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IMPACT OF TRAINING ACTIVITIES & LABOUR WELFARE PROVISIONS ON ORGANIZATIONAL PRODUCTIVITY

(WITH SPECIAL REFERENCE TO DABUR INDIA LIMITED)

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ABSTRACT

In India, many enterprises implement various training activities as well as labour welfare provisions to enhance their overall productivity. Today the FMCG sector is the fourth largest sector in Indian economy and the Dabur India Ltd. is India's fourth largest FMCG Company. Now a days, Employee training has been a great matter of concern and attention by many FMCG firms. The present study is based on identifying the training and development activities and various labour welfare provisions that contribute to the productivity of the FMCG (Dabur India Ltd) company. The scope of labour welfare provisions can be interpreted with the various stages of employee development, organizational excellence and its productivity. The research design used in the study is exploratory and descriptive. Based on the convenience of the employees, the sample was selected. The combination of primary and secondary data includes a total number of 100 respondents (employees) on whom the survey was conducted. The secondary data was collected through various sources like text books, websites, company manuals and records etc. From the study, it was found that majority of employees were highly satisfied and motivated as a result of implementation of labour welfare provisions and usage of training –development activities.

KEYWORDS

Labour welfare measures, training and development activities, organizational productivity etc.

1. INTRODUCTION

Training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization. Training is systematic development of the knowledge skills and attitude required by the employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job, in the organization or outside organization. Adeniyi (1995) observe that employee training and development is a work activity that can make a very significant contribution to the overall effectiveness and productivity of an organization. He therefore provide a systematic approach to training which encases the main element of training. The objectivity of training and development and its continued learning process has always been leverage with the FMCG industry and now it has become rather an over arching trend of social needs, emphasizing the organization must inculcate learning culture as social responsibility. It has also been proved by many studies done earlier there is a sound linkage between various training activities and different factors of organizational productivity (Delery and Doty 1996; Becker and Huselid 1998). Human resources are the valuable assets of the any organization, with the machine, material and even the money, nothing gets done without manpower. The term welfare suggests the state of well being and implies wholesomeness of the human being. It is a desirable state of existence involving the mental, physical, moral and emotional factor of Employees. Adequate levels of earnings, safe and humane conditions of work life and social security benefits are the major qualitative areas of employment which enhance quality of workers life and their productivity. Labour welfare provisions implies the setting up to minimum desirable standards and the provisions of facilities like health ,food , clothing , housing ,medical assistance , education , insurance , job security ,reaction etc. such facilities enable the worker and his family to lead a good work life, family life & social life . Since the overall effectiveness and the productivity of an organization lies on the people who form and work within the organization. Organizational productivity depends upon, what kind of welfare measures implemented in the organization, what kind training and development activities are being organized for the employees and how these factor strengthen organizational performance and productivity. Thus, FMCG sector in India needs to concentrate in the area of labour welfare provisions and various training activities etc.

2. OBJECTIVES OF THE STUDY

The idea behind carrying out this study is based on having an indepth analysis the existing training programs and various labour welfare provisions being implemented at Dabur India Ltd., hence the present study is based on following objective:

1. What are the various training and development activities conducted at Dabar India Ltd.
2. What are various labour welfare provisions at dabur India ltd.
3. What is the impact of usage of Training factor and labour welfare provisions on the organization productivity at Dabar India Ltd.

3. REVIEW OF LITERATURE

Now a Days, the relationship between the organization and the employee has grown stronger. The employee is viewed as a 'learner', bringing personal preferences and motivation to the workplace, and thereby displaying innovation in his managerial skills and competencies. There is a positive relationship between Training and Development strategies and Organizational Productivity. Performance orientation has been included as an important association in training, in a number of studies (Aycan 2003; House et al. 2004; Javidan 2004). In case of learning organizations, training has been linked to both corporate strategy and organizational productivity; Training must be aligned to organizational strategy in order to result in high productivity (Delery and Doty 1996). So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional aspect aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Kaiser Abbas and Sara Yaqoob). It is very necessary for the organization to design the training very carefully (Michael Armstrong 2000). The design of the training should be according to the needs of the employees (Ginsberg, 1997). Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results (Partlow, 1996); Tihanyi et al., 2000; Boudreau et al., 2001). Conventions and Recommendations of ILO (1949) set forth a fundamental principle at its 26th conference held in Philadelphia recommended some of the measures in the area of welfare measures which includes adequate protection for life and health of workers in all occupations, provision for child welfare and

maternity protection, provision of adequate nutrition, housing and facilities for recreation and culture, the assurance of equality of educational and vocational opportunity etc. Jayadevadas (1980), based on his study of coir workers, suggested that the model before the trade unions in Kerala was that of modern industrial employment characterized by high wage rates, stable employment, fair working conditions, non-wage benefits, and long-term economic security. Subrahmanya (1994) defined the concept of social security in its broadest sense, as support provided by the society to the individual to enable him to attain a reasonable standard of living and to protect the standard from falling due to any contingency.

Report of National Commission on Labour (2002) Government of India, made recommendation in the area of Labour welfare measures which includes social security, extending the application of the Provident fund, gratuity and unemployment insurance etc. Shobha Mishra and Manju Bhagat (2002) in their "Principles for successful Implementation of Labour Welfare Activities", stated that labour absenteeism in Indian industries can be reduced to a great extent by provision of good housing, health and family care, canteen, educational and training facilities and provision of welfare activities. P.L.Rao (2002) in his "Labour Legislation in the Making", opines that professional bodies like National Institute of Personal Management should constitute a standing committee to monitor the proceeding in the Parliament regarding the labour welfare measures. Rao and Deo observed that self-help organizations constitute the sole agencies, which guarantee the minimum standards of social and economic security to workers in non-traditional and informal sectors of the society. K. P. Kannan (2002) stated that the ever-increasing demand for Welfare Funds for each and every sub-sector of the informal sector may be viewed as a desperate reaction of the workers for a measure of social security in an unprotected labour market.

4. ROLE OF TRAINING ACTIVITIES IN ACHIEVING ORGANIZATIONAL PRODUCTIVITY

Training has the distinct role in the achievement of an organizational goals by incorporating the interests of organization and the employees (Stone R.J. Human Resource Management, 2002). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization and therefore it leads to organisational productivity. The employee performance depends on a number of factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities and competencies of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job learning experience. Employee performance depends on many factors like job satisfaction, knowledge and management but there exists a strong relationship between Training activities and Organisational overall productivity (Chris Amisano, 2010). This shows that in order to improve organisational productivity, first of all employee performance is important which in turn would be improved through appropriate training programmes in the organisations.

5. IMPACT OF LABOUR WELFARE PROVISIONS ON ORGANIZATIONAL PRODUCTIVITY

The industrial progress of a country depends on the efficiency of employees. Any organization can be effective only when there is high degree of co-operation of labor force by providing welfare facilities. These welfare facilities go a long way in stimulating interest in the workers to produce their full capacity and pay good returns to the management in the long run, therefore, labor welfare activities act as motivator, and result in higher productivity and profits.

The term 'Labour Welfare' refers to the facilities provided to workers in and outside the factory premises such as canteens, rest and recreation facilities, housing and all other services that contribute to the wellbeing of workers. Welfare measures are concerned with general wellbeing and efficiency of workers. In the early stages of industrialization, welfare activities for factory workers did not receive adequate attention. Employers were not inclined to accept the financial burden of welfare activities. Wherever employers provided for such amenities, it was more with a paternalistic approach to labour rather than recognition of workers' needs. Hence the state had to intervene, in discharge of its welfare responsibility, by using its persuasive powers and/or by enforcing legislation, where persuasion failed. Compulsory provisions are thus incorporated in the Factories Act, 1948 with respect to the health, safety and welfare of workers engaged in the manufacturing process.

6. TRAINING ACTIVITIES AND LABOUR WELFARE PROVISIONS AT DABUR INDIA LTD.

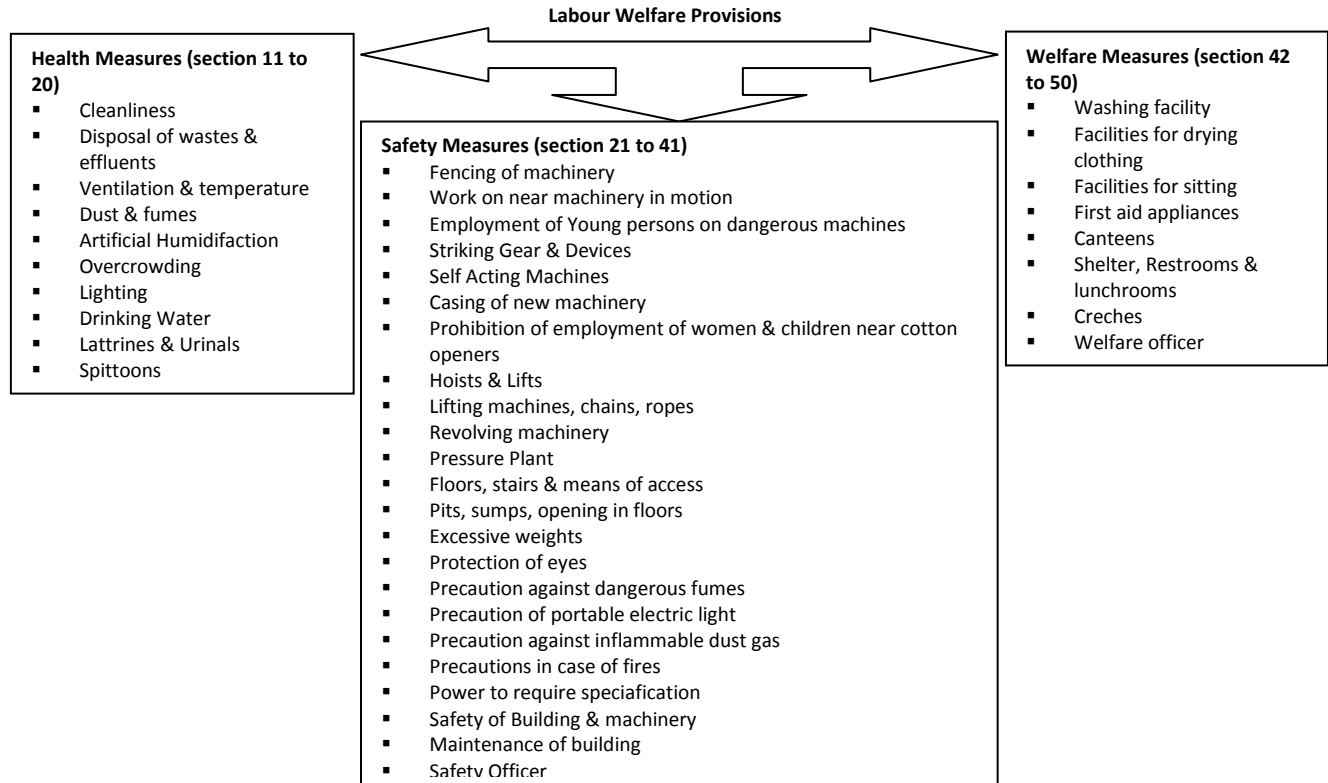
Today, the FMCG sector is the fourth-largest sector in the Indian economy. Dabur India Limited is India's fourth largest FMCG Company. Over the period, various training programs are organized at Dabur India Limited. The purpose of these programs is to bring awareness among the employees on the latest techniques & technical up-gradation & enhancement of their knowledge to improve the productivity, efficiency, best resources utilization & built positive attitude and culture in the organization.

Labour sector addresses multidimensional socio-economic aspects affecting labour welfare, productivity, living standard of labour force & social security. The purpose of labour welfare is to bring about the development of the whole personality of the worker to make a better workforce. In Dabur India Limited, the employee welfare schemes classified into two categories – Statutory & non-Statutory. The Statutory schemes are compulsory provided by an organisation as compliance to laws governing under factories act 1948 with respect to employee health, safety & welfare measures.

FIGURE -1 TRAINING PROCEDURE AT DABUR INDIA LIMITED



FIGURE-2 VARIOUS LABOUR WELFARE PROVISIONS AT DABUR INDIA LIMITED



7. RESEARCH METHODOLOGY

Research methodology is the way to the systematic solution of a research problem. This section basically presents the general procedure for carrying out the study. A description of the design and appropriate methodology is adopted in carrying out the study. The study is based on descriptive research. A well defined questionnaire was used for gathering the information about training and its effectiveness and implementation of labour welfare provisions.

7.1 Hypothesis of the study

Towards fulfilling the objective few working hypothesis were framed

H₁ Training activities affect organizational productivity.

H₂ Labour welfare provisions affect organizational productivity.

H₃ Implementation of labour welfare provisions & usage of T & D activities improve organizational productivity.

7.2 Sampling

The research made use of probability sampling for the selection of samples. Sample random sampling was used for this research. A total of 100 respondents were administered from Dabur India Ltd to determine the productivity of Training activities and labour welfare provisions.

7.3 Data Collection method

Primary data was collected by survey (through Questionnaire) on the employees of the company. Secondary data was collected from historical records and websites of the company.

7.4 Statement of Rating Scale

Highly Satisfied	Satisfied	No opinion	Dissatisfied	Highly Dissatisfied
5	4	3	2	1

8. DATA ANALYSIS

TABLE-1 FRAME TO ANALYSE THE OPINION OF THE EMPLOYEES REGARDING HEALTH & SAFETY FACILITIES

S. No	Health & Safety Facilities	Highly Satisfied	Satisfied	No Opinion	Dissatisfied	Highly Dissatisfied
1.	Drinking Water Facilities	20 (20%)	42 (42%)	12 (12%)	16 (16%)	10 (10%)
2.	Cleanliness & Proper Sanitation	18 (18%)	45 (45%)	10 (10%)	19 (19%)	8 (8%)
3.	Ventilation, Temperature & Lighting Facilities	25 (25%)	47 (47%)	13 (13%)	10 (10%)	5 (5%)
4.	Fencing of Machinery	17 (17%)	38 (38%)	15 (15%)	20 (20%)	10 (10%)
5.	Fire safety measures	12 (12%)	54 (54%)	14 (14%)	12 (12%)	8 (8%)
6.	Employment of young persons	10 (10%)	32 (32%)	16 (16%)	20 (20%)	22 (22%)
	Total	102	254	80	97	63
	Overall	17	43	13.3	16.16	10.5

Source- Primary Data

Note: Figure within the parenthesis indicate Percentage (%)

TABLE-2 FRAME TO ANALYSE THE OPINION OF THE EMPLOYEES REGARDING WELFARE FACILITIES

S. No	Welfare Facilities	Highly Satisfied	Satisfied	No Opinion	Dissatisfied	Highly Dissatisfied
1.	Medical facilities & First-aid Appliances	14 (14%)	32 (32%)	20 (20%)	12 (12%)	22 (22%)
2.	Canteen, shelters, Restrooms	14 (14%)	46 (46%)	15 (15%)	15 (15%)	10 (10%)
3.	Creches	50 (50%)	40 (40%)	2 (2%)	5 (5%)	3 (3%)
4.	Prevention of Dust fumes & smoke in work place	8 (8%)	34 (34%)	4 (4%)	10 (10%)	44 (44%)
5.	Regular visit of Labour welfare officer	14 (14%)	74 (74%)	2 (2%)	8 (8%)	2 (2%)
	Total	100	226	43	50	81
	Overall	20	45.2	8.6	10	16.2

Source- Primary Data

Note: Figure within the parenthesis indicate Percentage (%)

TABLE-3 FRAME TO ANALYSE THE OPINION OF THE EMPLOYEES REGARDING CONDUCT OF TRAINING & DEVELOPMENT ACTIVITIES

S. No	Training & Development Activities	Highly Satisfied	Satisfied	No Opinion	Dissatisfied	Highly Dissatisfied
1.	Training Design & Delivery System	12 (12%)	58 (58%)	6 (6%)	18 (18%)	6 (6%)
2.	On-the job training	14 (14%)	74 (74%)	0 (0%)	10 (10%)	2 (2%)
3.	Off-the-job training	26 (26%)	60 (60%)	6 (6%)	4 (4%)	4 (4%)
4.	Procedure for T & D activities	32 (32%)	56 (56%)	2 (2%)	6 (6%)	4 (4%)
5.	Usage of Modern techniques	30 (30%)	40 (40%)	5 (5%)	15 (15%)	10 (10%)
	Total	114	288	19	53	26
	Overall	22.8	57.6	3.8	10.6	5.2

Source- Primary Data

Note: Figure within the parenthesis indicate Percentage (%)

TABLE-4 FRAME TO ANALYSE THE OPINION OF THE EMPLOYEES REGARDING EFFECTIVENESS OF TRAINING & DEVELOPMENT ACTIVITIES

S. No	Effectiveness of Training & Development Activities	Highly Satisfied	Satisfied	No Opinion	Dissatisfied	Highly Dissatisfied
1.	Regular conduct of T & D programs	28 (28%)	42 (42%)	6 (6%)	14 (14%)	10 (10%)
2.	Training programs improve employee performance	30 (30%)	55 (55%)	4 (4%)	7 (7%)	4 (4%)
3.	T & D provides better opportunities for Growth of employees	15 (15%)	65 (65%)	5 (5%)	8 (8%)	7 (7%)
4.	Training programs help in achieving Organisational goals	18 (18%)	60 (60%)	6 (6%)	9 (9%)	7 (7%)
	Total	91	222	21	38	28
	Overall	22.75	55.5	5.25	9.5	7

Source- Primary Data

Note: Figure within the parenthesis indicate Percentage (%)

TABLE-5 CONSOLIDATED TRAINING ACTIVITIES & LABOUR WELFARE PROVISIONS AT DABUR INDIA LIMITED

S. No	Training activities & labour welfare facilities	Highly Satisfied	Satisfied	No Opinion	Dissatisfied	Highly Dissatisfied
1.	Drinking Water Facilities	20	42	12	16	10
2.	Cleanliness & Proper Sanitation	18	45	10	19	8
3.	Ventilation, Temperature & Lighting Facilities	25	47	13	10	5
4.	Fencing of Machinery	17	38	15	20	10
5.	Fire safety measures	12	54	14	12	8
6.	Employment of young persons	10	32	16	20	22
7.	Medical facilities & First-aid Appliances	14	32	20	12	22
8.	Canteen, shelters, Restrooms	14	46	15	15	10
9.	Creches	50	40	2	5	3
10.	Prevention of Dust fumes & smoke in work place	8	34	4	10	44
11.	Regular visit of Labour welfare officer	14	74	2	8	2
12.	Training Design & Delivery System	12	58	6	18	6
13.	On-the job training	14	74	0	10	2
14.	Off-the-job training	26	60	6	4	4
15.	Procedure for T & D activities	32	56	2	6	4
16.	Usage of Modern techniques	30	40	5	15	10
17.	Regular conduct of T & D programs	28	42	6	14	10
18.	Training programs improve employee performance	30	55	4	7	4
19.	T & D provides better opportunities for Growth of employees	15	65	5	8	7
20.	Training programs help in achieving Organisational goals	18	60	6	9	7
	Total	407	994	163	238	198
	Overall	20.35	49.7	8.15	11.90	9.9

Source- Primary Data

9. FINDINGS

From the forgoing analysis, the study brings to light some important findings regarding training effectiveness & welfare measures. It showed that HR's role is to establish and implement a high-level roadmap for strategic training activities and welfare measures. The strategic positioning of these activities directly promotes organisational business goals and objectives, and thereby enhancing overall organisational productivity. Data collected through various manuals & information obtained through questionnaire revealed the following major analysis-

1. It has come to notice that 60% employees were satisfied about the Health & safety facilities. 13.3% were in the category of no opinion while 26.6% employees were dissatisfied with these facilities.
2. Regarding welfare facilities, 65% employees were satisfied, near about 9 employees seemed to give no comments and about 26% employees showed dissatisfaction about welfare facilities.
3. 80% employees were satisfied with the training & development activities at dabur India limited, near about 4% employees gave no comments while near about 16% employees were dissatisfied with it.
4. 78% employees were very satisfied with the the effectiveness of training activities at Dabur India Limited, near about 5% employees gave no comments while 16% employees were dissatisfied with this.
5. Superiors give adequate feedback to employees periodically. They also provide proper diagnostic tips/ counseling methods at required levels.
6. Dabur India Limited gives both types of trainings i.e. on the job trainings & off the job trainings.
7. According to the survey of employees, result comes out that most of the trainings are given in the area of social skills, knowledge and in the area of technical skills. DIL provide trainings for the techniques also.
8. The result comes out that dabur India limited effectively implements the labour welfare provisions and it is really concerned about the health, safety, welfare as well as improving the overall performance of the employees.

10. RECOMMENDATIONS

In this research, a lot of material related to the variables used in this research has been reviewed. In the light of all this research and all the material which is being used to conduct this research and all the literature review, it comes to the decision that there should be proper Training and development in every organisation as well as labour welfare provisions should be effectively implemented. Although some disadvantages like providing all these facilities include a

huge cost to the organisation, but the advantages are much more than the disadvantages. Here are some recommendations which could be considered so as to help the company improve its organisational productivity. These recommendations have been discussed as follows-

1. Proper steps must be taken to improve the quality of food in canteen.
2. The visits of the labour welfare officer should be regular.
3. Company has to give more attention to dust, smoke, & urinals in the workspot.
4. The training design & delivery system should be orderly enhancing the effectiveness of the employees.
5. The company should change the tendency and perception of their workers towards training programs.
6. The company should give adequate knowledge regarding the use of modern methods & techniques so that the employees can become fully aware with the usage of them.
7. There should be more participation from the Top Level management in implementation of training activities as well as labour welfare facilities in the organisation.
8. Training evaluation should be conducted after every training session and proper feedback should be given to the trainees.
9. Implementation of training activities as well as labour welfare facilities should be done openly and involve every individual in determining the kind of training they need and the welfare activities which they further want to be improved by the top level.
10. The top level management should identify a broad career path for employees and it should also conduct proper career counselling programs for boosting their morale and providing career related informations to them.

11. CONCLUSION

Training & Development activities as well as labour welfare provisions are very important for an organisation to compete with this challenging & changing world. Although these facilities are basically directly related to employee but its ultimate effect goes to organisation because the end user is organisation itself. Now a days when the corporate world is designing newer techniques for developing employees and retaining them, the Dabur India Limited is no way behind and the organizational structure is such that people works hand in hand to align the organizational goals with the individuals' goals. A lot of improvements can be brought about in the company with the help of effective training and coaching. Training & development program is helpful as to strengthen the employee's productivity, their promotion, transfer, training & developments needs etc. The labour welfare provisions will improve the physique, intelligence, morality and standard of living of the workers, which in turn to improve their efficiency and productivity. From the study on labour welfare provisions in Dabur India Ltd, enable workers to live a rich and more satisfactory life .However, for any organization to succeed, training and labour welfare provisions should be vigorously pursued and made compulsory.

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