational goals without even bothered to train and motivate the less or non-performing human resources, who take shelter under many categories to either avoid the work or to wilfully get away with the establishment’s benefits without working or any efforts. The Management of Man or the manpower management is a most crucial job for the management which is forever as long as the industry exists especially in the manufacturing industries.

In the manufacturing sector, only the performance of the Human Resource Force would drive the productivity in any manufacturing industries. Because, the Industry or the Organisation is mainly consists men and materials, the individual performance of an employees is the paramount measuring scale because the employee works always with his own set of needs, drives, goals, experiences and mindset to reach the target. Everyone is having their own physical and mental capabilities and different attitudes towards their outside world depending on various factors. Therefore, especially in the manufacturing sector, there should be periodical Trainings of Technological and Personality Development for the Human Resource, along with the compensation for additional hour of work to be adequately paid to employee to motivate him for having put his honesty and extra hard work to reach the target or the organisational goals.

As the Economy and growth of our country is depending majorly on the Agriculture and the Manufacturing sector, the manufacturing industries play a very major role in the productivity and the growth of our nation. All types of industries from Government, Public Sector and the Private Sector industries even though are making maximum utilisation of their work force, but still a few workmen in various categories collectively who can make a group itself are not performing which is a matter of great concern today. Irrespective of their standing, if these less or non-performers are motivated to perform to their best abilities, no wonder the performance, profitability and the growth of the organisation will surely rise to a new horizon. So, the collective performance and production is going to add up to not only the organisational growth, but ultimately it is going make a significant impact on the national growth as well. Because, the national performance as it is said already depends much on agricultural and the industrial
growth and profitability, especially in our country. Now, let us see some of the statements or the factors, which analyses the industrial performance.

**DATA ANALYSIS**

The better performance of human resources on growth and productivity basically depends in understanding the technology aspects and motivation to work effectively and self realisation. In order to address this objective, the Study has identified the following five sub factors along that drive the forward in the organisations.

The major components ruling technology aspects and motivation to work & realisation are -

- The Management depends only on truly workforce to reach the target without expecting work from non-performers.
- The organisational goal matches the designing of the organisation, Labour, updated plant & machinery including supervisory skills.
- Performance of the Human Resource Force which would drive the productivity in any manufacturing industries.
- There should be Periodical Trainings of Technological and Personality Development for the Human Resource.
- Compensation for additional hour of work to be adequately paid to employee.
- As a decision maker, would you advise for training of workforce in motivation, morality and self-realisation?
- Is there a practice of retiring or reduction practice especially due to non-performance in your organisation?
- The Management is not sufficiently doing to motivate the non-performing workforce to reach their organisational goals.
- Awareness about the Morality and Self-realisation in Human Recourse Management.

**Awareness about the Morality and Self-realisation in Human Recourse Management**

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 sub factors.

The correlation between the parameters of non performing HR resource with *technology aspects and motivation to work & realisation* is tabulated as below:

* Spearman’s correlation coefficients for the variables of Factor “Technology aspects and motivation to work & realisation”
Parameters of Impact on **technology aspects and motivation to work & realisation** in the firm

<table>
<thead>
<tr>
<th>Description</th>
<th>Correlation Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Management depends only on truly workforce to reach the target without expecting work from non-performers.</td>
<td>0.397</td>
</tr>
<tr>
<td>The organisational goal matches the designing of the organisation, Labour, updated plant &amp; machinery including supervisory skills</td>
<td>0.327</td>
</tr>
<tr>
<td>Performance of the Human Resource Force which would drive the productivity in any manufacturing industries.</td>
<td>0.469</td>
</tr>
<tr>
<td>There should be Periodical Trainings of Technological and Personality Development for the Human Resource</td>
<td>0.240</td>
</tr>
<tr>
<td>Compensation for additional hour of work to be adequately paid to employee.</td>
<td>0.478</td>
</tr>
</tbody>
</table>

As a decision maker, would you advise for training of workforce in motivation, morality and self-realisation? 0.233

Is there a practice of retiring or reduction practice especially due to non-performance in your organisation? 0.371

The Management is not sufficiently doing to motivate the non-performing workforce to reach their organisational goals. 0.387

Awareness about the Morality and Self-realisation in Human Recourse Management. 0.171

All these correlation coefficients are depicted in the following graph:

**Correlation Coefficients for the variables of**

**“Technology aspects and motivation to work & realisation”**
The first parameter of the technology aspects and motivation to work & realisation is “The Management depends only on truly workforce to reach the target without expecting work from non-performers”. The correlation of this variable with the average rating score of the parameters of non performing Human resource is found to be 0.397. This implies that the association between these two variables can be explained to an extent of meagre 15.76 percent. The parameter “The organisational goal matches the designing of the organisation, Labour, updated plant & machinery including supervisory skills” has a positive correlation which is moderate also to an extent of 10.69 percent with the average rating score of the parameters of non performing Human resource of growth and productivity. The parameter “Performance of the Human Resource Force which would drive the productivity in any manufacturing industries” 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 21.9 percent.

There is a positive and low degree of correlation of the parameter “There should be Periodical Trainings of Technological and Personality Development for the Human Resource” with the average rating score of the parameters of non performing Human resource of growth and productivity and is found to be 5.76 percent. There is 22.84 percent of positive degree of association between the “Compensation for additional hour of work to be adequately paid” and the average rating scores of the parameters of non performing Human resource of growth and productivity. Furthermore, a very low degree 5.42 percent of association between “As a decision maker, would you advise for training of workforce in motivation, morality and self-realisation” and a positive correlation of 13.76 between “Is there a practice of retiring or reduction practice especially due to non-performance in your organisation” and the average rating scores of the parameters of non performing Human resource of growth and productivity.

There is a positive and low degree of correlation of the parameter “The Management is not sufficiently doing to motivate the non-performing workforce to reach their organisational goals” with the average rating score of the parameters of non performing Human resource of growth and productivity and is found to be 14.97 percent. There is a positive and low degree of correlation of the parameter “Awareness about
the Morality and Self-realisation in Human Resource Management.” with the average rating score of the parameters of non performing Human resource of growth and productivity and is found to be 2.92 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 to be “Compensation for additional hour of work to be adequately paid to employee.” with the correlation coefficient being highest at 0.478. This shows the value of money and if the workforce is adequately compensated for their additional hour of service would definitely makes the path of success which enhances the degree of good human resources in the organisations.

**GRAPHICAL REPRESENTATION OF VARIABLES OF TECHNOLOGY ASPECTS AND MOTIVATION TO WORK & REALISATION**

![Graph](image)

From Figure, it is observed that about 41 percent of respondents are truly agreeing and another 20 percent of them strongly agreeing (very true) that Management depends only on truly workforce to reach the target without expecting work from non-performers. On the contrary, about 26 percent and 12 percent of Respondents strongly disagreeing (not true) and partially agreeing (partly true) that management most often depends on workforce that delivers the goods and ignore the non performers.
From Figure, it is observed that about 49 percent of respondents are truly agreeing and another eight percent of them strongly agreeing (very true) that the organisational goal matches the designing of the organisation, Labour, updated plant & machinery including supervisory skills in their organisation. On the other, about six percent and 27 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that often the goals does not match to the designing of organisation, labour and machineries.

From Figure, it is observed that about 36 percent of respondents are truly agreeing and another 30 percent of them strongly agreeing (very true) that performance of human resource force would drive more productivity in industries. On the contrary, about two percent and 19 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that performance of HR would not drive for better productivity. About 14 percent of respondents did not give their content on this aspect.
From Figure, it is observed that about 51 percent of respondents are truly agreeing and another 25 percent of them strongly agreeing (very true) that there should be periodical training on technology and personality development on HR. About two percent and seven percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that training on both technical and non-technical aspect (like HR) do not significantly contribute to growth and profitability of the company. About 16 percent of respondents remained neutral.

From Figure, it is observed that about 40 percent of respondents are truly agreeing and another 30 percent of them strongly agreeing (very true) that they do work for additional hours apart the stipulated working time in case they are compensated adequately. On the other, about 11 percent and 13 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that they would not work beyond the stipulated working hours.
From Figure, it is observed that about 48 percent of respondents are truly agreeing and another 36 percent of them strongly agreeing (very true) that they would advise for training of workforce in motivation, morality and self-realisation which is very much essential for the growth and productivity of manufacturing sector. On the other, a mere four percent and six percent of respondent strongly disagreeing (not true) and partially agreeing (partly true) it is not worthwhile to advise for training of workforce in motivation, morality and towards self-realisation in the present scenario. About 10 percent of respondents neutral this remain.

From Figure, it is observed that about 57 percent of respondents are not truly agreeing and another 10 percent of them partly agreeing that the policy of retiring or reduction practice of non-performance workforce do not exist in their respective companies. On the other, only eight percent and six percent strongly and partially agreeing that such a policy is followed.
From Figure, it is observed that about 28 percent of respondents are not truly agreeing and another 30 percent of them partly agreeing that management is not sufficiently doing its efforts in motivating the non-performing workforce to reach their organisational goals. On the other, about 16 percent respondents agree (true) and the same percent strongly agreeing (very true) that their respective organisation is indeed giving more emphasis on motivating the non-performing workforce in order to achieve their organisational goals. About 10 percent of respondents failed to provide their consent on this aspect.

From Figure, it is observed that about 33 percent of respondents are truly agreeing and another 12 percent of them strongly agreeing (very true) that they are completely aware about the morality and self-realisation in human resource management. On the other, about 10 percent and 24 percent of respondents strongly disagreeing (not true) and partially agreeing (partly true) that they are completely aware about the concept of
morality and self realisation in human resource management. Interestingly, about 22 percent of respondents did not give their consent on this aspect.

REFERENCES:

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CONCLUSION

It is studied, analysed and derived in the study that the better performance of the individual which contributes to the overall performance, production and growth of the organisation itself would ultimately affects the overall progress of the industry itself in a long way. It is found in the study that the better performance of Human Resources brings the manufacturing industries is only possible when even those few less or non-performing human resources are cared, motivated to participate and put in their honest and hard work to reach the organisational goals.